



2016 ANNUAL REPORT



NATIVE GOVERNANCE
CENTER

Supporting Tribes. Empowering Leaders.



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NATIVE GOVERNANCE CENTER

OUR MISSION

- **To assist Tribal nations in strengthening their governance systems and capacities to exercise their sovereignty.**

WHAT WE VALUE

- **Integrity** – We recognize that our work is unique and the demand is increasing. We remain faithful to the promise made in our mission statement and expect to be held accountable for our actions. We develop relationships through open conversations and work alongside our partners to create solutions where our missions are aligned.
- **Wisdom** – We seek opportunities to acquire knowledge that strengthens our organization, advances our mission, and serves our partners. We share our lessons with others and connect with people who are willing to share valuable lessons, talents and tools.
- **Bravery** – We recognize that working in political systems under difficult conditions involves risk. We exercise patience and are willing to accept uncertainty. We collaborate with our partners, respect their leadership, and recognize the risks they face while strengthening their governance systems.
- **Humility** – We recognize our work is to support Tribes and not lead. Each Tribe exists with unique situations and conditions, and the strategies they develop must be their own. Our work is to encourage Tribes to think about possibilities.

WHAT WE DO

NGC works at the intersection of leadership development and Tribal governance support. We do this through four key strategies:

- Inspire and celebrate Native nation building in the region.
- Build the human capital to lead and support Tribes in their work.
- Work side-by-side with Tribes to create and implement solutions.
- Provide a conduit between Tribes and resources.

HOW WE WORK

- We serve Indian country; we don't lead it.
- We respect self-determination and sovereignty by working through elected leaders.
- We work through partnerships to develop a broad base of knowledge and make resources available to Tribes.
- We strive to be a catalyst for advancing the field of nation building.
- We support our network of Rebuilders who are change agents on the ground.



ORGANIZATIONAL MILESTONES

- 
- AUGUST 2015** – *NGC is incorporated by the Bush Foundation as a separate nonprofit to continue delivering nation building support to Tribes in the region.*
 - DECEMBER 2015** – *NGC hires Executive Director Wayne Ducheneaux.*
 - JANUARY 2016** – *NGC officially opens.*
 - FEBRUARY 16, 2016** – *NGC moves into Northwest Area Foundation (NWAf) offices.*
 - APRIL 21, 2016** – *NGC granted 501(c)3 status.*
 - MAY 2016** – *NGC hires Program Director Rebecca Crooks-Stratton and Operations Coordinator Lauren Kramer.*
 - JUNE–AUGUST 2016** – *NGC travels to Tribal nations to introduce the new organization and learn from Tribal leaders.*
 - AUGUST 2016** – *NGC holds launch event to introduce the center to Tribal leaders.*
 - SEPTEMBER 2016** – *NGC selects Cohort 8 of Rebuilders, bringing total to 141.*
 - OCTOBER 2016** – *NGC team attends National Congress of American Indians' Annual Convention.*
 - NOVEMBER 2016** – *NGC makes first Tribal grant to Yankton Sioux Tribe for enrollment seminar.*
 - NOVEMBER 2016** – *NGC hires Program Manager Jayme Davis.*
 - NOVEMBER 30, 2016** – *NGC convenes first session of Cohort 8 Rebuilders.*

NATION BUILDING AND THE BIRTH OF NATIVE GOVERNANCE CENTER

For more than 150 years, policies from outside Indian Country have heavily influenced how Tribal governments organize and operate. With the best and worst of intentions, policies worked against Tribal sovereignty and self-determination. Tribes finally began to reclaim their right to self-governance in the 1970s, rebuilding their governments in alignment with their own values and goals.

As momentum grew, research by entities such as the Harvard Project on American Indian Economic Development and the Native Nations Institute indicated that Tribes which were rebuilding their governments were more likely to improve outcomes for their members and homelands. In 2009, the Bush Foundation adopted a Native nation building strategy to support Tribes in redesigning their governments. Bush collaborated with Tribes to provide a combination of grants, access to nation building expertise, convenings, technical support, and the Native Nation Rebuilders leadership program for emerging and current Native leaders.

