

# Power of Giving Conference Report

Strengthening Philanthropy in Native Communities

Spirit Mountain Casino • Grand Ronde, Oregon

June 2006

Co sponsored by



Native Americans  
in Philanthropy

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## TABLE OF CONTENTS

<b>Executive Summary .....</b>	<b>1</b>
<b>Introduction.....</b>	<b>4</b>
<b>Background .....</b>	<b>5</b>
<b>Key Themes Emerging from the Conference .....</b>	<b>5</b>
<b>Sovereignty issues in Native Communities affect Native philanthropy .....</b>	<b>6</b>
<b>Native Americans need to gather our own data for     our philanthropic programming .....</b>	<b>6</b>
<b>Native tribal, nonprofit and community organizations     need to diversify funding.....</b>	<b>7</b>
<b>We need to educate outside of Indian Country in order to answer the     question, “What are gaming tribes doing for non-gaming tribes?” .....</b>	<b>8</b>
<b>Next Steps .....</b>	<b>9</b>
<b>Appendix A: Agenda .....</b>	<b>10</b>
<b>Appendix B: Conference Proceedings.....</b>	<b>15</b>
<b>Appendix C: Participant List.....</b>	<b>36</b>
<b>Appendix D: Evaluation Report from Conference .....</b>	<b>48</b>

# **POWER OF GIVING: STRENGTHENING PHILANTHROPY IN NATIVE COMMUNITIES**

**JUNE 26-27, 2006  
SPIRIT MOUNTAIN CASINO  
GRAND RONDE, OREGON**

## **EXECUTIVE SUMMARY**

Power of Giving was a national conference on philanthropy in Native communities, co-sponsored by First Nations Development Institute, Spirit Mountain Community Fund, Potlatch Fund, and Native Americans in Philanthropy (NAP). The conference was designed to build our collective power, increase our capacity, and build alliances for foundations, non-profits and tribal organizations. These goals were attained through panel discussions, networking, and training sessions.

Power of Giving was a follow-up conference, building on the groundwork set at the 2005 conference **Strategic Philanthropy: Assessing the Needs of the Native Philanthropic Sector.**<sup>1</sup> At that convening, the group in attendance set forth nine ways to support the Native philanthropic sector. They were:

1. Promote networking.
2. Provide training and technical assistance.
3. Support leadership development.
4. Conduct a national educational and public relations campaign.
5. Work with the National Indian Gaming Association (NIGA) to educate people about the philanthropic work of gaming tribes.
6. Control fraudulent nonprofits (control nonprofits that claim to be Native led but in fact do not provide resources for Native people).
7. Create a strategic plan for Native giving.
8. Provide access to mainstream funders.
9. Educate tribal leaders on issues related to philanthropy.

The Power of giving addressed the following three of these priorities:

1. Promoting networking - by offering a two-day event at which dozens in the Native philanthropic sector networked with one another.

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<sup>1</sup> Strategic Philanthropy: Assessing the Needs of the Native Philanthropic Sector report can be found at <http://www.firstnations.org>.

2. Providing training and technical assistance - through the trainings offered at the conference on fundraising, board management and evaluation.
3. Providing access to mainstream funders - through several panel discussions with representatives of Native and mainstream grantmaking organizations followed by a dinner where conference participants were able to meet and network with funders.

Power of Giving was attended by 108 people representing 75 organizations, including tribal governments, tribal foundations and mainstream foundations (see Appendix C for a conference participants list).

Themes that came out of the panel discussions and training sessions were:

1. **Sovereignty** issues in Native communities affect Native philanthropy which is uniquely diverse in regards to the treaty rights of each individual tribal government's entitlement to and protection of assets such as land, natural resources, language, culture, etc. This is further complicated by the interpretation of laws, regulations, and the implementation of policy that directly impacts tribal governments. This stresses the importance of the government to government relationship with federal, state, and tribal government in relation to the negotiations of treaty rights, policy, and services.
2. Native Americans need to **gather our own data** in order to assess the state of their own communities and to evaluate philanthropic programming. This process is critical in evaluating our effectiveness of our program/services, creating a baseline for long-term strategic planning, measuring qualitative and quantitative outcomes for reporting purposes for funding streams, and being able to tell our story of the contribution that our organization is making to the local and surrounding communities. While the importance of evaluation is highlighted, providing the funding, resources, and the technical assistance to support this on-going evaluation process is a great need for Native non-profits.
3. Native tribal, nonprofit and community organizations need to **diversify** funding to establish a sustainable organization but first there are unique challenges that Native non-profits need to address to improve their success with diversifying. Some of the challenges include demystifying the myth that all Native communities are rich due to gaming and that all Native communities' needs are taken care of by the government because they are wards of the state. While these myths create unnecessary challenges for Natives this is the reality for most, just as it is with rural reservations that fall outside of the geographic boundaries to receive funding. Native non-profits have demonstrated more success by exercising education to demystify the myths and advocating to mainstream foundations to increase their awareness of Native communities' needs, and re-negotiating gaming compacts with states to include more geographical areas/needs to have a larger impact in giving. In the light of these challenges there are many success stories on how Native non-profits are diversifying their funding resources and revenue streams which is highlighted in this report.
4. **Education** outside of Indian Country is needed in order to answer the question, "What are gaming tribes doing for non-gaming tribes?" This very question is posed to a majority of Native non-profits by foundations, when in fact it is irrelevant to most Native non-profits. Education on behalf of Native non-profits is deemed as one tool to clarify to the

majority that not all Natives benefit from gaming. Native gaming industries play an important role as part of this education to the public as to where, what, and who benefits from their business and why. A large part of that answer will be found on the compacts made between the tribes and the states, as well as by the tribes telling their own stories of their impact in philanthropy.

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**CONFERENCE REPORT**

**I. INTRODUCTION**

Power of Giving was a national conference on philanthropy in Native communities, co-sponsored by First Nations Development Institute, Spirit Mountain Community Fund, Potlatch Fund, and Native Americans in Philanthropy (NAP). The conference was designed to build our collective power, increase our capacity, and build alliances for foundations, non-profits and tribal organizations. These goals were attained through panel discussions, networking, and training sessions. The overall intent was to be able to provide much needed technical assistance to participants, and encourage movement building discussions with one another. This approach was inspired by the sponsors, who through their work have been exploring collaborative initiatives to address the needs specific to the Native philanthropic sector. This collaborative includes organizations with a local perspective (The Spirit Mountain Community Fund), a regional perspective (The Potlatch Fund) and a national perspective (First Nations Development Institute and Native Americans in Philanthropy). The conference speakers also reflected this approach, and included many prominent national Native organizations (Native American Rights Fund, National Indian Child Welfare Association), regional organizations (Minnesota Indian Women's Resource Center, Minnesota Tribal Government Foundation), and locally focused organizations (Native American Youth and Family Center, CIRI Foundation). The conference also offered a unique opportunity for national, regional, and local mainstream foundations to present to and interact with conference attendees. The mainstream funders who attended the conference were the Bill and Melinda Gates Foundation, the Ford Family Foundation, the Meyer Memorial Trust, the Washington Mutual Foundation, and the McKenzie River Gathering Foundation.

Power of Giving was attended by 108 people representing 75 organizations, including tribal governments, tribal foundations and mainstream foundations (see Appendix C for a conference participants list).

## II. BACKGROUND

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6. Control fraudulent nonprofits (control nonprofits that claim to be Native led but in fact do not provide resources for Native people).
7. Create a strategic plan for Native giving.
8. Provide access to mainstream funders.
9. Educate tribal leaders on issues related to philanthropy.

Power of Giving directly responded to:

1. Promoting networking - by offering a two-day event at which dozens in the Native philanthropic sector networked with one another;
2. Providing training and technical assistance - through the trainings offered at the conference on fundraising, board management and evaluation; and
3. Providing access to mainstream funders - through several panel discussions with representatives of Native and mainstream grantmaking organizations followed by a dinner where conference participants were able to meet and network with funders.

## III. KEY THEMES EMERGING FROM THE CONFERENCE

Several themes emerged as participants engaged with one another at the conference. These issues and ideas came from all sectors of participants – grantmakers, grantees, grant seekers, tribal government organizations and Native nonprofits.

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<sup>2</sup> Strategic Philanthropy: Assessing the Needs of the Native Philanthropic Sector report can be found at <http://www.firstnations.org>.



## 1. Sovereignty issues in Native communities affect Native philanthropy

Sovereignty is one of the biggest issues in Native communities across the board. The story is no different when it comes to Native philanthropy. In order to pursue our community and philanthropic goals, we must also deal with issues of sovereignty at the same time.

For example, the termination policy of the U.S. government led to the termination of tribes such as Grand Ronde. Now gaming is a contested sovereign right for tribes, including Grand Ronde who must enter into restrictive compacts with states in order to operate their casinos.

