

# Tribal Workforce Development: A Decision-Framing Toolkit

A tribal governance resource developed by the National Congress of American Indians (2018)

## Endnotes and Research Citations

### Front Cover

#### Quote:

Justin Guillory, President, Northwest Indian College, U.S. Senate Committee on Indian Affairs Workforce Development Roundtable and Briefing, December 4, 2015.

### Tribal Workforce Development: An Introduction (page 3)

1. DeWeaver, Norm. "Tribal Innovation: The Key to Workforce Development Success." Breakout session, NCAI Annual Convention, Phoenix, Arizona, October 12, 2016. (<https://www.youtube.com/watch?v=RY4xbH3cH9U&index=2&list=PLBjQrzrj0lyshzCqxIBiNXY4L2PgtKZlY>, accessed August 1, 2017)
2. Delmar, Charissa (producer). "The Rebuilding Native Nations: Strategies for Governance and Development course series." Native Nations Institute for Leadership, Management, and Policy, University of Arizona. Tucson, Arizona. 2013. Video. (<https://nnigovernance.arizona.edu/rebuilding-native-nations-strategies-governance-and-development-course-series>, accessed February 12, 2018)
3. See, for example, Stephen Cornell and Joseph P. Kalt, "Two Approaches to the Development of Native Nations: One Works, the Other Doesn't," *Rebuilding Native Nations: Strategies for Governance and Development* (Miriam Jorgensen, Ed.), Tucson: University of Arizona Press, 2007, pp. 3-33.
4. Brayboy, Bryan, et al. *Postsecondary Education for American Indian and Alaska Natives: Higher Education for Nation Building and Self-Determination*. ASHE Higher Education Report, Volume 37:5, 2012, p. 29; citing TG.R. Alfred, *Peace, power, righteousness: An indigenous manifesto*. Don Mills, Canada: Oxford University Press. 1999.
5. NCAI Policy Research Center. *Higher Education & Workforce Development: Leveraging Tribal Investments to Advance Community Goals*. Tribal Insights Brief. Washington, DC: National Congress of American Indians. Summer 2012, p. 3 ([http://www.ncai.org/attachments/PolicyPaper\\_UfoQxzYBWUMTyWwTrqNjXyjiEvboIXbnuERkpVPgzSvUrdlnHHz\\_PRC%20Tribal%20Insights\\_Final%20Low.pdf](http://www.ncai.org/attachments/PolicyPaper_UfoQxzYBWUMTyWwTrqNjXyjiEvboIXbnuERkpVPgzSvUrdlnHHz_PRC%20Tribal%20Insights_Final%20Low.pdf), accessed December 5, 2016).

### The Challenges Facing Indian Country Workforce Development (page 4)

1. According to DeWeaver, "Every reservation is different. Even the most common problems may be present in different ways or may be completely absent in many reservation communities" ("Indian Workers and the Reservation Labor Market: Reality, Research, and a Way Forward." Wyoming Labor Market Information, Wyoming Department of Workforce

Services, August 2014, p. 3; <https://doe.state.wy.us/lmi/LAUS/LM-dynamics-in-reservation-areas-9-1-14.pdf>, accessed February 3, 2017).

### **TRIBAL GOVERNANCE Matters (pages 6-7)**

#### *Hallmark quote:*

Quoted in Quinault Indian Nation, *An Overview of the Q-munity Roadmap (Transformation 2011)*. Taholah, Washington, 2011, p. 11.

#### *Framing the Discussion:*

1. *Rebuilding Native Nations*, 2007, p. 19.
2. O'Neill, Gloria. "Workforce Development: Cook Inlet Tribal Council." Breakout session, NCAI Annual Convention, Phoenix, Arizona, October 12, 2016. (<https://www.youtube.com/watch?v=Oc0feR4kRC8&index=4&list=PLBjQrzrj0lyshzCqxIBiNXY4L2PgtKZIY>, accessed August 1, 2017)
3. Pecos, Regis. "Regis Pecos Addresses Rebuilders Cohort," Native Nations Institute, University of Arizona, Tucson, Arizona, December 09, 2015. (<https://nnigovernance.arizona.edu/regis-pecos-addresses-rebuilders-cohort>, accessed August 6, 2017)
4. Meyer, Chris. "Roundtable on Native Youth Workforce Opportunity." Center for Native American Youth, Washington, D.C., June 23, 2017.

#### *Innovation Snapshot: Citizen Potawatomi Nation:*

1. Zientek, Margaret. E-mail correspondence with NCAI. January 30, 2018.
2. Zientek, Margaret. "Sovereignty in Action (Interview with NCAI)." Phoenix, Arizona. October, 12, 2016. (<https://www.youtube.com/watch?v=CMWOCxy4lBo>, accessed September 14, 2017)

#### *Innovation Snapshot: Confederated Salish and Kootenai Tribes:*

1. Templer, Arlene. Interview with NCAI, March 26, 2015.
2. According to reservation unemployment data provided by CSKT DHRD to NCAI, March 14, 2016.

### **STRATEGIC VISION Matters (pages 8-9)**

#### *Hallmark quote:*

Gipp, David. "Workforce Development: Building the Human Capacity to Rebuild Tribal Nations." Breakout session, NCAI Mid Year Conference, St. Paul, Minnesota, June 29, 2015. (<https://www.youtube.com/watch?v=7KQ3gbukbWs>, accessed August 3, 2016)

#### *Framing the Discussion:*

1. The Native Nations Institute and Harvard Project on American Indian Economic Development research identifies strategic orientation as one of the five primary to successful, sustained Native nation rebuilding (see *Rebuilding Native Nations*, 2007, pp. 25-26).