Recognizing the heavy commitment of time and resources needed to meet the high demand for nation building support, Bush decided to launch a new entity guided by Native leadership in 2014. Bush partnered with CliftonLarsonAllen to launch a four-phase strategy that included the input of Tribal leaders in designing and building the organization. The result was the **incorporation of Native Governance Center (NGC) in 2015** with an independent board of directors.

Given the dearth of Native-led entities focused on governance redesign in the Midwest, **NGC is positioned to play a significant role in helping Tribes strengthen their institutions and protect their sovereignty for the long term.** NGC carries on the work started by the Bush Foundation to convene and celebrate nation building, lead the Rebuilders program, and support Tribes with nation building resources and expertise.

As Bush Foundation President Jen Ford Reedy stated, “I believe our investments in Native nation building will go down as one of the highest impact things the Bush Foundation has ever done. The creation of NGC takes that work to a whole new level, with a Native-led organization we believe will inspire Tribes around the world.”

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- Jennifer Ford Reedy
President, Bush Foundation



MESSAGE FROM THE EXECUTIVE DIRECTOR

Native Governance Center (NGC) was created to help Tribes build more effective, accountable governments and nurture emerging leaders in Indian Country. When we officially opened in January 2016, I'm proud to say we hit the ground running to fulfill those roles.



Wayne speaking at the NGC Launch

In addition to strategic planning and laying the foundation for our mission, we graduated a cohort of 18 Native Nation Rebuilders, hired two talented staff members, awarded our first grant to a Tribe in our region, and led a two-day conference focused on sovereignty – among other notable accomplishments. All of this groundwork began to expand our capacity to support Native nations from day one.

In my initial conversations with Tribal leaders representing the 23 Native nations in Minnesota, North Dakota, and South Dakota, I listened to their needs for sustained nation building work. Because NGC works at the request of Tribes in the three-state region, rather than setting the agenda or leading for them, I decided to undertake a 4,186-mile road trip during the summer of 2016 to gather additional input on the types of support and programming that Tribal leaders would like from NGC.

The information I gathered during my travels factored heavily into our strategic planning process. The leaders with whom I spoke expressed interest in developing leadership, strategic planning, and undertaking constitutional, administrative and programmatic reform efforts. While we have made significant headway, we recognize that the demand for resources related to Tribal governance support continues to grow, and we're committed to expanding our reach to meet this demand.

Now and into the future, NGC will continue to serve as a catalyst for nation building, work at the request of Tribes to help them create and implement solutions, and wholeheartedly support sovereignty and self-determination. We will strive to uphold our organization's key values – integrity, wisdom, bravery and humility – in all aspects of our work.

I look forward to building upon NGC's many partnerships and relationships as we help Tribes strengthen their institutions and protect their sovereignty for generations to come.

Sincerely,

A handwritten signature in black ink that reads "Wayne I. Ducheneaux II".

Wayne Ducheneaux II



Wayne & Alayna Eagle Shield (Cohort 7 Native Nation Rebuilder, Standing Rock Sioux)

