

# HONORING NATIONS 2014 APPLICATION

An Awards Program that Identifies, Celebrates, &  
Shares Outstanding Examples of Tribal Governance



Administered by  
The Harvard Project  
on American Indian Economic Development



The Harvard Project  
on American Indian  
Economic Development

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## AN INVITATION



With great enthusiasm and excitement, I announce *Honoring Contributions in the Governance of American Indian Nations* (Honoring Nations) is now accepting applications for Honoring Nations 2014. Since 1998, Honoring Nations has been identifying, celebrating, and sharing outstanding examples of tribal governance.

In this time, we've witnessed success in the face of challenges, affirmed resiliency of Native people through innovations, and shared countless assertions of sovereignty. The family of honored programs demonstrates the vitality and promise of Indian Country while also contributing to future generations.

Along with my colleagues on the Honoring Nations Board of Governors and the staff of the Harvard Project, I invite you to participate in Honoring Nations 2014. Whether you submit an application or nominate a candidate, you are making an important contribution to the promotion of good governance throughout Indian Country. By sharing your success stories and knowledge, you are helping to plant seeds and grow an even better tomorrow.

*Nyawenha*—Thank you,

Oren Lyons  
Chairman, Honoring Nations



## AN INTRODUCTION

Honoring Nations invites applications from American Indian governments across a broad range of subject areas, including:

### Cultural Affairs

Economic and Community Development

Environment and Natural Resources

Intergovernmental Relations

### Education

Government Performance

Health and Social Services

Justice

Partnerships between tribal governments and other entities are welcome to apply, and multiple applications from a single Indian nation are also encouraged.

Each applicant program completes an information sheet and answers a series of short essay questions about its contribution to good governance. A Board of Governors guides the evaluation process in which programs are selected and receive national recognition. At each stage of the selection process, programs are evaluated on the basis of their significance to sovereignty, effectiveness, cultural relevance, transferability, and sustainability.

At the heart of Honoring Nations is the principle that tribes themselves hold the key to generating social, political, cultural, and economic prosperity and that self-governance plays a crucial role in building and sustaining strong, healthy Indian nations. Honoring Nations serves as a vehicle for collectively celebrating our many and diverse successes, fostering pride and confidence in the ability of American Indian governments to improve the well-being of their respective communities and citizens. Another fundamental principle of the program is that American Indian nations benefit from access to innovative ideas and effective governing approaches. Award-winning programs serve as important sources of knowledge and inspiration that are drawn upon throughout Indian country and far beyond. To date, the Honoring Nations family includes 112 exemplary Contributions and 3 All-Star Contributions.

To help facilitate the spread of best practices and knowledge, awarded programs are honored with world-class exhibits at the Smithsonian National Museum of the American Indian (NMAI) to share their stories of success with others. A symposium will be held the following year to facilitate learning and sharing with the celebrated programs. The Harvard Project on American Indian Economic Development and its sister program, the Native Nations Institute (NNI), also produce reports, case studies, and other curricular materials that are shared with tribal leaders, public servants, the media, scholars, students, and others interested in promoting and fostering excellence in tribal governance.

## HONORING NATIONS FAMILY

### 1999

Cherokee Tribal Sanitation Program

Choctaw Health Center

Idaho Gray Wolf Recovery Program

Institutionalized Quality Improvement Program

Land Claims Distribution Trust Fund

Minnesota 1837 Ceded Territory Conservation Code

Navajo Studies Department

New Law and Old Law Together

Off-Reservation Indian Foster Care

Ojibwe Language Program

Pte Hca Ka, Inc

Rosebud Sioux Tribal Education Department and Code

Tax Initiative Economic Development

Tribal Court of the Grand Traverse Band

Water Quality Standards

Wildlife and Fisheries Management Program

### 2000

Coeur d'Alene Tribal Wellness Center

Economic Development Corporation: Ho-Chunk, Inc.