*Innovation Snapshot: Owens Valley Career Development Center:*

1. Owens Valley Career Development Center. *Economic Development Initiative Strategic Framework (EDISF) Action Plan*. Bishop, California, April 7, 2014.
2. Yazza, Alex, Jr. "Sovereignty in Action (Interview with NCAI)." Washington, D.C., February 24, 2016. (<https://www.youtube.com/watch?v=DHFPdA-YZfo>, accessed February 22, 2017)
3. Howard, Ryan. Email correspondence with NCAI. May 11, 2018.

*Innovation Snapshot: Nez Perce Tribe:*

1. Nez Perce Tribe and Northwest Indian College. *Higher Education Agreement between Nez Perce Tribe and Northwest Indian College*. Memorandum of Agreement. December 11, 2014, p. 1.
2. Seven, Kay. Correspondence with NCAI. May 30, 2018.
3. Ibid.
4. Data provided to NCAI by the Nez Perce Tribe Adult Education Department, May 31, 2018.

**INTEGRATION Matters (pages 10-11)**

*Hallmark quote:*

Templer, Arlene. Interview with Native Nations Institute for Leadership, Management, and Policy. University of Arizona, Tucson, Arizona. March 28, 2013.

*Framing the Discussion:*

1. *Rebuilding Native Nations*, 2007, p. 152.
2. See NCAI's in-depth case studies of four tribal workforce development approaches (<http://www.ncai.org/ptg/workforce-development>), as well as *Rebuilding Native Nations*, 2007, pp. 146-172 and 223-245. Altogether, "redesigned and more comprehensive social service delivery systems are not only more likely to succeed because they are stronger institutions, but because they reflect greater tribal self-determination" (Eddie F. Brown et al. *Welfare, Work, and American Indians: The Impact of Welfare Reform*. A Report to the National Congress of American Indians. Kathryn M. Buder Center for American Indian Studies and Native Nations Institute for Leadership, Management and Policy, Nov. 2001, p. 50).
3. The Indian Employment, Training and Related Services Consolidation Act was signed into law in December 2017. Commonly called the "new 477 law," it strengthens the ability of – and streamlines the process for – tribal nations to integrate workforce development and related programs into a single, comprehensive approach designed to achieve their particular priorities.
4. *Welfare, Work, and American Indians*, 2001, p. 49.

*Innovation Snapshot: Blackfeet Manpower:*

1. Blackfeet Manpower One-Stop Center. "Blackfeet Manpower: About." Organizational webpage (<https://blackfeetmanpower.wordpress.com/about/>, accessed February 26, 2018); Blackfeet Manpower, correspondence with NCAI, January 10, 2018.
2. Blackfeet Manpower, correspondence with NCAI, January 10, 2018.

*Innovation Snapshot: Cook Inlet Tribal Council:*

1. Rieger, Lisa. Email correspondence with NCAI. February 5, 2018.
2. Ibid.
3. Cook Inlet Tribal Council. *Sustainability 2021: A five-year plan for our self-determination*. Anchorage, Alaska. 2016; Rieger, Lisa. Email correspondence with NCAI. February 26, 2018.
4. Rieger, Lisa. Email correspondence with NCAI. February 5, 2018.

**INSTITUTIONS Matter (pages 12-13)**

*Hallmark quote:*

Begay, Jr., Manley A. "Introduction to Native Nation Building." Native Nations Institute for Leadership, Management, and Policy, University of Arizona. Tucson, Arizona. 2011. Lecture. (<https://nnigovernance.arizona.edu/rebuilding-native-nations-course-series-importance-capable-governing-institutions>, accessed March 6, 2018)

*Framing the Discussion:*

1. *Welfare, Work, and American Indians*, Nov. 2001, p. 52.
2. *Rebuilding Native Nations*, 2007, pp. 162-163.
3. Diver, Karen. "Nation Building through the Cultivation of Capable People and Governing Institutions." "Leading Native Nations" interview series. Native Nations Institute for Leadership, Management, and Policy, University of Arizona. Tucson, Arizona. September 17, 2009. Interview. (<https://nnigovernance.arizona.edu/karen-diver-nation-building-through-cultivation-capable-people-and-governing-institutions>, accessed June 3, 2017)

*Innovation Snapshot: Gila River Indian Community:*

1. Gila River Indian Community (GRIC). *Employee Policies and Procedures Reference Guide: Revised November 2011*. Gila River Indian Community. Sacaton, Arizona. November 2011, p. 4.
2. Manuel, Elisia. Interview with NCAI. Sacaton, Arizona. June 13, 2016.
3. NCAI Partnership for Tribal Governance. *Workforce Development: Building the Human Capacity to Rebuild Tribal Nations: Gila River Indian Community*. Washington, DC: National Congress of American Indians, 2017, p. 19. (<http://www.ncai.org/ptg/workforce-development-gila-river>, accessed December 2, 2017)

*Innovation Snapshot: Pueblo of Laguna:*

1. Hooper, Jim and Jaye Chissoe. Conversation with NCAI. February 21, 2018.
2. POL's new manual is "designed to assist the Pueblo to achieve a uniformed personnel management system that provides fair and equitable treatment to all employees while providing maximum service to the Pueblo of Laguna members" (Pueblo of Laguna. *Pueblo of Laguna Personnel Policies and Procedures Manual (Effective 2/1/17)*. February 2017, p. 7). The manual was overhauled in 2012 and then amended in 2017. For details on POL's new Employee Discipline and Grievance policies, see *Manual*, pp. 69-80).
3. Hooper, Jim and Jaye Chissoe. Conversation with NCAI. February 21, 2018.