***Are non-Native gaming corporations in Las Vegas being asked this question? Are rich corporations expected to give to poor corporations? The question is, at best, a double standard and, at worst, racist.***

The National Indian Child Welfare Association (NICWA) has been one of the leading organizations in advocating for policy changes to the Indian Child Welfare Act on behalf of Native communities through analysis of policy implications demonstrated by research specific to the unique needs of native communities. It has a government affairs and policy arm to the organization. In order to promote culturally-appropriate child welfare in Indian Country, NICWA has to assert sovereignty – “so we can manage our own affairs.” They recommend that all Native nonprofits have some government affairs component to their organization.

The Casey Family Programs (CFP) is a leader in the area of grantmaking while respecting tribal sovereignty. “Indians need to be in charge of their own operations,” said Lucille Echohawk of CFP. This private operating foundation has turned some operations over to tribally-chartered child welfare agencies and is now in the process of turning some caseloads over. Importantly, they will continue to fund these programs.

## 2. Native Americans need to gather our own data for our philanthropic programming

Most Native nonprofits are in the business of improving our communities. As anyone who is seeking grant funding knows, it is essential to be able to measure the effectiveness of our actions and programs. But there is a serious lack of data on the true nature and status of life in Native communities (both urban and rural) and on reservations. “Sometimes we don’t even have baseline data,” said Andrea Alexander of the Potlatch Fund. She advised conference attendees to begin with surveys in their communities, if nothing else.

Some Native nonprofits already collect data in a number of forms: counting numbers of participants in their programs and collecting testimonials or other self-reporting tools, using evaluation forms, etc. The evaluation and planning training offered at the conference gave attendees more ideas about how they can better plan and evaluate the efficacy of their programs.

***It’s way past the time of people doing things to us and looking at us.”***

Susan Anderson from the CIRI Foundation counseled, “Measure your success. Take baseline information when you start/fund your project so you know if you’re making progress. For example, follow scholarship recipients – are they making more money, owning more homes, do they expect their kids to go to college? You can use surveys to do this. . . It’s way past the time of people doing things *to* us and looking *at* us.”

Quantitative measures, like how much money was raised, are relatively easy to count. It’s the qualitative stuff, like spiritual, emotional and attitudinal changes that have been demonstrated hard to measure, but we need to continue to refine how to do that in order to be culturally appropriate.

The audience responses demonstrated the need to utilize data more effectively in their organizations. Some responses indicated that when the time comes for organizations to make data considerations it is usually when they are involved in the strategic planning process. Evaluation and data collection efforts are not usually funded sufficiently, and as a result, organizations find it difficult to provide evaluation data in their reports to funders. Participants also discussed the fact that while in some cases they were able to do data collection; often they did not have the time or resources to do full scale evaluation programs and therefore did not meet their evaluation needs.

Tools available to Native nonprofits to collect data include:

- surveys
- before and after information (tests, photos, surveys)
- interviews
- self-evaluation, self-reporting
- evaluation forms
- counting sheer numbers
- observations
- physical/cognitive assessments
- internal program records
- official records
- organizational evaluation

### **3. Native tribal, nonprofit and community organizations need to diversify funding**

Panelist Tim Otani of the Washington Mutual Foundation recited the old saying, “You can’t fix that problem by throwing money at it,” but added “wouldn’t it be fun to try it once?” Indeed, the perpetual problem for small nonprofit organizations is raising enough funds to fulfill the organization’s mission.

Native nonprofits and tribal organizations face some unique challenges in fundraising. For example, some mainstream funders incorrectly think that Indians are either rich from gaming or are wards of the state and therefore all their needs are taken care of. Many rural reservations fall outside of the geographic bounds of foundation guidelines (this is a problem when gaming tribes

are restricted by state compacts from donating to non-gaming tribes due to geographical limitations on giving).

In the face of these challenges, successful Native organizations diversify their funding sources and revenue streams. Revenue streams can include:

- Government (federal, state, and local) funding
- Foundation funding
- Fees for services
- Individual donations
- Events
- Endowments
- Corporate giving
- In-kind donations
- Native gaming corporations

#### **4. We need to educate outside of Indian Country in order to answer the question, “What are gaming tribes doing for non-gaming tribes?”**

It seems sometimes that the most commonly-asked question of Indian tribes is “*What are gaming tribes doing for non-gaming tribes?*” As it turns out, there are issues related to the question itself and there are answers to it as well.

***Whites’ views of Indians haven’t changed much over the years – one-dimensional portraits of Indians don’t give us room to be complex individuals. We must articulate our value systems. Our value systems are very similar even though we come from 500 tribes.***

First, the question itself. “*Are non-Native gaming corporations in Las Vegas being asked this question? Are rich corporations expected to give to poor corporations?*” The question is, at best, a double standard and, at worst, racist.

There are “rich Indian myths” out there where common misperceptions surround the idea that all Indians are rich due to gaming. Most non-Native people and organizations are not aware of state compacts that limit gaming tribes’ abilities to donate to other tribes and Native causes that lie outside of a specified geographic area.

Some conference participants shared how they were able to overcome these funding difficulties. The

Grand Ronde tribe recently renegotiated its gaming compact with the State of Oregon. In negotiations, Grand Ronde was able to expand the Spirit Mountain Community Fund’s (SMCF) region of giving in order to incorporate more Native grant recipients.

Three gaming tribes in Minnesota came together and created the Minnesota Tribal Government Foundation (MTGF) by making major contributions to create the fund within an already-existing

community Foundation (the Minnesota Community Foundation). The foundation has already awarded more than \$11.5 million in grants, including to non-gaming tribes in Minnesota.

Both SMCF and MTGF have been working on educating the general public about their philanthropic work. MTGF representatives gave presentations at 49 chambers of commerce in Minnesota in order to educate directly about their work. SMCF is changing its logo to differentiate it from the casino logo and is embarking on a television ad campaign to educate Oregonians about the philanthropic arm of the Grand Ronde tribe.

#### **IV. NEXT STEPS**

Conference participants were eager to meet again in order to network, collaborate and receive more information and training. Since these meetings are still national in scope (multiple, regional conferences stand as a long-term goal), there were several suggestions that the next meeting take place in the Southwest.

Additionally, participants expressed interest in a listserv as a way to regularly network and learn from each other. Contact Marissa Nuvayestewa at First Nations to be added to the forthcoming listserv: [mnuvayestewa@firstnations.org](mailto:mnuvayestewa@firstnations.org).

APPENDIX A: CONFERENCE AGENDA

# Agenda

## Power of Giving: Strengthening Philanthropy in Indian Country

June 26<sup>th</sup> & 27<sup>th</sup>, 2006 • Grand Ronde, Oregon  
Spirit Mountain Casino

### Sunday, June 25<sup>th</sup>

6:30-7:30 Conference Registration – *Rogue Room*

### Monday, June 26<sup>th</sup>

7:30-8:00am Registration & Breakfast – *Rogue Room*

8:00-8:30 Welcome and Invocation – *Rogue Room*

Opening Prayer: Wesley West, Grand Ronde Tribal Member

Welcome: Cheryle Kennedy, Chairwoman,  
Confederated Tribes of Grand Ronde

Master of Ceremonies: Billy Quaempts - Confederated Tribes of the  
Umatilla Indian Reservation Tribal Council

8:30-9:00 Opening Session – *Rogue Room*

**The Power of Giving: What Have We Learned, and Where are We Going  
on Our Journey?**

Andrea Alexander, Potlatch Fund  
Mike Roberts, First Nations Development Institute  
Shelley Hanson, Spirit Mountain Community Fund

- 9:00-10:30      **Strategic Giving: Indian Money for Indian Communities**  
**Strategies for Supporting the Native Nonprofit Sector**  
**Nonprofit Panel – *Rogue Room***  
Facilitator: Marissa Nuvayestewa, First Nations Development Institute
- John Echohawk, Native American Rights Fund
  - Terry Cross, National Child Welfare Association (NICWA)
  - Nichole Maher, Native American Youth and Family Center
  - Suzanne Koeplinger, Minnesota Indian Women's Resource Center
- 10:30-10:45      **Break**
- 10:45-12:00      **Journey to Successful Fundraising – Potlatch Fund Training**
- Track I (*Rogue Room B*): Native Nonprofits and Native Community Foundations**  
Facilitators:  
Andrea Alexander – President of Potlatch Fund and Board of Directors  
Aurolyn Stwyer – Technical Assistance Committee, Potlatch Fund  
Tara Hastings - Public Relations Committee, Potlatch Fund
- Track 2 (*Kalapuya Room B*): Tribal Governments and Tribal Gaming Foundations**  
Facilitators:  
Natalie Charley – Potlatch Fund Technical Assistance Committee/  
Member of Potlatch Fund Board of Directors  
Justin Finkbonner – Technical Assistance Coordinator  
RedWolf Pope – Technology Assistance Coordinator
- Topics covered in Session I:**
- Preparing for the Journey: P.10
    - Beginning Projects and Collaborations: P.11
    - Forming a strong grant writing team: P.9
  - Educate yourself and the potential funders: P.12
  - Worksheet to describe your organization to funders:P.13
  - Telling your story: Elevator talk: P.15
  - Demonstration elevator talk
- 12:00 – 1:15      **Lunch – *Rogue Room***