Elders Cultural Advisory Council

Enhancing Government-to-Government Relationships

Grand Traverse Band Planning and Development

Hopi Jr./Sr. High: Two Plus Two Plus Two

Navajo Nation Archaeology Department Training Programs

## 2000, continued

Navajo Treatment Center for  
Children and Family

Pharmacy Online Billing Initiative

Poeh Center: Sustaining and  
Constructing Legacies

Small Business Development  
Program

Swinomish Cooperative Land Use  
Program

Treaty Rights/National Forest  
Management Memorandum of  
Understanding

White Earth Suicide Intervention  
Team

White Mountain Apache Wildlife  
and Recreation Program

Yukaana Development Corporation

## 2002

Bringing Financial and Business  
Expertise to Tribes

Cherokee Nation History Course

Columbia River Inter-Tribal Fish  
Commission

Coyote Valley Tribal EPA

Gila River Youth Council

Government Reform, Diné  
Appropriate Government and Local  
Governance Projects

Iroquois Nationals Lacrosse

“Nation Building” Among the  
Chilkoot Tlingit

Safe, Clean Waters

Southwest Oregon Research Project

The Healing Lodge

Umatilla Basin Salmon Recovery  
Project

Whirling Thunder Wellness  
Program

Ya Ne Dah Ah School

## ELIGIBILITY

**Note:** This application refers to all programs, practices, and initiatives as “Contributions.” To be eligible for an Honoring Nations award, the Contribution to good governance must:

- Be administered under the authority of an American Indian nation or Alaska Native community (or an office, division, or agency thereof) that played a formative role in designing and implementing the Contribution.
- Be submitted by the tribal government office, division, or agency responsible for oversight and/or administration of the Contribution.

**NOTE:** Partnerships with other entities (nonprofits, private organizations, or other governmental entities) are encouraged, but the application must be submitted by a tribal government or tribal government entity.

- Have been in operation for at least 12 months prior to the application deadline.

**NOTE:** Multiple applications from a single nation are welcome. Programs that have previously applied are encouraged to re-apply if they were not previously awarded.

## SELECTION CRITERIA

At each stage of the selection process, applications will be evaluated according to the following criteria:

- **Significance to Sovereignty** – The Contribution strengthens self-governance and self-determination for the nation.
- **Effectiveness** – The Contribution achieves positive and measurable results in addressing a key concern, problem, or challenge facing the nation and its citizens.
- **Cultural Relevance** – The Contribution fits, reflects, and strengthens the nation’s culture.
- **Transferability** – The Contribution’s concepts, principles, and practices are applicable to other governments.
- **Sustainability** – The Contribution shows promise of sustained effectiveness.

## SELECTION PROCESS & DEADLINE SCHEDULE

- Applications submitted for Honoring Nations 2014 must be received by **5:00p.m. EST on Thursday, December 12, 2013.**
- In **January**, 12 programs will be chosen as semifinalists. Harvard Project staff will conduct a short telephone interview with representatives of each of the semifinalist programs. Each semifinalist will then be asked to submit supplemental information and a letter of endorsement from the chief executive of the nation (i.e., Chief, Chairperson, President, Governor, etc.).
- In **March**, up to 6 programs will be selected to receive a site visit. Site visits will be conducted by small teams of 2 to 3 people from the Harvard Project staff, Board of Governors, and/or experts within the field.
- In **May, June, July, and August**, site visits will be conducted. Finalists will be notified shortly after.
- In **October**, the Board of Governors will deliberate and select 3 Awardees.
- In **March**, Awardees will participate in a good governance symposium at the Smithsonian’s National Museum of the American Indian and at other national events.

# HONORING NATIONS 2014 APPLICATION

## General Information

(1) **Name of Contribution (program/practice/initiative):** *Please limit to six words or fewer* \_\_\_\_\_

(2) **Name of Tribal Dept./Agency/Office submitting application:** \_\_\_\_\_

(3) **Name of American Indian Nation or Alaska Native community:** \_\_\_\_\_

(4) **Number of persons served by the Contribution:** \_\_\_\_\_

(5) **Contact Information:** *Please list a primary contact person and a secondary contact person with whom Honoring Nations staff and the general public can readily communicate.*

### PRIMARY CONTACT:

Name: \_\_\_\_\_ Title: \_\_\_\_\_

Tribal Affiliation (optional): \_\_\_\_\_ Website: \_\_\_\_\_

Address: \_\_\_\_\_ City: \_\_\_\_\_ State: \_\_\_\_\_ Zip: \_\_\_\_\_

Telephone: \_\_\_\_\_ Email: \_\_\_\_\_

### SECONDARY CONTACT:

Name: \_\_\_\_\_ Title: \_\_\_\_\_

Tribal Affiliation (optional): \_\_\_\_\_ Website: \_\_\_\_\_

Address: \_\_\_\_\_ City: \_\_\_\_\_ State: \_\_\_\_\_ Zip: \_\_\_\_\_

Telephone: \_\_\_\_\_ Email: \_\_\_\_\_

(6) **When was the Contribution created? Month/Year:** \_\_\_\_\_

(7) **Funding source(s) for the Contribution:**

a. \_\_\_\_\_% tribal      b. \_\_\_\_\_% federal      c. \_\_\_\_\_% state      d. \_\_\_\_\_% private      e. \_\_\_\_\_% other