BUILDING UP OUR REBUILDERS



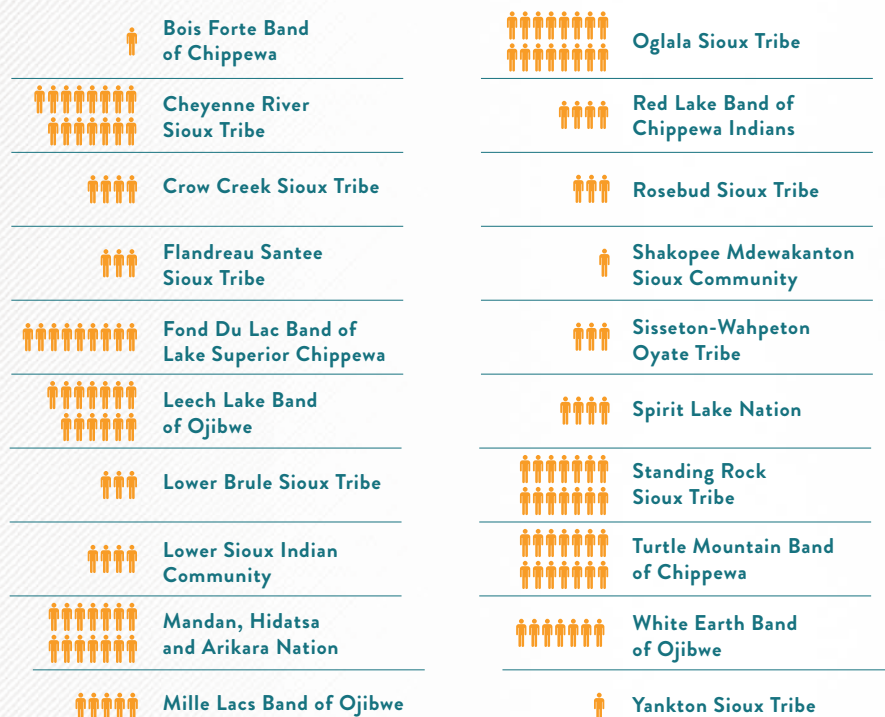
NATIVE NATION REBUILDERS

One of the most important roles of NGC is to nurture emerging leaders in Indian Country. The key way in which we do that is our Native Nation Rebuilders program, which creates homegrown jobs and career paths for people to work for, work with, and support Tribes in their efforts to advance governance.

To date, **139 Tribal citizens from across the region** are graduates of the Native Nation Rebuilders program. Rebuilders have gone on to support nation building projects in their home communities – through the public, private and nonprofit sectors – after gaining a deeper understanding of the tenets and strategies that will contribute to the long-term success of their governments, economies and people. They learn about nation building and leadership in a cohort format, allowing them to form supportive relationships that will continue years into the future, and they develop tangible plans for themselves and their nations.

The Bush Foundation launched the Native Nation Rebuilders program in 2009 in response to the guidance of Tribal leaders, who know firsthand that nation building requires an engaged community supported by today's and tomorrow's leaders.

NUMBER OF NATIVE NATION REBUILDERS FROM EACH TRIBE



“Being a Native Nation Rebuilder to me represents having hope. Hope for the future, hope for the present, hope for our leaders, and hope for our reservation. It has grounded me in the tenets of nation building and has opened my eyes to the possibilities of creating a healthy future for the next seven generations.”

- **Maggie Rousu**,
White Earth Nation

“After graduating from the Rebuilders program, I came back to work for my Tribe with a new perspective. I’m no longer discouraged by what I see; instead, I feel encouraged about the potential of my Tribal government. I want to pass along this encouragement to my fellow Tribal citizens.”

- **Vi Waln**,
Rosebud Sioux Tribe

HIGHLIGHTS OF OUR FIRST YEAR

LAUNCHING NATIVE GOVERNANCE CENTER (NGC)

NGC celebrated its first year with a two-day inaugural conference in August, bringing together Tribal leaders from 20 Tribes in the region to network and hear from notable presenters. Keynote speaker Charles Wilkinson led attendees through the history of Tribal-Federal relations, while a panel of Tribal leaders offered suggestions on how to lead nations forward past that long history of challenges.

VISITING STANDING ROCK WATER PROTECTOR CAMPS

While in Bismarck, North Dakota, for a Rebuilders session, the NGC team visited the Standing Rock water protector camps. The water protectors, including many Rebuilders, played an important role in shedding light on the fight against the pipeline and lack of meaningful consultation with Tribes during the planning and permitting process. This peaceful and prayerful call to action brought nationwide attention to the issues of Tribal sovereignty and government-to-government relationships – concepts unfamiliar to many Americans.