**Keynote speaker:** Pricilla Kostiner, Jewish Federation of Portland

**1:15 – 3:00**      **Journey to Successful Fundraising – Potlatch Fund Training (continued)**

**Track I (*Rogue Room B*) Native Nonprofits and Native Community Foundations**

**Track 2 (*Kalapuya Room B*) Tribal Governments and Tribal Gaming Foundations**

Topics covered in Session 2:

- Embarking on the Journey: P.26
  - Proposal Outline, how to use language that works
  - Taking an “Asset Based” approach
- Stating the Need for your Project: P.27
- Results, outcome and evaluation: P.33
- Practice Elevator Talk

**3:00-3:15**      **Break**

**3:15-5:30**      **Partnerships in Native Communities: Mainstream Foundations in Support of Native Causes**

**Funder’s Panel – *Rogue Room***

Facilitator: Leonard Forsman, Chairman, Suquamish Tribe

- Tim Otani, Vice President Community Giving, Washington Mutual Foundation
- Anne Xuan Clark, Program Officer, Bill and Melinda Gates Foundation, NW giving Program
- Barbara Gibbs, Program Officer, Meyer Memorial Trust
- Marjory Hamman, McKenzie River Gathering Foundation
- Tom Gallagher, Ford Family Foundation

**5:30-6:15pm**      **Networking Reception - *Kalapuya Room***  
*Sponsored by the Spirit Mountain Community Fund*  
Appetizers served

**6:15-7:45**      **Gala Dinner - *Kalapuya Room***  
*Sponsored by the Spirit Mountain Community Fund*

## Tuesday, June 27th

- 7:30-8:00            **Breakfast** – *Rogue Room*
- 8:00-8:15            **Welcome to Day 2 and Housekeeping** – *Rogue Room*  
Marissa Nuvayestewa, FNNDI
- 8:15-9:45            **Native Grantmaking Foundations: What are the Key Issues Facing the Field?**  
**Tribal Foundation Panel** – *Rogue Room*  
Facilitator: Andrea Alexander, Potlatch Fund
- Susan Anderson, CIRI Foundation
  - Lucille Echohawk, Casey Family Programs
  - Tadd M. Johnson, Mille Lacs Band of Ojibwe, for the Minnesota Tribal Government Foundation
- 9:45-12:00            **Board Management Training**– *Rogue Room*  
Guadalupe Guajardo, Technical Assistance for Community Services (TACS)  
Guest Speaker: Lucille Echohawk, Casey Family Programs
- Topics covered in this training:
1. Board roles and responsibilities
  2. Building board involvement in fundraising
  3. Assessing board effectiveness and satisfaction
- 12:00-1:15            **Lunch** – *Rogue Room*
- 12:30-1:15            Keynote speaker: Shelley Hanson  
**The Spirit Mountain Community Fund Story**



**1:15- 3:45**

**Evaluation Training – *Rogue Room***

Cliff Jones, Technical Assistance for Community Services - TACS

Jolene Atencio, consultant

Topics covered in this training:

1. Planning to plan: exploring the who, what, why, and when of strategic planning
2. Internal and external assessment of your organization's strengths and challenges
3. Identifying program, financial, and infrastructure goals and strategies to achieve them
4. Selecting and monitoring progress indicators
5. Cost effective evaluation strategies
6. Next steps to initiate strategic planning

**3:45-4:45 pm**

**Closing Discussion/Next Steps – *Rogue Room***

Facilitators: Andrea Alexander and Marissa Nuvayestewa

**4:45-5:00 pm**

**Closing Prayer/Adjourn**

## APPENDIX B: CONFERENCE PROCEEDINGS

### DAY 1, JUNE 22

#### OPENING SESSION:

#### WHAT HAVE WE LEARNED AND WHERE ARE WE GOING ON OUR JOURNEY?

**Andrea Alexander of the Potlatch Fund** reiterated that Native Americans receive only half of one percent of philanthropic funds in the United States. The Potlatch Fund, in contrast is a Native-led, Native-run community foundation that raises and gives away money to Native causes. This makes sense because those of us in Indian Country doing this work can be isolated, as individuals we can make a commitment to be a mentor or identify a mentor to help with our work. In our cultures, a leader is one who does not accumulate wealth; rather a leader gives it away.

**Mike Roberts of First Nations Development Institute** pointed out that “philanthropy” can be a suspiciously Western word. Whites’ views of Indians haven’t changed much over the years – one-dimensional portraits of Indians “don’t give us room to be complex individuals.” We must articulate our value systems. “Our value systems are very similar even though we come from 500 tribes.”

**Shelley Hanson of the Spirit Mountain Community Fund (SMCF)** – the largest foundation in Oregon, giving away \$5 million a year – pointed out that a foundation board is separate from a tribal council, but a foundation must meet the needs of the tribe as well as the needs of the foundation. This is a challenge for Native nonprofit grantmaking organizations. The Confederated Tribes of Grand Ronde were able to negotiate a new compact with the state of Oregon that will allow SMCF to give money to tribes more than before – when geographic limitations to giving meant that the fund gave much of its money away to non-Native individuals and organizations.

In sum, what we have learned over the years is that philanthropy is different for Native tribes, foundations and individuals than it is for mainstream foundations and individuals. We can be isolated in our work and we are still sorely underrepresented in philanthropic giving. As we continue forward in our journey, we must keep in mind that these same challenges will occur. For example, Native philanthropy through gaming revenue is still subject to issues of sovereignty and mainstream ignorance.

By continuing to come together to strengthen ourselves we will be better prepared for this journey.

## Session 1: Strategic Giving: Indian Money for Indian Communities Strategies for Supporting the Native Nonprofit Sector

### John Echohawk, Native American Rights Fund (NARF)

“Native philanthropy is due credit for positive changes in Native communities in the last generation.” A lack of legal representation, however, means a lack of rights. This very statement is the reason why NARF was incorporated in 1977 with John as one of the co-founders. It was the result of the organization’s mission that has opened the doors to the protection of human right, natural resources, treaty rights, and tribal sovereignty for Native people.

NARF is prioritizing a number of issues in the Native sector:

- Tribal sovereignty: The termination policy of the U.S. government led to the termination of tribes such as Grand Ronde. Now gaming is a contested sovereign right.
- Trust funds: NARF is suing the federal government for mismanagement of Indian trust funds. They are asking for a legal accounting of the billions of dollars unaccounted for.
- Tribal restoration: NARF represented the first “restored” tribe in Oregon, the Confederated Tribes of Siletz.
- Religious freedom: The First Amendment to the U.S. Constitution allows for religious freedom, but NARF had to represent Native Americans when they have been denied freedom of religion, specifically in using peyote in ceremonies. NARF is actually trying to keep this one out of the courts, since the U.S. Supreme Court has turned so conservative. Instead, NARF got Congress to pass a law to allow peyote use.
- Water rights: NARF is working on the Klamath Tribe’s water rights.

### FUNDRAISING for NARF:

- NARF needed to “get professional” and do everything to raise money. They are now one of the largest Native nonprofits in the U.S.
- They have fundraising programs.
- Foundation and government money is getting less due to ignorance about Native issues in the public, not just the President and Supreme Court. Again, we get less than 1 percent of philanthropic funds.
- “Indians are still the poorest of the poor.”
- Money through gaming, of course, has been the biggest advancement
- John shared an all-too-common story: The Council on Foundations and the National Indian Gaming Association held two separate conferences, but at the same time in the same place. “Don’t come to us for money” is what he heard from the mainstream funders. Most Americans think we’re all millionaires. We must *overcome this gaming myth*. Indian gaming is a \$23 billion a year industry, not far behind non-Indian gaming. But now Congress wants more control. NARF is “ready to do battle in the U.S. Senate.”

### **Terry Cross, National Indian Child Welfare Association (NICWA)**

NICWA is the only national organization that comprehensively addresses the issue (Indian Child Welfare Act) since its inception in 1994. NICWA's mission: to address the well-being of American Indian families (on the rez and in urban areas). Indian and non-Indian families need the best training and information. NICWA works on:

- Training
- Community development – they find and support those in the community who are interested and/or working on child welfare issues. They help with technical assistance, money, etc.
- Sovereignty – “so we can manage our own affairs” NICWA has a “government affairs and policy” arm. Without this, no legal protection is appropriate for Indian child welfare. There is currently \$950 million worth of federal funds to Indian Country for child welfare services. NICWA is working to reauthorize the “Promoting Safe and Stable Families Act.” *They need strong data to work on their policy research.*

### **FUNDRAISING for NICWA, which has a \$3.5 million budget:**

- about 25 percent of their funds are unrestricted, attained by:
  - fee for service
  - donations
  - events
  - memberships
- they diversify their funding partners – “diversify, relationships, diversify, charge, diversify, cultivation of relationships, diversify”

### **ISSUES AND SUGGESTIONS:**

Responding to day-to-day needs of families is the hardest to fund, yet all administrative functions must also be funded. Capacity building is important. “I don't know many corporations who would only spend 8 percent of their budget to forward their mission.” Funders need to listen. They want tribes to fit their agenda, but tribes have a hard time “pushing back” because of the money/power differential. The answer is sometimes to simply not work with certain funders.