**Comments about how the Contribution is funded (use additional sheet of paper if necessary):** \_\_\_\_\_

(8) **Program Topic Area(s):** *Please check all that apply.*

1001 = Cultural Affairs

2001 = Economic and Community Development

3001 = Education

4001 = Environment and Natural Resources

5001 = Government Performance

6001 = Health and Social Services

7001 = Intergovernmental Relations

8001 = Justice

(9) **How did you learn about Honoring Nations?**

a. \_\_\_\_\_ sent application in mail      b. \_\_\_\_\_ newspaper/magazine/internet      c. \_\_\_\_\_ professional conference

d. \_\_\_\_\_ colleague or departmental circulation      e. \_\_\_\_\_ nominated      f. \_\_\_\_\_ other: \_\_\_\_\_

(10) **Has this Contribution applied to Honoring Nations before?** \_\_\_\_\_ **If so, when?** \_\_\_\_\_

(11) **Please provide the names of 2 local newspapers and/or media outlets.**

1. \_\_\_\_\_

2. \_\_\_\_\_

*Please ensure that the department/agency director or relevant authority has approved the completed application prior to submission.*

**Note: Application continues on next page. Applications may also be submitted electronically. Please visit [www.hpaied.org](http://www.hpaied.org)**

# HONORING NATIONS 2014 APPLICATION, CONTINUED

## Essay Instructions

- Please submit the following information within the allotted word limits. Please provide specific examples and supporting data and evidence. Also, indicate if there is any confidential information that cannot be shared with the general public.
- Please type all responses on 8 1/2 x 11 paper, using 1-inch margins and 12-point font. Each page should be numbered and have the name of the program and the nation in the top right hand corner. At the top of each essay, please type out the question being answered.
- Do not staple any part of the application. Do not attach any supplemental information, as it will not be evaluated. *Note: Each essay has specific word limits.*
- **Application Deadline: must be received by 5:00 pm Eastern Time on Thursday, December 12, 2013.**

## Essay Questions

- (1) Provide a two-to-three sentence summary describing the Contribution and its importance.**
- (2) Define the concern, problem, or challenge that the Contribution addresses. Provide data and examples that clearly illustrate the problem or challenge being addressed.** (max 400 words)
- (3) Explain how the Contribution responds to or addresses this problem. Include basic information about the Contribution: its purpose, its mission, who it serves, how it operates, etc.** (max 400 words)
- (4) Describe the specific achievements or positive changes that result from the Contribution. Provide specific, measurable data wherever possible. If data are not available, provide anecdotal examples that highlight the Contribution's success.** (max 400 words)
- (5) Describe how the Contribution meets the criteria below. Write a two-to-three sentence summary for each.**
  - a) Significance to Sovereignty**
  - b) Cultural Relevance**
  - c) Transferability**
  - d) Sustainability**

## Application Submission

Choose one of three options:

- **Mail to:**  
The Harvard Project on American Indian Economic Development  
John F. Kennedy School of Government, Harvard University  
79 John F. Kennedy Street, Cambridge, MA 02138
- **Email to:** hpaied@hks.harvard.edu
- **Fax to:** (617) 496-3900

## For Further Assistance, please contact:

The Harvard Project/Honoring Nations  
Tel: (617) 495-1480

## ABOUT THE HARVARD PROJECT

Founded in 1987, the Harvard Project on American Indian Economic Development aims to understand the conditions under which sustained, self-determined social and economic development is achieved among American Indian nations. From Indian Country to Congress to international arenas, the Harvard Project and its sister organization, the Native Nations Institute for Leadership, Management, and Policy (NNI) at the University of Arizona, are recognized as the premier producers of world-class, practical tools for Indigenous nation building. The organizations' central activities include research and the application of research results in service to Indian Country.