*Policy Recommendations:*

1. Woodrow, Susan. *Growing Economies in Indian Country: Taking Stock of Progress and Partnerships*. A Summary of Challenges, Recommendations, and Promising Efforts. Board of Governors of the Federal Reserve System. Minneapolis, Minnesota. April 2012, p. 18.
2. NCAI. *Securing Our Futures*. Washington, D.C. February 2013, p. 13

**CULTURE Matters (pages 14-15)**

*Hallmark quote:*

McDonald, Leander "Russ." "Workforce Development: Building the Human Capacity to Rebuild Tribal Nations." Breakout session, NCAI Annual Convention, San Diego, California, October 21, 2015.

*Framing the Discussion:*

1. See *Rebuilding Native Nations*, 2007, pp. 167-169. As Brayboy explains, "Indigenous nations cannot successfully engage in nation-building projects that are driven by sovereignty and self-determination unless they develop independence of mind by taking action to restore pride in their traditions, languages, and knowledge" (*Postsecondary Education for American Indian and Alaska Natives: Higher Education for Nation Building and Self-Determination*, 2012, p. 15).
2. Confederated Salish & Kootenai Tribes (CSKT). CSKT Vocational Rehabilitation Program Intake Application. Pablo, Montana, 2016, p. 2.
3. Albert, Shaunda. Interview with NCAI. Pablo, Montana. March 26, 2015.

*Innovation Snapshot: Round Valley Indian Tribes:*

1. Hoaglen, Cindy. Conversation with NCAI. January 18, 2018.
2. Ibid.

*Innovation Snapshot: Sealaska Heritage Institute:*

1. NCAI Policy Research Center. *Higher Education & Workforce Development: Leveraging Tribal Investments to Advance Community Goals*. Tribal Insights Brief. Washington, DC: National Congress of American Indians. Summer 2012, p. 11  
([http://www.ncai.org/attachments/PolicyPaper\\_UfoQxzYBWUMTyWwTrqNjXyjiEvboIXbnuERkp\\_vPgZSvUrdlnHHz\\_PRC%20Tribal%20Insights\\_Final%20Low.pdf](http://www.ncai.org/attachments/PolicyPaper_UfoQxzYBWUMTyWwTrqNjXyjiEvboIXbnuERkp_vPgZSvUrdlnHHz_PRC%20Tribal%20Insights_Final%20Low.pdf), accessed December 5, 2016).
2. Worl, Rosita. Email correspondence with NCAI. December 2, 2017.

**LEADERSHIP Matters (pages 16-17)**

*Hallmark quote:*

Cladoosby, Brian. "What I Wish I Knew Before I Took Office." Emerging Leaders seminar. Native Nations Institute for Leadership, Management, and Policy, University of Arizona. Tucson, Arizona. March 24, 2010. Presentation. (<https://nnigovernance.arizona.edu/brian-cladoosby-what-i-wish-i-knew-i-took-office>, accessed March 17, 2018)

*Framing the Discussion:*

1. See *Rebuilding Native Nations*, 2007, pp. 156-158.
2. Native Nations Institute. "Role Confusion: What Is It and Where Does It Come From?" Reading assignment. *Rebuilding Native Nations: Strategies for Governance and Development* online course series. Native Nations Institute for Leadership, Management, and Policy. University of Arizona, December 2012, p. 1.
3. Ibid.
4. Ibid.
5. O'Neill, Gloria. "Tribal Innovation: The Springboard for Preparing Tribal Citizens for Workforce Development Success: Q&A." Breakout session, NCAI Annual Convention, Phoenix, Arizona, October 12, 2016. (<https://www.youtube.com/watch?v=7dksDJYJ84c>, accessed August 1, 2017)

*Innovation Snapshot: California Indian Manpower Consortium*

1. California Indian Manpower Consortium, Inc. "CIMC Leadership Training for Entrepreneurial/Small Business/Economic Development" (PowerPoint presentation). Sacramento, California. December 15, 2017, slide 2.
2. Sanchez, Lorenda. Email correspondence with NCAI. November 29, 2017.

*Innovation Snapshot: Ysleta del Sur Pueblo*

1. Hisa, Carlos. Interview with NCAI. Ysleta, Texas, March 26, 2015.
2. NCAI Partnership for Tribal Governance. *Workforce Development: Building the Human Capacity to Rebuild Tribal Nations: Ysleta del Sur Pueblo*. Washington, D.C.: National Congress of American Indians. 2015, pp. 14-15. (<http://www.ncai.org/ptg/work-force-development/ydsp>, accessed August 3, 2017)

**FUNDING Matters (pages 18-19)**

*Hallmark quote:*

Sharp, Fawn. "Sovereignty in Action" (Interview with NCAI). Washington, D.C. February 24, 2016. (<https://www.youtube.com/watch?v=UepWmWVEHB4&t=136s>, accessed June 27, 2017)