Terry has also had to answer the question “*What are you getting from (gaming) tribes?*” His answers:

- Gaming tribes do give through foundations
- Tribes give
- Members give
- Suggestion: diversity boards for even better contacts (major donors, etc.)
- Get in-kind donations from tribes when you can, such as printing, travel, etc.
- Ask tribes to give challenge grants that others will match
- Work on raising endowments, such as American Indian College Fund and Native American Rights Foundation have

- Gaming corporations should also be contributing: those who make their corporate profits through the gaming industry

**Suzanne Koeplinger, Minnesota Indian Women’s Resource Center**

For the past 21 years, this organization has served Indian women and children in urban areas, not on the reservation. Specific programs include:

- An accredited early learning and child care center
- Emergency and support housing
- Early intervention programming
- Free legal services - “Why aren’t tribes funding you?”
- Chemical health services
- Healing journey harm reduction program for alcohol issues
- Library and training center
- Direct services (and moving toward prevention)

**SUGGESTIONS AND ISSUES:**

- Go outside the Native community and build mutual relationships with: volunteers, donor, voters
- Engage in policy issues
- Diversify funding base (not just government funding)
- “We need to do a better job of telling our story” to answer the question “*Why aren’t tribes funding you?*” (ex: Shakopee tribe took out TV ads telling what they’ve done)
- Be businesslike in our approach: fiscal accounting, organizational efficiencies, demonstrate outcomes – including those that are hard to measure, like changed attitudes
- Work with local foundations
- Start an endowment
- Educate about the “beauty of philanthropy”

**WHAT CAN TRIBES AND TRIBAL FOUNDATIONS DO?**

- Need to know who to talk to; tribal foundations should do site visits
- Need to have a bigger connection than money
- Help “tell the story”

**Nichole Maher, Native American Youth and Family Center (NAYFC)**

NAYFC, based in Portland, serves 1200 youth per year, 600 families and 150 domestic violence escapees. The organization started with \$270,000. They now have a \$300 million budget and 300-350 regular donors. There are 130,000 Native Americans in Portland, which was a relocation and termination site. NAYFC works on political advocacy since its incorporation in 1994. Her discussion points are simple and straightforward:

- All citizens, including Native Americans, are tax-paying citizens. Native Americans are not strictly recipients of all services.
- Political advocacy is done through coalition-building and partnerships with

- other Native people
- middle-income donors
- communities of color coalition
- Foundations need to hire Native staff to “look like the community they serve.” They also need to provide a safe work environment for people of color

## **JOURNEY TO SUCCESSFUL FUNDRAISING – Potlatch Fund Training**

The Potlatch Fund offers a capacity-building leadership training titled Journey to Successful Fundraising. A participant’s workbook is available from Potlatch Fund. Contact Potlatch Fund to request a copy of the workbook, also titled *Journey to Successful Fundraising*:

Potlatch Fund  
 www.potlatchfund.org  
 801 Second Avenue, Suite 304  
 Seattle WA 98104  
 Voice: (206) 624-6076  
 Fax: (206) 264-7629

The workbook covers the entire process of raising funds from grantmakers, from community collaborations to writing grant proposals to relationships with funders.

*The very process of training and grant writing within Native communities serves as an organizing tool. Successful fundraising begins with successful community-building around a project for which funds are needed.*

In addition to the resources available from the workbook, participants provided other resources:

- www.foundationcenter.org
- Local libraries (some have special help in fundraising/grantwriting)
- Geography – find out who your funders are
- Chronicle of Philanthropy
- “Don’t be shy” – call funders and ask about funding priorities
- Some United Ways offers a booklet on local funding
- The *Federal Register* lists new funding allocations
- Keep a good database of all contacts your tribe/organization has made
- Grant stations
- Similar nonprofits in your area – who is funding them?
- State and Congressional Representatives will help constituents
- Technical assistance providers like TASC
- “Make the call!” to funders – there seems to be a cultural barrier to this

## **TELLING OUR STORY – THE 60 SECOND ELEVATOR SPEECH**

Andrea Alexander and Aurolyn Stwyer of Potlatch led participants in preparing their “60 second elevator speech” in which individuals from tribes and nonprofits hone their pitch for their

organization. This pitch should be able to be made in the amount of time you spend with someone (hopefully a funder) in an elevator.

Are you prepared to make a 60-second elevator speech on behalf of your tribe or organization? If not, take a few minutes to put it together and practice it.

Participants worked in pairs to practice their 60-second pitches. As Suzanne Koepplinger pointed out, “You’re not gonna get somebody to write you a check between the first and second floor,” so make sure your speech is an introduction that will encourage the listener to meet with you again. Andrea Alexander pointed out that, on average, it take five meetings with a funder before closing a deal. Expect to hear “no” a number of times before getting to “yes.” A no is an opportunity for growth; an opportunity to channel frustration and anger into positive things. For example, share your culture. “Mainstream white Americans are hungry for that.”

### **Lunch Keynote Speech: Priscilla Kostiner of the Jewish Federation of Portland**

Priscilla Kostiner delivered the keynote speech during lunch. Her speech focused on the commonalities between the Jewish people and Native American peoples. Yes, both Jews and Native Americans are one minority population who have experienced genocide. Both have been removed from their original homelands and had to fight (and are still fighting) to get these lands back. But what both groups also have in common is a commitment to giving, and this was the focus of her speech.

The Western word philanthropy “gives a sense of option,” Kostiner said. But just like reciprocity is inherent to Native traditions, the Jewish phrase “*tzeddakah mitzvah*” is a command. “We are commanded to take care of the most needy in our communities.” She talked of a seamless society with borderless needs.

Many Jewish rituals involve giving/charity/philanthropy, just as many Native rituals incorporate reciprocity. On a more secular level, her organization works to encourage well-to-do Jews to donate money that will go to Jews around the world who are suffering from substandard living conditions, oppression, sickness and so on. Formalizing and making worldwide this giving is kind of the equivalent to the question dogging Native Americans, “What are wealthy (gaming) tribes doing to help non-wealthy tribes?”

While Kostiner spoke primarily of culture, she did offer specific fundraising suggestions. First, she suggested, *show* your story, don’t just tell it. In fact, use all of your senses and tell your story through art, music, food, etc. Second, she showed us a pin of the Lion of Judah that Jewish women receive when they donate a certain amount per year to Jewish charitable funds. While an ostentatious token might not be culturally appropriate for Native Americans, a totem that shows “membership” to a club of “philanthropists” encourages people to give and feel like they’re part of something. A culturally appropriate Native equivalent is possible.

### **JOURNEY TO SUCCESSFUL FUNDRAISING – continued, by Potlatch Fund**

Andrea Alexander suggested that grassroots groups network with one another to help with ideas and resources, including in-kind resources. “We Natives must be active aggressive donors” with

our time, money and other resources. Get your family involved. Who are the most successful fundraiser of all? Churches. Why? They ask every Sunday. Don't be afraid to ask for what you need.

#### QUESTIONS AND ANSWER SESSION WITH FUNDERS:

**Question** (Mala Spotted Eagle Pope): What are the best grant applications?

**Answer** (Susan Anderson, CIRI): "The ones that follow directions."

**Question** (Mala Spotted Eagle Pope): How do we balance a Western "professional" approach to a grant proposal with "presenting who we are"?

**Answers:** "Everyone is impassioned about their cause. Funders are sympathetic and educated. Things 'fall down' in the *plan*. Be clear." (Marjory Hamman, Meyer Memorial Trust) "Have a relationship with the people you're approaching for money." (Susan Anderson, CIRI)

#### SUGGESTIONS FROM FUNDERS:

Andrea Alexander from Potlatch:

- Get technical assistance to write your grant proposal
- Take an *asset-based approach*. That is, what can your community do to help the cause? Volunteer hours, in-kind donations, social programs, youth and community centers, match money, equipment.
- Be prepared to *measure your results*. Take attendance, create evaluations, take before/after pictures, give pre/post tests.
- Sometimes we don't even have baseline data. Begin with a survey if nothing else.
- Write thank you notes
- Follow up on rejections. Learn and connect.
- Contact Potlatch Fund for fee-for-service trainings – it's good community-building
- Continue to network and follow up with contacts from the conference

Susan Anderson from CIRI:

- Show impact, especially systemic change – for example, if you have a language program, are kids actually using their Native language?
- We need to do our own research on our own people

Ryan Wilson:

- Don't boilerplate your proposal, tailor it to the funder

#### **Partnerships in Native Communities: Mainstream Foundations in Support of Native Causes – Funders Panel**

Funders/panelists shared with attendees suggestions for successful fundraising and project management.