GIVE TO THE MAX DAY

On November 14, 2016, NGC participated in its first Give to the Max Day, when Minnesotans celebrate their favorite nonprofits through contributions. NGC raised \$1,835 from donors across the state.

PARTICIPATING IN NCAI

NGC traveled to Phoenix, Arizona, for the National Congress of American Indians' (NCAI) 73rd annual convention in October. NGC Program Director Rebecca Crooks-Stratton moderated a conference panel titled "Seeding Prosperity: Strategic Considerations for Building Sustainable Tribal Economies." Standing Rock Sioux Chairman and Rebuilder Alumnus David Archambault II shared the challenges posed by the Dakota Access Pipeline. The conference provided a great opportunity for NGC staff to engage with Tribal leaders from across the United States.



NGC Board Member Frank Ettawageshik, Program Director Rebecca Crooks-Stratton, and Operations Coordinator Lauren Kramer at NCAI convention.

GENEROSITY FROM WYSS FOUNDATION

The Wyss Foundation generously donated \$1,000 to NGC to provide each member of Cohorts 7 and 8 of the Native Nation Rebuilders program with the book, *The Art of Possibility: Transforming Professional and Personal Life*. Rosamund Stone Zander, one of the book's co-authors, delivered a keynote address on leadership to the Rebuilders during the December session at Mystic Lake Casino Hotel.

PARTNERING WITH NNI

NGC and the Native Nations Institute (NNI) share a commitment to helping Tribal governments strengthen their institutions and protect their sovereignty. NNI develops and delivers nation building curriculum for NGC's Native Nation Rebuilders program and provides a variety of other assistance and resources to Tribal governments.

LEADING EDUCATIONAL SESSIONS FOR TRIBAL NATIONS

- Lower Sioux Indian Community – executive education seminar and strategic planning in partnership with NNI
- Leech Lake Band of Ojibwe – executive education seminar in partnership with NNI
- Yankton Sioux Tribe – enrollment seminar

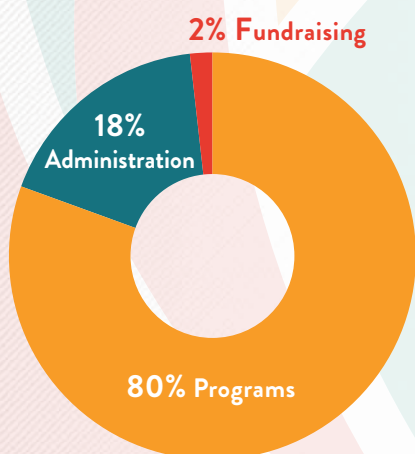
FINANCIAL SUMMARY

Native Governance Center (NGC) incorporated as a nonprofit organization in the fall of 2015 and had its first full year of operations in 2016. Year one was filled with efforts to establish the organization, build staff capacity, implement systems and infrastructure, plan for the future, begin to pursue our mission, and introduce the organization to those it serves.

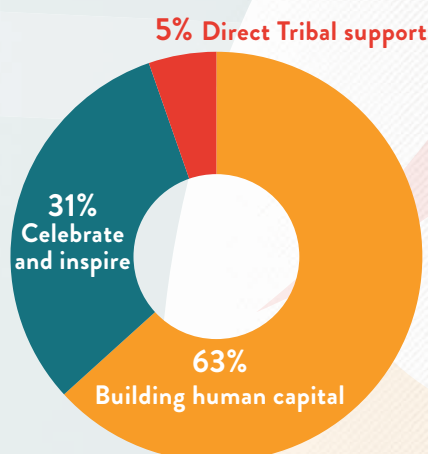
NGC's efforts in 2016 culminated in total spending of approximately \$735,000 and a positive balance sheet. Approximately 80% of all expenses were dedicated directly to programmatic efforts, while the majority of the balance was dedicated to building infrastructure with systems, people and processes to support NGC's mission.