*Framing the Discussion:*

1. Hoaglen, Cindy. "Workforce Development: Building the Human Capacity to Rebuild Tribal Nations." Breakout session, NCAI Mid Year Conference, St. Paul, Minnesota, June 29, 2015. (<https://www.youtube.com/watch?v=4vH85IP8Tsk>, accessed August 3, 2016)
2. For a good example of this approach, see NCAI's case study of the Coeur d'Alene Tribe (pp. 9-10) at [http://www.ncai.org/PTG\\_Innovation\\_Spotlight\\_-\\_Coeur\\_dAlene\\_Workforce\\_Development\\_FINAL.pdf](http://www.ncai.org/PTG_Innovation_Spotlight_-_Coeur_dAlene_Workforce_Development_FINAL.pdf).
3. To learn about how one tribal nation is approaching this task, see NCAI's case study of CSKT (pp. 12-14) at [http://www.ncai.org/PTG\\_Innovation\\_Spotlight\\_-\\_CSKT\\_Workforce\\_Development\\_4-18-16.pdf](http://www.ncai.org/PTG_Innovation_Spotlight_-_CSKT_Workforce_Development_4-18-16.pdf).
4. The U.S. Department of Labor's Reentry Employment Opportunities Program and Youth Career Connect grant programs are among the examples (Brown, Athena. "Roundtable on

Native Youth Workforce Opportunity” (PowerPoint presentation). Center for Native American Youth, Washington, D.C., June 23, 2017).

*Innovation Snapshot: Confederated Salish and Kootenai Tribes:*

1. NCAI Partnership for Tribal Governance. *Workforce Development: Building the Human Capacity to Rebuild Tribal Nations: Confederated Salish & Kootenai Tribes*. Washington, DC: National Congress of American Indians. 2016, pp. 14-15. (<http://www.ncai.org/ptg/workforce-development-cskt>, accessed July 12, 2017)

*Innovation Snapshot: Ysleta del Sur Pueblo:*

1. NCAI Partnership for Tribal Governance. *Workforce Development: Building the Human Capacity to Rebuild Tribal Nations: Ysleta del Sur Pueblo*. 2015, p. 3.

(<http://www.ncai.org/ptg/work-force-development/ydsp>, accessed August 3, 2017)

2. Honoring Nations. “Project Pueblo: Economic Development Revitalization Project.” Report. Honoring Nations: 2010 Honoree. Harvard Project on American Indian Economic Development, John F. Kennedy School of Government, Harvard University. Cambridge, Massachusetts. 2011, p. 2. (<https://nnidatabase.org/text/project-pueblo-economic-development-revitalization-project>, accessed August 7, 2015)

3. NCAI Partnership for Tribal Governance. *Workforce Development: Building the Human Capacity to Rebuild Tribal Nations: Ysleta del Sur Pueblo*. 2015, p. 15.

(<http://www.ncai.org/ptg/work-force-development/ydsp>, accessed August 3, 2017)

## **CITIZEN ENGAGEMENT Matters (pages 20-21)**

*Hallmark quote:*

Riggs, Patricia. “The Role of Citizen Engagement in Nation Building: The Ysleta del Sur Pueblo Story.” 70th Annual Convention & Marketplace, National Congress of American Indians. Tulsa, Oklahoma. October 15, 2013. Presentation. (<https://nnigovernance.arizona.edu/patricia-riggs-role-citizen-engagement-nation-building-ysleta-del-sur-pueblo-story>, accessed March 4, 2018)

*Framing the Discussion:*

1. *Rebuilding Native Nations*, 2007, p. 165.

2. Citation forthcoming.

*Innovation Snapshot: Cheyenne River Sioux Tribe:*

1. Cheyenne River Sioux Tribal Ventures (CRSTV). “Mission & History.” CRSTV website. Eagle Butte, South Dakota, 2015. (<http://crtribalventures.org/mission-history/>, accessed March 27, 2018)

2. Briggs, Eileen. Conversation with NCAI. St. Paul, Minnesota. March 28, 2018.

3. Four Bands Community Fund, Inc. *Cheyenne River Workforce Development Survey Results*. Eagle Butte, South Dakota. January 2015. (<http://crtribalventures.org/newsite/wp-content/uploads/2015/09/CR-Workforce-Development-Survey-Jan2015.pdf>, accessed March 26, 2018)

4. Ibid., p. 2.

*Innovation Snapshot: Coeur d'Alene Tribe:*

1. Meyer, Chris. Interview with NCAI. Plummer, Idaho. April 28, 2016.
2. Washington State University. "Tribal Nation Building Leadership Program" website, 2016. (<http://native.wsu.edu/support/leadership.html>, accessed March 11, 2016)
3. NCAI Partnership for Tribal Governance. *Workforce Development: Building the Human Capacity to Rebuild Tribal Nations: Coeur d'Alene Tribe*. Washington, D.C.: National Congress of American Indians. 2016, pp. 16-17. (<http://www.ncai.org/ptg/workforce-development-coeur-dalene>, accessed January 15, 2017).

**ASSESSMENT Matters (pages 22-23)**

*Hallmark quote:*

Allan, Elva "Cookie". Interview with NCAI. Plummer, Idaho. January 21, 2016.

*Framing the Discussion:*

1. DeWeaver, Norm. *Counting Unemployed Indians in Reservation Areas*. August 5, 2015, p. 3.
2. NCAI Partnership for Tribal Governance. Tribal Workforce Development Survey. Washington, D.C.: National Congress of American Indians, 2015.
3. Brown, Eddie F. et al. *Welfare, Work, and American Indians*. Nov. 2001, p. 57.