### **Tim Otani of the Washington Mutual Foundation**

Washington Mutual Foundation, which is a corporate foundation and focuses in two areas:

1. Affordable housing – especially long-term
2. K-12 public education

Otani began by reciting that “you can’t fix that problem by throwing money at it,” adding “but wouldn’t it be fun to try it once?” He pointed out that his corporate foundation gets “fewer requests from Indian Country than virtually any other community.” The foundation’s budget has increased from \$600,000 in 1992 to \$48 million in 2006. Nevertheless, need is unlimited:

1. Need v. demand: There is unlimited need in the world. However, is there a demand for your program?
  - ii. “If we build it, they will come” is not necessarily true.
  - iii. Ask yourself, “Are we the best organization to deliver this service?”
1. Also ask yourself, what is the problem and what is the solution? For example, if a village is built next to a cliff, do you build a health clinic at the bottom of the cliff for those that fall off or a fence at the top?

### **Anne Xuan Clark of the Bill and Melinda Gates Foundation**

Xuan Clark is a program officer with the Pacific Northwest Giving program, including Washington state and Portland. The program serves at-risk families. Program areas include:

1. Supportive housing: The “sound families” goal is to develop 1500 new units of affordable housing.
2. Community grants: These are “responsive” grants to unsolicited requests from the geographic area. You *don’t* need a personal relationship to receive one of these grants. Most grantees are unsolicited and first-time applicants.

Xuan Clarks’ advice for grantseekers:

- Read the guidelines!
- We want to fund more Native American programs – it’s only 1 percent of what we fund now. Tribes are competitive if they fall under the guidelines.

### **Barbara Gibbs of the Meyer Memorial Trust**

Meyer Memorial Trust ([www.mmt.org](http://www.mmt.org)) is a “general purpose responsive grantmaker.” This means that any 501(c)(3) can apply for anything. They also get few proposals from Indian Country. *They provide multi-year, capacity-building grants.* This means they will fund something like a salary for a fundraising position. They provide capital grants (for example, they provided funding for a museum on the Warm Springs Reservation). They provide small grants to small organizations (say, \$15,000 out of a \$25,000 budget).

SUGGESTIONS:

- Call your program officer

- There's no need for a personal relationship; although we don't prefer meeting applicants in advance, we will do so for first-time applicants
- It's a red flag if you lost or are losing a federal source of funding. A grantmaker can't make up for this.

### **Marjory Hamman of the McKenzie River Gathering Foundation (MRGF)**

MRGF funds social just work in Oregon. It is a community-supported foundation. Some 500 donors give \$25,000-\$50,000 a year. They are an "activist led" fund. That is, activists in the field make up the grantmaking committee. Specifically, they fund:

1. Native communities – because underlying problems caused by the federal government. For example, they fund cultural reclamation, non-federally recognized tribes, wisdom of the elders, powwows, etc.
2. Smaller organizations with budgets under \$300,000 a year – they often have limited access to foundation money, United Way funds, government funds
3. Controversial areas – for example, they were one of the first funders for domestic violence issues
4. Programs and administration
5. "Social justice" – they fund groups that address underlying causes of community issues

### **Tom Gallagher of The Ford Family Foundation**

Based in Oregon, The Ford Family Foundation ([www.tfff.org](http://www.tfff.org)) funds:

1. Scholarships – they have given out \$10 million in scholarship money, especially to single parents and non-traditional students
2. "Developing contributing citizens in vital communities." TFFF focuses its efforts in communities of 30,000 people or fewer. "We treat Native communities just like another town." They prefer "community-driven" projects and simply let communities come together to prioritize their own needs. Funding excludes areas where government should be funding: housing, hospitals, museums, schools. This leaves skate parks, food banks, performing arts facilities, boys and girls clubs, etc.

#### **RECOMMENDATIONS:**

- Call the grantmaker!
- TFFF wants to see community-driven, collaborative projects. Communities can provide match in both the form of money and in-kind donations.

#### **QUESTION AND ANSWER SESSION WITH PANELISTS/FUNDERS:**

**Question:** There seems to be a "trend" toward foundations wanting to see "social change" and "systems change." How can we let funders know that what we really need is general operating money?

**Answers:**

Xuan Clark (Gates Foundation): A \$50,000 grant shouldn't be asking for system-level change. That said, we have very specific guidelines! Follow them. Even we (Gates Foundation) don't have the money to do it all.

Otani (Washington Mutual Foundation): We do give general operating grants. "If you don't trust that (the grantee) will use the money wisely, don't give them the grant."

Gallagher (TFFF): We have a long-term strategy that is the community approach. Right now, we only fund capital projects. However, our board will break the rules of necessary.

Hamman (MRGF): Regarding "systems change," sometimes we funders don't "get it." Let us know that when someone comes through your door to receive a social service, they are getting the larger message as well.

Gibbs (Meyer Memorial Trust): Not applicable. "We are a responsive grant maker."

**Question** (from Lower Elwha Klallam Tribe): Any suggestions for addressing the difficulty of gathering the info from around the tribe to write the grant?

**Answers:**

Otani: Once you have the information that makes up the "boilerplate" you can submit a larger volume of grant proposals more easily.

Xuan Clark: If it's so hard to gather info to create a grant proposal, that's a red flag that you might not have the ability to follow through on the grant.

Leonard Forsman (Squamish Tribe): In the process of applying for grants, you often find clarity.

Andrea Alexander: This happens a lot with tribes. Let's get this conference to develop a "self-help network." Funders can't solve a problem like this. The real question is "How do we rebuild our communities?" What kind of organization structure will be successful in tribes – a formal/informal culture with the overlay of the BIA.

Hamman: It's not always clear to non-grantwriters how to articulate what will go into a grant. It's like you need a program officer within the tribe.

**Question:** How do challenge grants work from a foundation point of view?

**Answers:**

Gibbs: There's no conspiring (among foundations); we have to take a leap of faith that you'll do it – if a proposal is already partially funded, one funder doesn't generally call the other. The more funders there are, the more it lessens our risk.

Xuan Clark: For challenge grants, we reduce the risk by not paying the money up front. We talk to external experts more often, people who work with nonprofits in the field.

Otani: I don't like challenge grants because of the pressure it puts on nonprofits. Corporate funders talk to each other all the time. We know that the proposal on our desk is on someone else's desk also.

**Question** (from Kristy Alberty of NICWA): Our proposals are only the tip of the iceberg; how do you get your news about Indian Country?

**Answers:**

Gallagher: We do site visits and work with communities doing leadership capacity-building, so we get our information from the source.

Hamman: 1) Alternative radio programming in Portland, 2) from the Potlatch Fund and 3) through personal contacts.

Gibbs: Through the grantmaking process. We're already overwhelmed with news and information. I don't think we do a good job at this until we're actually confronted and then we dig in and learn.

Xuan Clark: Doing a canoe journey (a multi-day visit) was better than a site visit, which often become dog and pony shows.

Otani: Great question. We get out there and do it – we hit the streets. Professional associations (such as affordable housing associations). Most of the money is with high-profile urban Native American organizations.

**Question** (from Mala Spotted Eagle Pope): I have a fear of people telling us how to do things and taking control. I want a partnership instead of strict guidelines.

**Answers:**

Xuan Clark: We're not like governments. We would never say, You must do this.

Gibbs: We look for knowledge of the best practices in the field – you don't have to do it that way, we just need to know why you're doing it your way. We don't compare grants.

RedWolf Pope (Potlatch): Tribes are playing 200-year catch-up. A lot of social capital is still being built. When a grant doesn't fit a profile, avoid a form letter – write, call, e-mail about what you can do or improve and reapply. This will help build capital and catch up.

[There seems to be mixed messages coming from the funders. We (tribes, grantees) keep hearing that we must “follow the directions” and the guidelines are strict and clear. Yet, the funders say they are flexible.]

## DAY 2, JUNE 23

### OPENING SESSION:

#### NATIVE GRANTMAKING FOUNDATIONS: WHAT ARE THE KEY ISSUES FACING THE FIELD?

Andrea Alexander facilitated this panel of Natives who are working in the grantmaking field. She pointed out that “we need more Natives inside the circle” of grantmaking.

#### **Tadd M. Johnson of the Minnesota Tribal Government Foundation**

*“Why don’t you tribes with money share with those who don’t?”* This is an all-too-familiar question for Johnson. His response is to ask, Are rich states and cities sharing with poor states and cities? . . . Nevermind, let’s do it! The tradition of sharing has always been important to Indian culture. Gaming has allowed for the resources to share.