Financial support in 2016 was largely provided by the Bush Foundation as part of its long-standing commitment to the work and mission now being fulfilled by NGC. In 2017 and beyond, NGC will focus its efforts on diversifying its base of financial support in order to ensure its long-term success.

SUMMARY OF EXPENSE BY FUNCTION



PROGRAM EXPENSE BY CATEGORY



Building human capital:
Our work developing leadership through the Native Nation Rebuilders program

Celebrate and inspire:
Our launch event and other convenings on nation building topics

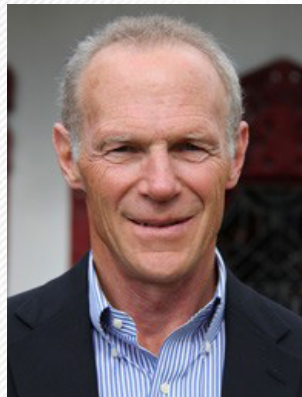
Direct Tribal support:
Our work directly supporting Tribes with customized assistance

BOARD OF DIRECTORS



CRIS STAINBROOK | Board Chair, President at Indian Land Tenure Foundation
Enrolled member of Oglala Sioux Tribe

Cris has been working in philanthropy for 25 years and has been president of the Indian Land Tenure Foundation (ILTF) since its inception in 2002. Before joining ILTF, Stainbrook spent 13 years at Northwest Area Foundation in several positions. Stainbrook was a founding member of Native Americans in Philanthropy and served on the board of directors for 11 years. He was also a founder and longtime advisory committee member of the Two Feathers Endowment of The Saint Paul Foundation. He currently serves on the boards of the Minnesota Community Foundation and the Saint Paul Foundation. In addition, he has served on a number of committees within the Council on Foundations and the Minnesota Council on Foundations. Cris holds a bachelor's degree from the University of Iowa and a master's degree in fisheries science from Oregon State University.



JOE KALT | Board Secretary, Ford Foundation Professor (Emeritus), Co-Director of The Harvard Project on American Indian Economic Development at the John F. Kennedy School of Government

Joe is the Ford Foundation Professor (Emeritus) of International Political Economy at the John F. Kennedy School of Government at Harvard University and is a senior economist with Compass Lexecon. In 1987, he founded (with Stephen Cornell) the Harvard Project on American Indian Economic Development. He continues to serve as the project's co-director and is a principal author of *The State of the Native Nations: Conditions under U.S. Policies of Self-Determination* (with the Harvard Project) and many other books. Joe is board chair of the Fort Apache Heritage Foundation, and is a member of the National Advisory Board of The Big Sky Institute, the Board of Directors of The Sonoran Institute, and the Honorary Advisory Board of the Centro Artistico y Cultural de Huachinera, Sonora, Mexico. He received his bachelor's degree in economics from Stanford University and his master's degree and Ph.D. in economics from the University of California in Los Angeles.



TADD JOHNSON | Board Treasurer, Director of Master of Tribal Administration and Governance Program at University of Minnesota-Duluth
Enrolled member of Bois Forte Band of Chippewa

Tadd leads the American Indian Studies Department at the University of Minnesota-Duluth and directs the Master of Tribal Administration and Governance program. A 1985 graduate of the University of Minnesota Law School, he is licensed to practice law in Tribal, state and federal court. In his career, he has served as a Tribal administrator, a Tribal attorney, a Tribal court judge, and has taught numerous courses on Federal Indian Law and American Indian History. From 1990-1995, he served as counsel and staff director to the United States House of Representatives Committee on Natural Resources in the Office of Indian Affairs and the Subcommittee on Native American Affairs. During the Clinton Administration, Tadd was appointed by the President to chair the National Indian Gaming Commission. He has served as a faculty member of the National Judicial College, has served on the board of the Minnesota Chamber of Commerce, and was a co-producer and co-host of the PBS program "Native Report."