*Innovation Snapshot: Coeur d'Alene Tribe:*

1. National Education Association (NEA). "Coeur d'Alene Tribe: Leo Reano Memorial Award." Lesson Plans: High School, NEA Human and Civil Rights Awards Program, Lessons Learned from NEA's Social Justice Advocates. Washington, D.C. December 29, 2015, p. 12. ([https://www.nea.org/assets/docs/18141%20CDA%20NEA%20HCR%209-12%20Lesson%20Plan\\_12-29-15.pdf](https://www.nea.org/assets/docs/18141%20CDA%20NEA%20HCR%209-12%20Lesson%20Plan_12-29-15.pdf), accessed March 23, 2016)
2. NCAI Partnership for Tribal Governance. *Workforce Development: Building the Human Capacity to Rebuild Tribal Nations: Coeur d'Alene Tribe*. Washington, D.C.: National Congress of American Indians. 2016, pp. 12-13, 21. (<http://www.ncai.org/ptg/workforce-development-coeur-dalene>, accessed January 15, 2017).

*Innovation Snapshot: Rosebud Sioux Tribe:*

1. Rosebud Economic Development Corporation. *REDCO: State of the Future Workforce*. Report. Mission, South Dakota. July 2017, pp. 3-4.
2. Ibid., p. 2.
3. Ibid.

**REMOVING OBSTACLES Matters (pages 24-25)**

*Hallmark quote:*

Country, Joyce. "The Sisseton Wahpeton Oyate Professional Empowerment Program." Honoring Nations symposium. Harvard Project on American Indian Economic Development, John F. Kennedy School of Government, Harvard University. Cambridge, Massachusetts. September 27-



28, 2007. Presentation. (<https://nnigovernance.arizona.edu/honoring-nations-joyce-country-and-dorry-larson-sisseton-wahpeton-oyate-professional-empowerment>, accessed November 7, 2017)

*Framing the Discussion:*

1. Chanda, Lana. Interview with NCAI. Sacaton, Arizona. August 17, 2016. For more information, see NCAI Partnership for Tribal Governance. *Workforce Development: Building the Human Capacity to Rebuild Tribal Nations: Gila River Indian Community*. Washington, DC: National Congress of American Indians, 2017, pp. 16-18. (<http://www.ncai.org/ptg/workforce-development-gila-river>, accessed December 2, 2017)
2. Larson, Dorry. "Sisseton-Wahpeton Oyate Professional Empowerment Program." Honoring Nations Awards event. Harvard Project on American Indian Economic Development, John F. Kennedy School of Government, Harvard University. Tulsa, Oklahoma. November 1, 2005. Presentation. (<https://nnigovernance.arizona.edu/honoring-nations-dr-dorry-larson-and-joyce-country-sisseton-wahpeton-oyate-professional-empowerment>, accessed November 7, 2017)

*Innovation Snapshot: Confederated Tribes of Umatilla:*

1. Honoring Nations. "CTUIR Public Transit." Report. Honoring Nations: 2010 Honoree. Harvard Project on American Indian Economic Development, John F. Kennedy School of Government, Harvard University. Cambridge, Massachusetts. 2011. (<https://hpaied.org/sites/default/files/publications/ctuir%20public%20transit.pdf>, accessed January 30, 2018)
2. Confederated Tribes of the Umatilla Indian Reservation. "Kayak Public Transit" webpage. Pendleton, Oregon. 2018. (<http://ctuir.org/tribal-services/planning/kayak-public-transit>; accessed January 30, 2018); Confederated Tribes of the Umatilla Indian Reservation. "Kayak Public Transit: Owned and operated by the Confederated Tribes of the Umatilla Indian Reservation." Overview document. Pendleton, Oregon. 2018.
3. Confederated Tribes of the Umatilla Indian Reservation. "Kayak Public Transit: Owned and operated by the Confederated Tribes of the Umatilla Indian Reservation." Overview document. Pendleton, Oregon. 2018.

*Innovation Snapshot: Sisseton-Wahpeton Oyate*

1. Dakota Western Corp. "The Dakota Western Story" webpage. 2018. ([https://www.dakotawesterncorp.com/dwc\\_story.php](https://www.dakotawesterncorp.com/dwc_story.php), accessed February 13, 2018)
2. Honoring Nations. "Professional Empowerment Program: SWO Human Services Agency." Report. Honoring Nations: 2005 Honoree. Harvard Project on American Indian Economic Development, John F. Kennedy School of Government, Harvard University. Cambridge, Massachusetts. 2008, p. 1. (<https://www.innovations.harvard.edu/sites/default/files/2001796.pdf>, accessed January 31, 2018)
3. Dakota Nation Gaming Enterprises. "Welcome to Developing Productive Employees (DPE) (Program Agenda)." Dakota Nation Gaming Enterprises Employee Assistance Program. 2018.
4. Honoring Nations. "Professional Empowerment Program: SWO Human Services Agency." Report. Honoring Nations: 2005 Honoree. Harvard Project on American Indian Economic

Development, John F. Kennedy School of Government, Harvard University. Cambridge, Massachusetts. 2008, p. 2.  
(<https://www.innovations.harvard.edu/sites/default/files/2001796.pdf>, accessed January 31, 2018)

## **TARGETED SOLUTIONS Matter (pages 26-27)**

### *Hallmark quote:*

Yazza, Alex, Jr. "Workforce Development: Building the Human Capacity to Rebuild Tribal Nations." Breakout session, NCAI Annual Convention, San Diego, California, October 21, 2015.