The Mille Lacs Band of Ojibwe experienced 100-plus years of poverty with limited or no access to health care and housing. Since opening two casinos (in 1991 and 1992), poverty fell from 80 percent to 15 percent on the reservation. Since opening the casinos, the Mille Lacs Band has funded more than 20 public facilities, including schools, clinics, a community center, an assisted living center, health care, scholarships, Head Start programs, youth activities. Mille Lacs Band members have experienced a 100 percent increase in college enrollment since 1987. They also opened a federally-chartered bank on the reservation.

#### THE MINNESOTA TRIBAL GOVERNMENT FOUNDATION

The Mille Lacs Band of Ojibwe, Shakopee Mdewakanton Sioux Community and Prairie Island Indian Community, together created Minnesota Tribal Government Foundation within The Minnesota Community Foundation. This is the first inter-tribal government foundation in the U.S. All tribes donate funds that then support improvements on other Minnesota reservations.

Minnesota Tribal Government Foundation goals:

1. Advance economic development among Minnesota Indian Tribes
2. Improve conditions on the reservations
3. Work on behalf of tribal sovereignty

The foundation has already awarded more than \$11.5 million in grants. They awarded \$100,000 to a Native cause that helped access \$10 million from the state. That’s a “perfect way to use Native funds,” said Andrea Alexander.

**Question:** What is the governance structure of the Minnesota Tribal Government Foundation?

**Answer:** It’s a donor-advised fund. Decisions are made by consensus – which drives the Minnesota Community Foundation crazy! The three leaders from the tribes make the decisions informally. Once the fund reaches \$25 million, they may choose to spin off from the Minnesota Community Foundation. As of now, any tribe can “opt out” of this relationship, but Johnson hopes this won’t happen.

## **Susan Anderson of the CIRI Foundation**

CIRI is a Native-founded, Native-run, Native-governed foundation. A 501(c)(3) private foundation instead of a tribal government foundation, The CIRI Foundation awards scholarships to Alaska Natives who are original enrollees of CIRI and their direct lineal descendants as defined by the Alaska Native Claims Settlement Act of 1971. CIRI has awarded more than 8,000 scholarships totaling over \$10 million. CIRI has an endowment and about \$50 million in asset. CIRI funds:

1. Scholarships, grants and fellowships
2. Cultural preservation via education
3. Project grants for education and heritage

Educating people to whatever degree they want makes their lives and their families' lives better.

## **SUGGESTIONS FOR BEST PRACTICES FOR NATIVE GRANTMAKING ORGANIZATIONS**

- Know your reason for giving, i.e. know your mission
- Know your guidelines – have guidelines
- Use what tools you need to move your mission – or your people – forward. For example, CIRI is a 501(c)(3) private foundation instead of a 7871 tribal government with similar tax-exempt status simply because it is easier for them.
- Seek expertise in giving
- Measure your success. Take baseline information when you start/fund your project so you know if you're making progress. For example, follow scholarship recipients – are they making more money, owning more homes, do they expect their kids to go to college? You can use surveys to do this. *“It's way past the time of people doing things **to us** and looking **at us**.”*
- Build economic sustainability through tools, including travel, nonprofit status and individual giving, among other tools
- We as an individual grantmaker can't “do it all” so we try to a) leverage our money to raise more and b) collaborate with individuals and organizations

## **Lucille Echohawk of Casey Family Programs**

The Casey Family Programs (CFP) is a national private operating foundation. They make few grants and they do most of the work themselves. Echohawk restated the fact that *Native Americans receive a “miniscule percentage” of mainstream philanthropic funds. Plus, even less goes to Native-controlled organizations.* For example, Casey is mainstream and not Native-run because there are few Native people in mainstream philanthropy.

CFP is a licensed foster care organization working for about 20 years in Indian country. They run long-term foster care programs, including owning the buildings that house these programs on the Pine Ridge and Rosebud Reservations in South Dakota and with three tribes in Minnesota.

“Indians need to be in charge of their own operations.” CFP has turned some things over to tribally-chartered child welfare agencies; CFP is in the process of turning some caseloads over. They will, however, continue to fund these programs. CFP incubated the Denver Indian Family Resource Center by paying for incorporation, hiring staff and then spinning it off with core funding. This, says Echohawk, “is the best use of an operating foundation’s flexibilities.”

A public charity must be public, so CFP has turned from one major donor (Casey family) to having public funding – about 1/3 of the funding today.

#### BEST PRACTICES FOR A GRANTMAKING FOUNDATION:

- Make a long-term commitment to the causes/organizations/people you fund
- Provide culturally-appropriate services – in this case, Indian child welfare, such as family group decision-making
- Respect Tribal sovereignty
- Take collaborative approaches
- As far as organizational structure, think flexibly – for example 7871 instead of 501(c)(3) can be fine

**Question:** Please explain the difference between 7871 and 501(c)(3).

**Answer:** These are the different designations for a tribal government that can accept tax-exempt donations (7871) and private nonprofits that can accept tax-exempt donations 501(c)(3)). See the brochure provided in the conference packet. This brochure is also available at [www.firstnations.org](http://www.firstnations.org).

**Question:** With Indian child welfare, it would be nice to find a family solution, but government money is not available without licensure.

**Answer:** CFP is licensed! So they can do their work in a culturally-appropriate way.

**Question:** Have you experienced backlash due to restrictions on Native grantmaking?

**Answer:** Tadd Johnson of the Minnesota Tribal Government Foundation said yes, some questioned why they weren’t funding more non-gaming tribes. But they took a proactive approach and talked to 49 chambers of commerce to educate about what they do.

Susan Anderson of CIRI has an issue with the question itself. Do we ask for-profit corporations to help poorer for-profit corporations? CIRI makes grants specifically to Natives. They will make grants to non-Natives if they are genuinely collaborative with Natives. When she’s asked this question, she politely says “We work with people who want to work with us, not do things to us.” Overall, she and CIRI haven’t faced much political backlash. They “tell their story” via publicity. Susan is willing to be a mentor.

## BOARD MANAGEMENT TRAINING WITH GUADALUPE GUAJARDO OF TECHNICAL ASSISTANCE FOR COMMUNITY SERVICES (TACS)

Guajardo invited us to think about abundance, not shortage. There is no shortage of money in this world, we just need to get it into our hands. Managing a solid board of directors for your tribal nonprofit (or other nonprofit) will help this happen. She provided an excellent handout. For more information, go to [www.tacs.org](http://www.tacs.org).

### WHAT IS A BOARD OF DIRECTORS?

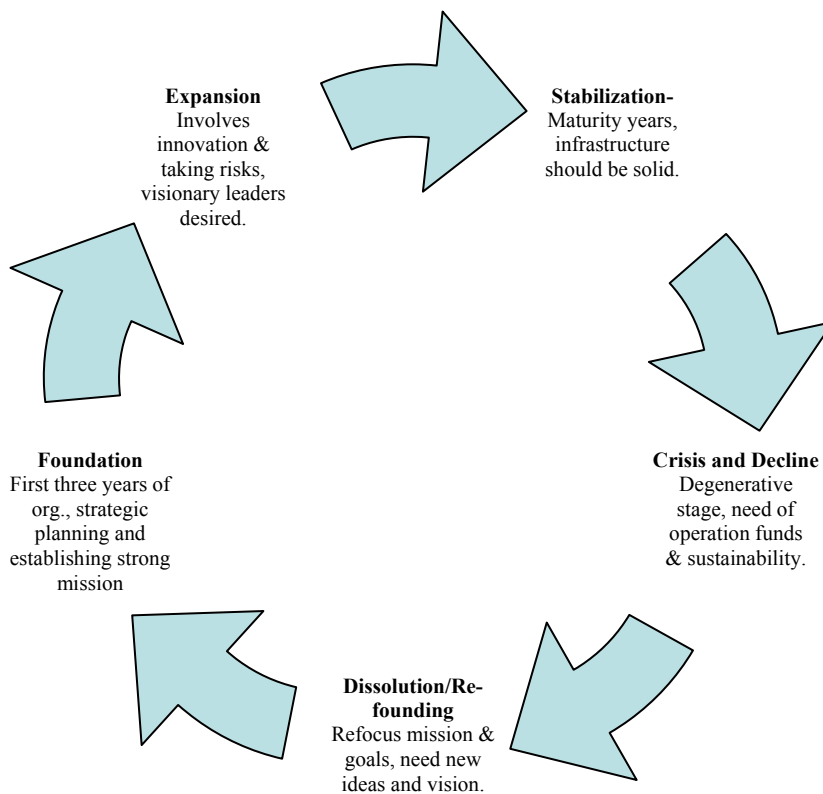
A board of directors of a nonprofit organization is the body or entity that is legally, politically, ethically/morally, and financially responsible in three areas:

- The organization must carry out its stated mission
- The organization must serve the public interest
- The board of directors must maintain the ongoing health of the organization through financial oversight, long-range organizational planning and long-term program development

Leaders of 7871 entities also hold these duties.