FRANK ETTAWAGESHIK | Executive Director at United Tribes of Michigan
Enrolled member of Little Traverse Bay Bands of Odawa Indians

Frank is the executive director of the United Tribes of Michigan. In addition, he is the chairman of the United League of Indigenous Nations Governing Board and the co-chair of the National Congress of American Indians Federal Recognition Task Force. He served in Tribal elected office for 16 years. During his tenure as Tribal Chairman of the Little Traverse Bay Bands of Odawa Indians, he was instrumental in the adoption of the Tribal and First Nations Great Lakes Water Accord and the United League of Indigenous Nations Treaty. He currently serves the board of the Association on American Indian Affairs, Anishinaabemowin Teg, and the Michigan Indian Education Council. Throughout his 40 years of public service, Frank has served on dozens of boards throughout Indian Country.



JODI GILLETTE | Policy Advisor, Government Relations at Sonosky, Chambers, Sachse, Enderson & Perry, LLP
Enrolled member of Standing Rock Sioux Tribe (Hunkpapa and Oglala Lakota)

Jodi serves as a policy advisor for Sonosky, Chambers, Sachse, Enderson & Perry, LLP, a national law firm devoted to representing Native American Tribal interests. Most recently, Gillette served President Barack Obama from 2009-2015 as the Special Assistant to the President for Native American Affairs in the White House Domestic Policy Council and later as the Deputy Assistant Secretary to the Assistant Secretary of Indian Affairs in the U.S. Department of the Interior. Prior to joining the Obama Administration, Jodi served as the executive director of the Native American Training Institute in Bismarck, a nonprofit organization offering technical assistance and training to Tribal, state and local governments in the area of human service delivery systems. Jodi has a bachelor's degree from Dartmouth College and a master of public policy degree from the University of Minnesota.



TRACEY ZEPHIER | Partner at Fredericks Peebles & Morgan LLP
Enrolled member of Cheyenne River Sioux Tribe

Tracey is a partner in the Rapid City law firm of Fredericks Peebles & Morgan. She previously served as president and CEO of First Nations Oweesta Corporation, focusing on creating and sustaining Native community development financial institutions on Indian reservations throughout the United States. Tracey has also served as a banker, an auditor for the South Dakota Department of Labor, and executive director of the South Dakota Equal Justice Commission. She is a 2010 graduate of the Bush Foundation's Native Nation Rebuilders program.

STAFF



WAYNE L. DUCHENEAUX II | Executive Director

Enrolled member of Cheyenne River Sioux Tribe

As executive director of Native Governance Center (NGC), Wayne leads the organization in all facets of operation, shaping its programs and outcomes. He is a Rebuilders alumnus from Cohort 3. Wayne grew up on his parents' cattle ranch on the east end of the Cheyenne River Indian Reservation. His work with his Tribe included running the Cheyenne River Motel, a Tribal enterprise, serving two years as Tribal Administrative Officer, and serving as a District 4 Council Representative. He was also selected for a two-year term as Vice-Chairman of the Tribe from 2012-2014.



JAIME A. PINKHAM | Senior Advisor

Enrolled member of Nez Perce Tribe

Before serving as an advisor at NGC, Jaime was vice president of the Bush Foundation, leading the organization's Native nations program. He spent the previous two decades in the Pacific Northwest advocating for Tribal sovereignty, self-determination, and treaty rights. From 1990 to 2002, he worked for the Nez Perce Tribe and was elected twice to the Tribe's governing body, successfully retaining the position of Treasurer. He also led the Tribe's natural resource programs.