### *Framing the Discussion:*

1. Squaxin Island Tribe. "Summer Youth Employment" webpage. Shelton, Washington. 2017. (<http://squaxiniland.org/government/departments/human-resources/summer-youth-employment/>, accessed March 24, 2018)
2. Ibid.
3. Krise, Charlene. Workforce Development: Building the Human Capacity to Rebuild Tribal Nations (Q&A)." Breakout session, NCAI Mid Year Conference, St. Paul, Minnesota, June 29, 2015. (<https://www.youtube.com/watch?v=v55qf2SMPUM>, accessed May 1, 2018)
4. DeWeaver, Norm. "Tribal Innovation: The Springboard for Preparing Tribal Citizens for Workforce Development Success: Q&A." Breakout session, NCAI Annual Convention, Phoenix, Arizona, October 12, 2016. (<https://www.youtube.com/watch?v=7dksDJYJ84c>, accessed August 1, 2017)

### *Innovation Snapshot: Columbia River Inter-Tribal Fish Commission:*

1. Columbia River Inter-tribal Fish Commission. "CRITFC Mission & Vision" webpage. Portland, Oregon. 2018. (<http://www.critfc.org/about-us/mission-vision/>, accessed April 16, 2018)
2. Columbia River Inter-tribal Fish Commission. "Overview of CRITFC Workforce Development Program." Overview document. Portland, Oregon. November 29, 2017.
3. Hudson, Charles. Conversation with NCAI. Washington, D.C. March 19, 2018.

### *Innovation Snapshot: Muscogee (Creek) Nation:*

1. Muscogee (Creek) Nation Reintegration Program. "Prisoner Re-entry: A Tribal Model Webinar." Webinar PowerPoint Presentation. APPA Relias Academy. 2015, slide 7. Meanwhile, in 2006, "in response to Reintegration Program advocacy, the Muscogee Nation changed its own hiring policies. Under the new rules, felons are no longer banned from tribal employment" (Honoring Nations. "Muscogee Creek Nation Reintegration Program." Report. Honoring Nations: 2008 Honoree. Harvard Project on American Indian Economic Development, John F. Kennedy School of Government, Harvard University. Cambridge, Massachusetts. 2008, p. 2; <https://www.hpaied.org/sites/default/files/publications/Muscogee%20Creek%20Nation%20Reintegration%20Program.pdf>, accessed March 15, 2018).
2. Muscogee (Creek) Nation Reintegration Program. "Prisoner Re-entry: A Tribal Model Webinar." Webinar PowerPoint Presentation. APPA Relias Academy. 2015, slide 20.

3. Easton, Kristi. "Holistic rehabilitation: Tribal programs help Native American ex-inmates reintegrate after prison." *The Tulsa Voice*. February 2018. (<http://www.thetulsavoice.com/February-A-2018/Holistic-rehabilitation/>, accessed March 6, 2018)
4. ICT Staff. "DOJ Grants Muscogee Creek Nation \$3.78 Million for Ex-Prisoner Reintegration Program." *Indian Country Today*. November 8, 2013. (<https://indiancountrymedianetwork.com/news/business/doj-grants-muscogee-creek-nation-378-million-for-ex-prisoner-reintegration-program/>, accessed March 15, 2018)

*Policy Recommendations:*

1. NCAI Policy Research Center. *Higher Education & Workforce Development: Leveraging Tribal Investments to Advance Community Goals*. Tribal Insights Brief. Washington, DC: National Congress of American Indians. Summer 2012, p. 4 ([http://www.ncai.org/attachments/PolicyPaper\\_UfoQxzYBWUMTyWwTrqNjXyjiEvboIXbnuERkp\\_vPgZSvUrdlnHHz\\_PRC%20Tribal%20Insights\\_Final%20Low.pdf](http://www.ncai.org/attachments/PolicyPaper_UfoQxzYBWUMTyWwTrqNjXyjiEvboIXbnuERkp_vPgZSvUrdlnHHz_PRC%20Tribal%20Insights_Final%20Low.pdf), accessed December 5, 2016).
2. Citation forthcoming.

**CLOSING THE LOOP Matters (pages 28-29)**

*Hallmark quote:*

Muñoz, Christopher. "Sovereignty in Action (Interview with NCAI)." St. Paul, Minnesota, June 29, 2015. (<https://www.youtube.com/watch?v=ptwuDN9R9as>, accessed February 22, 2018)

*Framing the Discussion:*

1. George, Keller. "Native Nation Building" executive education seminar. Native Nations Institute for Leadership, Management, and Policy, University of Arizona. Tucson, Arizona. 2010.
2. NCAI Partnership for Tribal Governance. *Workforce Development: Building the Human Capacity to Rebuild Tribal Nations: Ysleta del Sur Pueblo*. Washington, D.C.: National Congress of American Indians. 2015, p. 14. (<http://www.ncai.org/ptg/work-force-development/ydsp>, accessed August 3, 2017)
3. Theobald, Joni. Conversation with NCAI. Milwaukee, Wisconsin. December 22, 2017.
4. According to Brown et al., "Many of those who have left tribal homelands to secure work express the hope that reservation economic conditions will change, allowing them to return, and Indian nations that have experienced significant economic growth report high rates of return migration." *Welfare, Work, and American Indians*, 2001, p. 42).
5. For example, see NCAI's summary of the Old Harbor Tribal Council's approach (NCAI Policy Research Center. *Higher Education & Workforce Development: Leveraging Tribal Investments to Advance Community Goals*. Tribal Insights Brief. Washington, DC: National Congress of American Indians. Summer 2012, p. 9) ([http://www.ncai.org/attachments/PolicyPaper\\_UfoQxzYBWUMTyWwTrqNjXyjiEvboIXbnuERkp\\_vPgZSvUrdlnHHz\\_PRC%20Tribal%20Insights\\_Final%20Low.pdf](http://www.ncai.org/attachments/PolicyPaper_UfoQxzYBWUMTyWwTrqNjXyjiEvboIXbnuERkp_vPgZSvUrdlnHHz_PRC%20Tribal%20Insights_Final%20Low.pdf), accessed December 5, 2016).