### LIFE CYCLE OF AN ORGANIZATION

Guajardo suggested that the life cycle of an organization often follows this pattern of five stages every 10 years, with each stage lasting two years:





Foundation: This is the 1<sup>st</sup> 3 years of organization, board members that compliment this stage consist of desired skills in fundraising, strategic planning, and made up of a working & leading board.

Expansion: This is the 1<sup>st</sup> 2-3 years of organization, board members that compliment this stage include visionary leaders, risk takers, innovation, and still comprise of a working board and leading board.

Stabilization: This is the 1<sup>st</sup> 4-5 years of organization, board members that best compliment this stage require maintenance skills and focused on building a solid long-term infrastructure.

Crisis/Decline: This can be the 1<sup>st</sup> 6-7 years, board members desired in this stage consist of wise leaders, people who possess knowledge of the external political/economic changes within the community, can take stress, and have fundraising capabilities.

Dissolution/Re-founding: This can be every 8-10 years, board members desired qualities are visionary and are able to come up with new ideas that compliment the re-birth of the organization.

Crisis and decline sometimes occurs when the founder leaves. If an organization is successful, it can be re-found – like the March of Dimes did when it helped to successfully eliminate polio. They now work on eliminating all birth defects.

Lucille Echohawk: Native boards do not adhere to this 2-year time frame because they are constantly in a state of crisis trying to meet the needs of the community.

Andrea Alexander: Many organizations get to crisis/decline and then give up. Things turn to personal attack. . . let's be realistic about nonprofit organization boards. They are different than tribal councils.

Question: When recruiting for the board, what are the qualities you should look for that prove to be successful?

Answer: It's useful to recruit outside of your environment – get a banker, nurse, etc. to serve on your board. Fluid and flexible leadership is also most successful.

Question: When is it okay to let an organization die?

Answer: When you're not fulfilling your mission.

Question: What if the board is a poor “fit” for the stage of the organization?

Answer: Give board members an opportunity resign; they often will.

## TYPES OF BOARDS OF DIRECTORS

Paper Board: The names exist only on paper, for example, letterhead. The individuals are lending their names

Advisory Board: Individuals give advice and don't even necessarily meet.

Sponsoring Board: Community leaders spend years laying the foundation for an organization – names, contacts, resources, money. Then they launch it.

Following Board: Also known as a rubber stamp board, follows the lead of the staff.

Working Board: Members not only attend board meetings, they form subcommittees and do work. They also raise money.

Leading Board: This type of board keeps the organization going between executive directors. They also raise money.

Controlling Board: This board micromanages.

Of course, boards can be developmentally delayed or advanced. Are they underfunctioning or overfunctioning (ex: micromanaging)? Micromanaging is all too common, especially when dealing with “founder’s syndrome.”

#### ISSUES RAISED BY PARTICIPANTS:

- Native nonprofits are a growing sector; we're still learning to have Native-led boards
- Sometimes compacts restrict boards – there is a slot that has to be filled
- The board should be flexible to suit different stages in the life cycle of an organization
- Western, hierarchical structures sometimes clash with tradition, consensus-based ways of doing things

#### FUNCTIONS OF BOARD MEMBERS

When recruiting board members, try to get people who fit into three categories:

1. Wisdom/talent – individuals with skills in the subject area
2. Work/time – individuals who are willing to volunteer time to the organization
3. Wealth/treasure – “Wisdom is good, but it doesn't pay the rent.” Find some well-to-do people to serve on the board who can donate money and get their family and friends to do so as well.

#### DISCUSSION BY PARTICIPANTS

- Be aware that funders will want to know your board structure and attendance records. Keep good records and have an active board.
- Consensus decision-making can sometimes lead to nothing but self-criticism and sniping
- Board members are sometimes recruited without understanding that fundraising will be part of the job description
- Be clear to board members, communicate all the way down to how many hours per week you expect them to work

Guadalupe suggested communicating with board members and training them as well. Bylaws should include information about board terms and absence policies. Board members should be both supportive and accountable. A working board should have a fundraising committee. Allow them to help with fundraising however they are comfortable; for example, they can simply sign a fundraising letter if that's all they're comfortable with.

#### NEXT STEPS FOR BOARD MANAGEMENT

Attendees were asked to come up with a “next steps” plan for their board. Mike Roberts of FNDI suggested a plan for his board:

1. The board should reflect on the stage in the life cycle of the organization and the type of board they have now
2. Roles and responsibilities can be better established by board and staff
3. Find fundraising training for the board

#### **Lunch Keynote: Shelley Hanson of Spirit Mountain Community Fund**

Spirit Mountain Community Fund (SMCF) is hosting Power of Giving. Shelley began by sharing with us a video about SMCF. Grand Ronde was a terminated tribe that was restored in 1983 after a long legal battle. In 1995, Spirit Mountain Casino opened its doors. Today, Spirit Mountain Community Fund is the philanthropic arm of the Confederated Tribes of Grand Ronde. SMCF donates about \$5 million a year to programs in an 11-county area in Oregon.

#### BEST PRACTICES FOR SMCF

Shelley shared with us some of the lessons learned and best practices of SMCF, including:

- SMCF was a “black hole” for grant applicants. SMCF has learned to better communicate with applicants once an application has been received.
- SMCF has commissioned public polling that shows that voters have only vague recollections of the tribe and the fund and what they are doing in Oregon. They can use this information for next steps.
- SMCF now looks more like a corporate fund. The philanthropic funds come from the tribe, not from the casino. A new media campaign and a new logo distinguishing SMCF from the casino should help educate the public.
- They are looking into encouraging more collaborations for funding – both collaborations with SMCF and other funders and well as collaborations among nonprofit organizations to achieve their missions.
- In order to build Native capacity, SMCF has not only hosted Power of Giving, but they have developed the Hatfield fellowship that sends Native Americans to Washington, D.C. for training and an internship on Capitol Hill
- SMCF is creating a much more user-friendly web page that will allow nonprofits to apply online for grants and should help clarify information around SMCF's grantmaking

- SMCF will require recognition for the grant money they give out
- They will have a standardized grant report form to make it easier for both SMCF and grantees
- They have negotiated a compact change with the State of Oregon that will allow them to give to more Native organizations that formerly fell outside of their 11-county giving region

## **EVALUATION (AND PLANNING) TRAINING WITH CLIFF JONES OF TECHNICAL ASSISTANCE FOR COMMUNITY SERVICES (TACS)**

Jones pared down this two-day workshop to less than two hours. Go to [www.tacs.org](http://www.tacs.org) for more information. Building on the “life cycle of an organization,” the evaluation training covers strategic planning and evaluation. For the sake of time, we covered only portions of the entire process.

### **STRATEGIC PLANNING: THE SWOT MODEL**

The overlap of 1) mission, 2) strengths and weaknesses and 3) opportunities and threats is where a nonprofit organization should lie. The SWOT model (strengths, weaknesses, opportunities, threats) can help an organization strategically plan. For a free SWOT analysis template, go to [www.businessballs.com](http://www.businessballs.com).

### **PROGRAM THEORY TO DEVELOP A LOGIC MODEL**

For a nonprofit organization to adhere to and accomplish its mission, the elements of theory, strategy and hypothesis allow for a strategic plan. For example:

- Theory is the systematic explanation of human behavior. FNDI’s theory is that if you arm Indian people with appropriate resources, they can solve the problems of their own communities.
- Strategy is the approach, activities, style and method used to address the behavior of interest. FNDI’s strategy is three-pronged: to use education, advocacy and capital.
- Hypothesis is the prediction about what will happen as a result. FNDI’s hypothesis is that if they do their job correctly, Indian country will take more control of the assets they own.

The strategic plan lays the groundwork for the outcomes; the outcomes are what we measure when we do evaluation.

### **HOW CAN INDICATORS MAKE OUTCOMES MEASURABLE?**

Indicators are the detailed examples that can be seen, heard or read that demonstrate outcomes are being met. Some examples include interviews, surveys, self-evaluation, evaluation forms, self-reporting, counting sheer numbers, before/after comparisons, observations, physical/cognitive assessments, internal program records, official records, etc.

## QUESTIONS AND COMMENTS ABOUT INDICATORS

Mike Roberts of First Nations told us about the “elements of development” model FNDI uses to evaluate its programs and grantees. This is a culturally-appropriate model they use to evaluate outcomes on how programs relate to control of assets, personal efficacy, kinship and spirituality. They also use traditional information-gathering to apply to elements of development, such as self-reporting, before/after numbers, etc. For more information, go to [www.firstnations.org](http://www.firstnations.org).