REBECCA CROOKS-STRATTON | Program Director

Enrolled member of Shakopee Mdewakanton Sioux Community (SMSC)

As program director, Rebecca's primary role is to direct the design and implementation of NGC's leadership programs and Tribal engagement strategies. She is also a Rebuilders alumna from Cohort 2. Rebecca has served her community in elected positions on the SMSC Gaming Commission and the Gaming Enterprise Board of Directors. Rebecca also worked for the SMSC in Tribal administration for seven years, leading projects such as the Tribal Nations Plaza at TCF Bank Stadium and helping open a Montessori classroom at the Tribal daycare program. She has a bachelor's degree in political science and American Indian studies from the University of Arizona.



JAYME DAVIS | Program Manager

Enrolled member of Turtle Mountain Band of Chippewa and descendant of Standing Rock Sioux Tribe

Jayme supports the implementation and execution of NGC's leadership programs and Tribal engagement strategies as program manager. Before joining NGC, Jayme worked at the Turtle Mountain Community College in Belcourt, North Dakota, as the Tribal College Grant Program Director. She also previously worked for U.S. Senator Kent Conrad in Washington, D.C., as his Native American Affairs Liaison. Jayme has a bachelor's degree in business management from the University of Mary in Bismarck. She is also a Rebuilders alumna from Cohort 7.



LAUREN KRAMER | Operations Coordinator

Lauren's primary roles as operations coordinator are to manage NGC's core operations functions, provide executive support, oversee information management, and support the organization's financial management functions. Prior to joining the NGC staff, Lauren was a researcher/development assistant for Great Promise for American Indians in Austin, Texas. She also worked for the White Earth Land Recovery Project and interned for the Ann Bancroft Foundation. Lauren received a master's degree in women's and gender studies and a graduate portfolio in nonprofit studies from the University of Texas at Austin in May 2016; she graduated from St. Olaf College with a bachelor's degree in American studies and biology in 2013.

OUR PARTNERS

NATIVE GOVERNANCE CENTER EXTENDS IMMENSE GRATITUDE TO ITS KEY PARTNERS



BUSH FOUNDATION

The Bush Foundation invests in great ideas and the people who power them. They encourage individuals and organizations to think bigger and think differently about what is possible in communities across Minnesota, North Dakota, South Dakota and the 23 Native nations that share the same geographic area. The Foundation was established in 1953 by 3M executive Archibald Bush and his wife, Edyth. Inspired by the Bushes' desire to build their community and encourage innovation, the Foundation has invested nearly \$1 billion in grants to thousands of organizations and individuals.



Northwest Area Foundation

Reducing Poverty. Building Prosperity.

The Northwest Area Foundation funds champions of change who reflect the distinct cultural strengths of the eight states and 75 Native nations of its region. They work in diverse communities to help people build assets through good jobs and financial capability—so that they can establish good credit, launch small businesses, and save for their futures. Together, these skills equip families to overcome crises today and begin to feel secure and hopeful about tomorrow.



THE UNIVERSITY OF ARIZONA

NATIVE NATIONS INSTITUTE

Founded by the Udall Foundation
& the University of Arizona

Strengthening Indigenous Governance

Located on Tohono O'odham Nation's traditional homelands, the Native Nations Institute for Leadership, Management, and Policy (NNI) is a self-determination, self-governance, and development resource for Native nations. NNI assists in building capable Native nations that can effectively pursue and ultimately realize their own political, economic, and community development objectives. This effort, called nation building, is the central focus of NNI's programs.