*Innovation Snapshot: Navajo Nation:*

1. University of Arizona Office of Public Affairs. "UA Colleges of Medicine and Navajo Nation Sign Agreement Establishing Scholarship Fund for Navajo Medical Students." Tucson, Arizona. March 10, 2016. (<http://opa.uahs.arizona.edu/newsroom/news/2016/ua-colleges-medicine-and-navajo-nation-sign-agreement-establishing-scholarship>, accessed April 3, 2018)
2. Stock, Kaylee. "University of Arizona College of Medicine announces new scholarship for Navajo students." *Downtown Devil*. March 18, 2016. (<https://downtowndevil.com/2016/03/18/78469/university-of-arizona-college-of-medicine-announces-new-scholarship-for-navajo-students/>, accessed April 3, 2018)
3. University of Arizona Office of Public Affairs. "UA Colleges of Medicine and Navajo Nation Sign Agreement Establishing Scholarship Fund for Navajo Medical Students." Tucson, Arizona. March 10, 2016. (<http://opa.uahs.arizona.edu/newsroom/news/2016/ua-colleges-medicine-and-navajo-nation-sign-agreement-establishing-scholarship>, accessed April 3, 2018)

*Innovation Snapshot: Alutiiq Tribe of Old Harbor:*

1. NCAI Policy Research Center. *Higher Education & Workforce Development: Leveraging Tribal Investments to Advance Community Goals*. Tribal Insights Brief. Washington, DC: National Congress of American Indians. Summer 2012, p. 9 ([http://www.ncai.org/attachments/PolicyPaper\\_UfoQxzYBWUMTyWwTrqNjXyjiEvboIXbnuERkp\\_vPgZSvUrdlnHHz\\_PRC%20Tribal%20Insights\\_Final%20Low.pdf](http://www.ncai.org/attachments/PolicyPaper_UfoQxzYBWUMTyWwTrqNjXyjiEvboIXbnuERkp_vPgZSvUrdlnHHz_PRC%20Tribal%20Insights_Final%20Low.pdf), accessed December 5, 2016).
2. Ibid.

**ADVANCEMENT Matters (pages 30-31)**

*Hallmark quote:*

Fiddler, Tanya. Interview with NCAI. Washington, D.C. February 24, 2015.

*Framing the Discussion:*

1. In this kind of environment, workers tend to "move from one job to another out of economic necessity and based on what's available at the time" (DeWeaver, Norm. "Indian Workers and the Reservation Labor Market: Reality, Research, and a Way Forward." Wyoming Labor Market Information, Wyoming Department of Workforce Services, August 2014, p. 4; <https://doe.state.wy.us/lmi/LAUS/LM-dynamics-in-reservation-areas-9-1-14.pdf>, accessed February 3, 2017).
2. Citation forthcoming.
3. NCAI Policy Research Center. *Higher Education & Workforce Development: Leveraging Tribal Investments to Advance Community Goals*. Tribal Insights Brief. Washington, DC: National Congress of American Indians. Summer 2012, p. 5 ([http://www.ncai.org/attachments/PolicyPaper\\_UfoQxzYBWUMTyWwTrqNjXyjiEvboIXbnuERkp\\_vPgZSvUrdlnHHz\\_PRC%20Tribal%20Insights\\_Final%20Low.pdf](http://www.ncai.org/attachments/PolicyPaper_UfoQxzYBWUMTyWwTrqNjXyjiEvboIXbnuERkp_vPgZSvUrdlnHHz_PRC%20Tribal%20Insights_Final%20Low.pdf), accessed December 5, 2016).
4. Ibid., p. 11.

*Innovation Snapshot: Chickasaw Nation:*

1. NCAI Policy Research Center. *Higher Education & Workforce Development: Leveraging Tribal Investments to Advance Community Goals*. Tribal Insights Brief. Washington, DC: National Congress of American Indians. Summer 2012, p. 7 ([http://www.ncai.org/attachments/PolicyPaper\\_UfoQxzYBWUMTyWwTrqNjXyjiEvboIXbnuERkp\\_vPgZSvUrdlnHHz\\_PRC%20Tribal%20Insights\\_Final%20Low.pdf](http://www.ncai.org/attachments/PolicyPaper_UfoQxzYBWUMTyWwTrqNjXyjiEvboIXbnuERkp_vPgZSvUrdlnHHz_PRC%20Tribal%20Insights_Final%20Low.pdf), accessed December 5, 2016).
2. Chickasaw Nation. *School-to-Work Program Policy Handbook*. Ada, Oklahoma. October 2016, p. 2. ([https://www.chickasaw.net/getattachment/25cdb3a9-78ad-4eff-b2ed-f87cb711a5be/MAN\\_08\\_STWP\\_1000\\_-\\_School-to-Work\\_Program\\_Policy\\_.aspx](https://www.chickasaw.net/getattachment/25cdb3a9-78ad-4eff-b2ed-f87cb711a5be/MAN_08_STWP_1000_-_School-to-Work_Program_Policy_.aspx), accessed February 9, 2018)
3. Chickasaw TV Video Network. "Revolutionary School-to-Work Program." Video. *CNTV News*. September 5, 2014. (<https://www.chickasaw.tv/videos/cntv-september-15-2014-revolutionary-school-to-work-program>, accessed February 9, 2018)
4. Data provided to NCAI by the Chickasaw Nation School-to-Work Program, January 12, 2018.