The following key research findings guide the Harvard Project's ongoing work:

- **Sovereignty Matters.** When Native nations make their own decisions about what development approaches to take, they consistently out-perform external decision makers—on matters as diverse as governmental form, natural resource management, economic development, health care, and social service provision.
- **Institutions Matter.** For development to take hold, assertions of sovereignty must be backed by capable institutions of governance. Nations do this as they adopt stable decision rules, establish fair and independent mechanisms for dispute resolution, and separate politics from day-to-day business and program management.
- **Culture Matters.** Successful economies stand on the shoulders of legitimate, culturally grounded institutions of self-government. Indigenous societies are diverse; each nation must equip itself with a governing structure, economic system, policies, and procedures that fit its own contemporary culture.
- **Leadership Matters.** Nation building requires leaders who introduce new knowledge and experiences, challenge assumptions, and propose change. Such leaders—whether elected, community, or spiritual—convince people that things can be different and inspire them to take action.

Over the past twenty years, the Harvard Project has undertaken hundreds of advisory projects and research studies. Results are published widely. Summary treatments are provided in "Reloading the Dice: Improving the Chances of Economic Development on American Indian Reservations" and "Sovereignty and Nation Building: The Development Challenge in Indian Country Today," both by Stephen Cornell and Joseph P. Kalt. These papers—and many additional publications—are available on the Harvard Project and NNI websites.

[www.hpaied.org](http://www.hpaied.org)  
[www.nnidatabase.org](http://www.nnidatabase.org)

### 2002, continued

Yakama Nation Land Enterprise

Zuni Eagle Sanctuary

### 2003

Assuring Self-Determination Through an Effective Law Enforcement Program

Cherokee National Youth Choir

Choctaw Community Injury Prevention Program

Chuka Chukmasi Home Loan Program

Cultural Resources Protection Program

Family Violence and Victim's Services

Gila River Telecommunications, Inc.

Honoring our Ancestors: The Chippewa Flowage Joint Agency Management Plan

Kake Circle Peacemaking

Menominee Community Center of Chicago

Na'Nizhoozhi Center, Inc.

Navajo Nation Corrections Project

Northwest Intertribal Court System

Northwest Portland Area Indian Health Board

Quil Ceda Village

Trust Resource Management

### 2005

Akwesasne Freedom School

Choctaw Tribal Court System

Flandreau Police Department

Hopi Tribe Land Team

Miccosukee Tribe Section 404 Permitting Program

## 2005, continued

Migizi Business Camp

Navajo Nation Sales Tax

ONABEN's Innovative Models for Enterprise Development

Oneida Nation Farms

Professional Empowerment Program

Siyeh Corporation

The Cherokee Language Revitalization Project

Tribal Monitors Program

Yukon River Inter-Tribal Watershed Council

## 2006

Alternative Sentencing Program

Bad River Recycling Solid Waste Department

Citizen Potawatomi Community Development Corporation

Homeownership: Financial, Credit & Consumer Protection Program

Hopi Education Endowment Fund

Indian Child Welfare Services

Makah Cultural Resource Center

Morongo Tutoring Program

National Congress of American Indians Task Force on Violence Against Women

Navajo Methamphetamine Task Forces

Red Lake Walleye Recovery Program

The Hopi Child Care Program

Tribal Land Title & Records Office

Cultural Education & Revitalization Program

Winnebago Community Development Fund

## ABOUT HONORING NATIONS

Established in 1998 by the Harvard Project on American Indian Economic Development, Honoring Nations highlights tribal government success by celebrating, documenting, and disseminating the stories of outstanding programs in self-governance. At the heart of Honoring Nations is the principle that tribes themselves hold the key to social, political, cultural, and economic prosperity—and that self-governance plays a crucial role in building and sustaining strong, healthy Indian nations. Honoring Nations helps shift the focus from what does not work to what does, fostering confidence and pride in American Indian governments as critical contributors to the well-being of their communities and citizens.

Honored programs serve as important sources of knowledge and inspiration for communities throughout Indian Country and far beyond. As honorees share their innovative ideas and effective governing approaches, Honoring Nations helps Native nation builders learn from each other and seed promising practices. The high public visibility and news coverage of Honoring Nations also permit non-Native policymakers, the media, and the general public to see what Native nations are actually doing in the drive for self-determination.

Honoring Nations invites applications from American Indian governments across a broad range of subject areas: education, health care, resource management, government reform, justice, inter-governmental relations, and economic, social, and cultural programs. The Honoring Nations Board of Governors—distinguished individuals from the public, private, and nonprofit sectors—guides the evaluation process. At each stage of the selection process, programs are evaluated on the basis of significance to sovereignty, effectiveness, cultural relevance, transferability, and sustainability. Honorees receive national recognition to share their success story with others. Together with its partner organization, the Native Nations Institute (NNI) at the University of Arizona, the Harvard Project produces reports, case studies, and other curricular materials that are disseminated to tribal leaders, public servants, the media, scholars, students, and others interested in promoting and fostering excellence in governance.