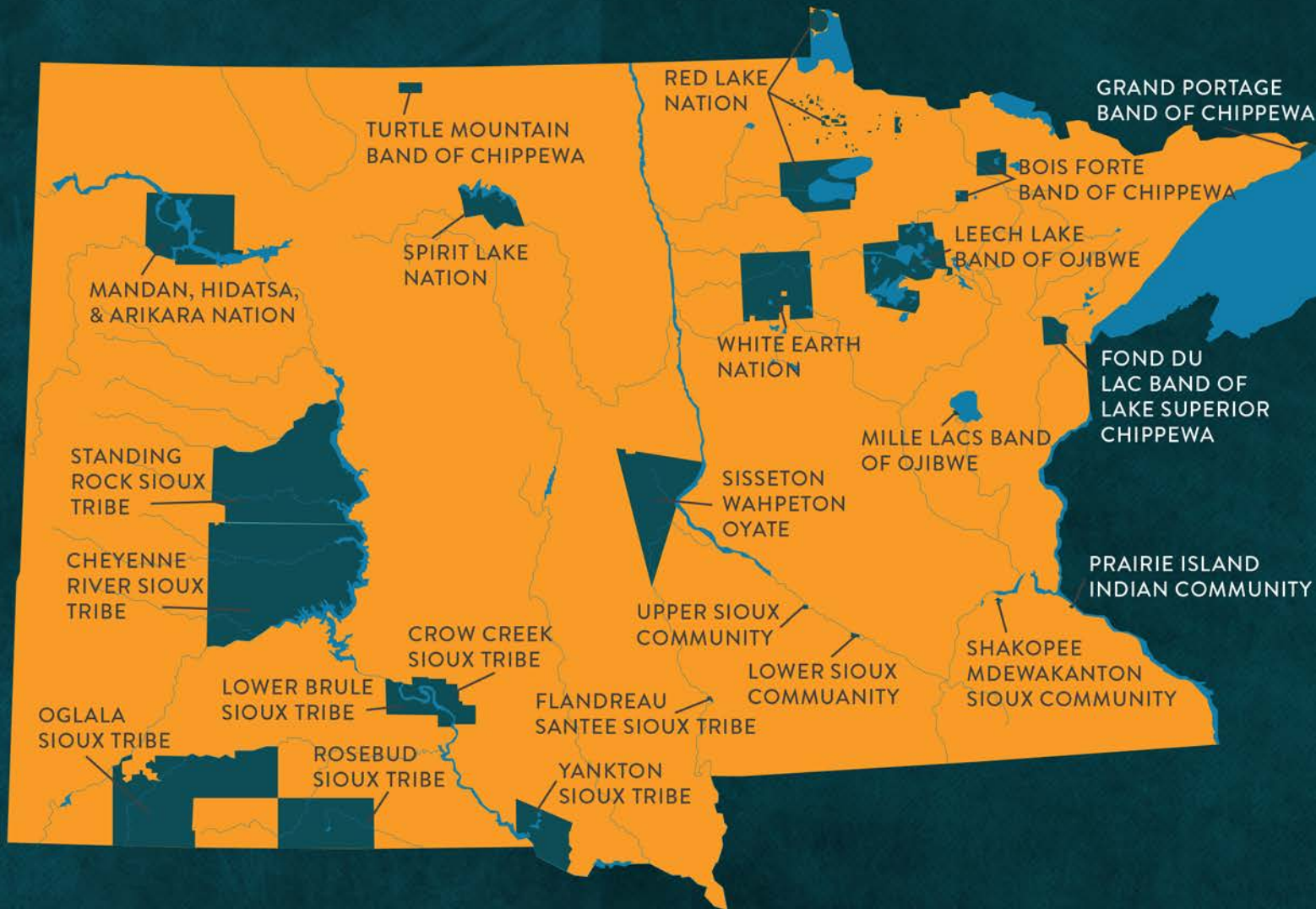
PAINTED SKYE MANAGEMENT

The Curator of Your Life

Painted Skye Management is a Native, minority, women-owned strategic business management firm. They are leaders in value-based consulting with exceptional taste and style who provide end-to-end strategic business consulting services. They develop insights, trainings, systems and processes that energize teams and individuals alike. They are a unique firm that not only assists with small business development, but specializes in social enterprise, nonprofit management and an individuals self-empowerment.

NATIVE NATIONS SERVED

Strengthening tribal nations through leadership development and governance resources.



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