*Innovation Snapshot: Pascua Yaqui Tribe:*

1. Pascua Yaqui Tribe. *Casino Del Sol Future Leader Program: Program Overview*. Tucson, Arizona. 2018, p. 1.
2. Arizona Daily Star staff. "Casino del Sol program seeks to fill executive posts with tribal members." *Arizona Daily Star*. May 11, 2017. ([http://tucson.com/business/tucson/casino-del-sol-program-seeks-to-fill-executive-posts-with/article\\_1a1cdba6-a2fe-5220-8278-48a3a59f93ed.html](http://tucson.com/business/tucson/casino-del-sol-program-seeks-to-fill-executive-posts-with/article_1a1cdba6-a2fe-5220-8278-48a3a59f93ed.html), accessed April 17, 2018); Casino del Sol. *Casino Del Sol Executive Succession Program: Program Overview*. Tucson, Arizona. May 2018, pp. 1-2.
3. Arizona Daily Star staff. "Casino del Sol program seeks to fill executive posts with tribal members." *Arizona Daily Star*. May 11, 2017. ([http://tucson.com/business/tucson/casino-del-sol-program-seeks-to-fill-executive-posts-with/article\\_1a1cdba6-a2fe-5220-8278-48a3a59f93ed.html](http://tucson.com/business/tucson/casino-del-sol-program-seeks-to-fill-executive-posts-with/article_1a1cdba6-a2fe-5220-8278-48a3a59f93ed.html), accessed April 17, 2018)

**PARTNERSHIPS Matter (pages 32-33)**

*Hallmark quote:*

Howard, Ryan. *Workforce Development: Building the Human Capacity to Rebuild Tribal Nations (Q&A)*. Breakout session, NCAI Mid Year Conference, St. Paul, Minnesota, June 29, 2015. (<https://www.youtube.com/watch?v=v55gf2SMPUM>, accessed May 1, 2018)

*Innovation Snapshot: Hopi Tribe:*

1. U.S. Forest Service. "Hopi Tribe and Kaibab National Forest recognized for partnership on springs restoration work." News Release. Kaibab National Forest. Williams, Arizona. February 25, 2016.
2. Gomez, Everett et al. Email correspondence with NCAI. February 27, 2018.
3. Gomez, Everett et al. Conversation with NCAI. February 28, 2018.

*Innovation Snapshot: Lac du Flambeau Band of Lake Superior Chippewa:*

1. Big John, Brooks. Email correspondence with NCAI. February 23, 2018.
2. Ibid.
3. Ibid.

**SUSTAINABILITY Matters (pages 34-35)**

*Hallmark quote:*

Zientek, Margaret. "Workforce Development: Citizen Potawatomi Nation." Breakout session, NCAI Annual Convention, Phoenix, Arizona, October 12, 2016.

(<https://www.youtube.com/watch?v=EUc1Bz-dbo8>, accessed August 1, 2017)

*Innovation Snapshot: Cherokee Nation:*

1. Cherokee Nation. *P.L. 102-477: 2015 Year End Report (10/01/2014 – 09/30/2015)*.

Tahlequah, Oklahoma. December 29, 2015, p. 1.

(<https://www.bia.gov/sites/bia.gov/files/Cherokee..AR2014.2015.%20%20508%20Comp.pdf>, accessed March 3, 2018)

2. Carroll, Kim et al. Conversation with NCAI. March 28, 2018.

3. Cherokee Nation. *P.L. 102-477: 2015 Year End Report (10/01/2014 – 09/30/2015)*.

Tahlequah, Oklahoma. December 29, 2015, p. 1.

(<https://www.bia.gov/sites/bia.gov/files/Cherokee..AR2014.2015.%20%20508%20Comp.pdf>, accessed March 3, 2018)

*Innovation Snapshot: Gila River Indian Community:*

1. Social Policy Research Associates. "Gila River Indian Community Career Pathways by Lana Chanda" (Presentation). May 11, 2011. (<https://vimeo.com/23487755>, accessed December 20, 2016)

2. Chanda, Lana. Interview with NCAI. San Diego, California. October 21, 2015; Manuel, Elisia. Interview with NCAI. Sacaton, Arizona. June 13, 2016.

3. Chanda, Lana. "Sector Strategies/Career Pathways" (PowerPoint presentation). Tools for Creating Powerful Pathway Systems session, 2016 Southwest Pathways Conference, Global Pathways Institute and Arizona State University, Scottsdale, Arizona, May 3, 2016.

4. Arizona State University (ASU). *GRIC Career Pathways Evaluation: Final Report*. Office of American Indian Projects, School of Social Work, College of Public Service & Community Solutions, ASU. June 2016, p. 9.