To date, Honoring Nations has recognized 112 exemplary tribal government programs, three All-Stars, and held four tribal government symposia.

## Harvard Project Staff

### Joseph P. Kalt

Co-Director of HPAIED and Ford Foundation Professor of International Political Economy (Emeritus), Harvard Kennedy School, Harvard University

### Stephen Cornell

Co-Director of HPAIED and Director of the Udall Center for Studies in Public Policy, University of Arizona

### Manley A. Begay, Jr., *Diné*

Co-Director of HPAIED and Associate Social Scientist/Senior Lecturer at the American Indian Studies Program, University of Arizona

### Nicole Grenier

HPAIED Programs Coordinator

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Director of Honoring Nations

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Research Director

### Valerie O'Kane

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### Jessica Packineau

Visiting Administrative Fellow

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Research Fellow

### Misko Beaudrie, *Peguis First Nation*

Affiliate Fellow

### Catherine Curtis

Research Fellow

### Kenneth W. Grant II

Research Affiliate

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Research Affiliate

### Amy Besaw Medford, *Brothertown Indian*

Affiliate Fellow

### Jackie Old Coyote, *Apsáalooke/Ho-Chunk*

Affiliate Fellow

### Ted Robertson

Affiliate Fellow

### Jonathan B. Taylor

Research Affiliate

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## Graphic Designer & Printer

Mandie J. Wendel, Anchor Press, [www.anchorpress.com](http://www.anchorpress.com)

## Harvard Project Sponsors

### Arrow Mountain Ranch Family Foundation

### The Bush Foundation

The Bush Foundation's mission is to be a catalyst for the courageous leadership necessary to create sustainable solutions to tough public problems and ensure community vitality. Established in 1953 by 3M executive Archibald Bush and his wife, Edyth, the Foundation works in communities across Minnesota, North Dakota, South Dakota and the 23 Native nations that share the same geography. Specific to Native nations, the Foundation is supporting their self-determined nation building strategies.

### Christian A. Johnson Endeavor Foundation

### Uphill Foundation

## 2008

Archie Hendricks, Sr. Skilled Nursing Care Facility and Tohono O'odham Hospice

Chickasaw Press

Community Council Task Force

Intercultural Leadership Initiative

Muscogee Creek Nation Reintegration Program

Osage Nation Governmental Reform Initiative

Pine Hill Health Center

Project Falvmmichi

Tsigo Bugeh Village

Ziibiwing Center of Anishinabe Culture and Lifeways

## 2010

Air Quality Program

California-Fee-to-Trust Consortium

Citizen Potawatomi Nation Constitutional Reform

Coast Salish Gathering

CTUIR Public Transit

Joint Tribal-State Jurisdiction

Leadership Institute at the Santa Fe Indian School

Newtok Relocation Effort

Oneida Advocacy Through Investment Holdings

Project Pueblo: Economic Development Revitalization Project



*For more information  
please contact:*

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## **Board of Governors**

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Chairman of Board of Governors & Chief and Faithkeeper, Onondaga Indian Nation

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Director, Partnership for Tribal Governance, National Congress of American Indians

**Duane Champagne, Turtle Mountain Chippewa**

Professor, Native Nations Law and Policy Center, Sociology Department, UCLA

**JoAnn K. Chase, Mandan**

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**David M. Gipp, Standing Rock Sioux**

President, United Tribes Technical College

**Brian C. McK. Henderson, Apache**

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**Heather Kendall Miller, Athabaskan**

Attorney, Native American Rights Fund

**Andrew J. Lee, Seneca**

Vice President, Northeast Region, Aetna, Inc.

**Michael Lipsky**

Senior Program Director, DĒMOS & Visiting Professor of Public Policy  
Georgetown Public Policy Institute

**Mark Macarro, Pechanga Band of Luiseño Mission Indians**

Chairman, Pechanga Band of Luiseño Mission Indians

**Alfreda Mitre, Paiute**

Tribal Program Director, U.S. EPA – Region 8 and former Chairwoman of the Las Vegas Paiute Tribe

**Regis Pecos, Cochiti**

Chief of Staff, Speaker of the House of Representatives, New Mexico and Former Governor of Cochiti Pueblo

## **Honorary Board Members**

**Elsie M. Meeks, Oglala Lakota**

**Nancy Fields O'Connor, Shawnee/Crow**

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# The Harvard Project on American Indian Economic Development



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