Dora Smith of The Museum at Warm Springs gave some outcomes examples: when they sponsor an exhibit, they count the number of people who come through the door (that’s easy), but they go on to count the number of those who participated in classes and go a step further to track who came in according to generation.

Justin Finkbonner of Potlatch pointed out that it’s hard to find data relevant to Native communities. It’s a matter of telling our story v. letting others identify our story. Quantitative measures, like how much money was raised, are relatively easy to count. It’s the qualitative stuff, like spiritual, emotional and attitudinal changes that are so hard to measure.

Cliff Jones reminded the group that planning is the key to evaluation – you must plan to get the data needed for evaluation.

## QUESTIONS/ANSWERS AND COMMENTS ABOUT EVALUATION

**Question:** Time is the big obstacle when asking volunteer boards to do planning and fundraising work. It’s not always fun.

**Answer:** Planning is more effective when it’s long-term; document and think through plans. They can’t be made in a weekend retreat.

Mike Roberts pointed out that by the time planning is done, the 60-second elevator speech is prepared.

**Question:** How do you keep a strategic plan alive and not let it just sit on a shelf?

**Answer:** The culture of the organization must be a culture of ongoing, incremental planning.

Gerry James said that when you’re a small organization, you can work with others who do have the evaluation resources. Make good friends with the people who have the gifts and the talents that you don’t have.

## CLOSING DISCUSSION

For the closing session, all attendees had a chance to say a few words. It’s fair to say that everyone began by thanking Shelley Hanson and Spirit Mountain Community Fund for hosting a great conference with good food as well as thanking Potlatch Fund, Native Americans in Philanthropy and First Nations Development Institute for their help in coordinating the conference.

Mike Roberts reminded us that we're making progress. He invited everyone to look at the nine priorities laid out from last year's St. Paul conference (1) promote networking, 2) provide training and technical assistance, 3) support leadership development, 4) conduct a national educational and public relations campaign, 5) work with NIGA to educate about what gaming tribes are doing, 6) control fraudulent nonprofits, 7) create a strategic plan for Native giving, 8) provide access to mainstream funders and 9) educate tribal leaders on philanthropy issues.)

Andrea Alexander facilitated and asked everyone to state:

1. What did you get out of the conference?
2. What do you need to go forward?
3. What will you contribute?

Participant	What did you get out of the conference?	What do you need to go forward?	What will you contribute?
Susan Anderson, CIRI Foundation	Networking.		NAP has a study coming out with baseline info that Native nonprofits should be able to use as an assessment and evaluation tool.
Philip Sanchez, Carnie Foundation	Ditto.		A tip: Review page 17 in the evaluation and planning packet provided by TACS. It's okay to contact me.
Nora, Umatilla Rez	Networking, especially with foundation staff.	Contact info for everyone.	
JoAnn O'Connor, 13 <sup>th</sup> Regional Heritage Fdn.	Great conference.		I'm willing to help organize the next conference.
Conference participant	Ideas, networking.		
Gerry Williams, Environmental Justice			My skills in community organizing, strategic planning and power analysis.
Lindsey Manning, Shoshone-Paiute Tribes	Appreciation for the tribes and groups represented here.	Lakota people need a list of foundations for rural Indians. Lobby the Gates Foundation for health care here in N. Am.	
Denise Canyon-Billy, Tuba City School District	National people willing to share time and info.	A listserv!	Let's do some networking in the southwest now.
Jolene Atencio	Why are nonprofits the stepchildren of tribal governments? You'll still be	Continued collaboration between regional	I'll continue to help build bridges in rural areas between counties and tribes.

	“accountable for tribal sovereignty. But they want to separate from tribal gov’t.	and national organizations.	
Susan Balbas, Tierra Madre Fund	This was a rich gathering with so much experience.	More collaboration.	We can model a different way of grantmaking. I’ve been on both sides and will offer support in this area.
Perri McDaniel, Grand Ronde	I got inspired. I have a renewed passion for social entrepreneurship.	More networking and collaboration.	
Dora Smith, The Museum at Warm Springs	Thanks to the Meyer Memorial Fund for capacity-building grants! Thanks to Guadalupe Guajardo.		
Hank Raymond, Colville Confederated Tribes	We’ve got to do the best with what we’ve got after 100 years of abuse, termination, etc.	I see this thing growing. There are no problems, only solutions.	Only we know where the gaps are and how to fill them. Let’s come back stronger; we can’t grow fast enough.
Sonja Handstad, Small Tribes Org. of W. Washington	Enriched by the fellowship here, empowered.	Let’s reach out to the landless tribes.	As a CPA, I can mentor people in financial literacy. Financial reports tell a story.
Lou Stone, St’al-sqil-xw	Thank you to all for giving.	Let’s keep doing this, let’s grow.	
Shelley Hanson, SMCF	Humor.	How about a national education program to address “rich Indian syndrome”	I’m willing to share the resources I have.
Michelle Chrestensen, SMCF	A better idea of grantseekers.		I can contribute an open mind.
Kluane Baer, SMCF	Coming from the funeral industry, where you can’t show your emotions, it’s wonderful to see the passion.		My passion.
Conference participant	Meeting old and new friends.	Continue to learn how this job works.	I want to contribute many things.
Patricia Hall-Hammeren	Pride – we give, we don’t just receive	We need something for rural areas in SD, ND and MT	
Dolores Cadiente, SEARCH Fdn.	I learned that I can fundraise and be ready to do it. I’ll got the 60-second elevator speech. It’s about building community – I can relate to it without modifying my needs.	More collaboration; let’s lobby the Gates Foundation for health care in Indian country.	

Joe Kahnklen, SEARHC Fdn.	I learned about the need to collect testimonials for data.	An idea like the Jewish lion of Judah to build an endowment.	My elevator speech.
Ted Pedro, American Indian Chamber of Comm.	Thanks for all.		I am willing to be a presenter at a conference.
Shoshone woman from Reno, NV	Thanks! Work with cultural resource protection (language, burial sites)		I've been on boards, etc. Will pitch in knowledge and help organize something in Reno, NV.
Pam Ranslam-Schofield, Umatilla	Great information from participants as well as presenters.		
Rafael Hoffman, Crow Shadow Inst. of the Arts	Learned a lot about multi-year grants, leveraging money, board governance structures, Potlatch.	Invite Nez Perce; Potlatch needs to stay in existence.	
Sky Pope	This is more than tribes helping tribes; there's a face on it. Meeting funders.		I'll help to host something around here (Oregon).
Spotted Eagle Pope	Why do we fight so much? Like lobsters in a pot. Pride, especially with the little ones here.		
Marissa Nuvayestewa, FNDI		Listserv: e-mail Marissa for info on an upcoming listserv.	
Aurolyn Stwyer, Potlatch		Let's have a followup!	
Red Wolf Pope, Potlatch	Sometimes just taking our traditions and putting them on paper makes them "official." We can educate "Yes, that's different, but that's the Native way." We've been giving all along, now how about some reciprocity?		
Natalie Charley, Potlatch	The <i>Power of Giving</i> .		





# Power of Giving

Strengthening Philanthropy in Indian Country

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## Power of Giving Conference

### Evaluation Report

June 26<sup>th</sup>- 27<sup>th</sup>, 2006, Grand Ronde, OR

Prepared by Mary Phillips

### Evaluation Form Outcomes

The following information was collected on day one and day two of the Power of Giving Conference held June 26<sup>th</sup> and 27<sup>th</sup>, 2006, at the Spirit Mountain Casino, Grand Ronde, OR. Evaluation forms were placed in participant folders and asked to be filled out following each conference day. Once participants completed the forms they were handed in and collected by First Nations Development Institute evaluation staff. The tables below show responses given in two sections of the form including conference rating and written responses by participants choosing to write comments. The number of conference participants were 108 with 30% response rate for day one and 25% for day two.

#### Conference rating – Day 1

Please rate the following.

	N=28	Excellent = 1 # participants	Satisfactory = 2 # participants	Unsatisfactory = 3 # participants	Total Average
A	Content of conference	21	7	0	1.25
B	Length of conference	15	13	0	1.46
C	Quality of conference	20	8	0	1.29
D	Overall evaluation of today's sessions	18	10	0	1.36
	<b>TOTAL AVERAGE</b>				<b>1.39</b>

#### Conference rating – Day 2

Please rate the following.

	N=24	Excellent = 1 # participants	Satisfactory = 2 # participants	Unsatisfactory = 3 # participants	Total Average
A	Content of conference	21	6	1	1.33
B	Length of conference	12	16	0	1.50
C	Quality of conference	22	5	1	1.29
D	Overall evaluation of today's sessions	19	8	1	1.42
	<b>TOTAL AVERAGE</b>				<b>1.34</b>

#### Written Questions - Day 1 and Day 2

**Question 1** *Of the information provided today were all of your questions regarding strengthening philanthropy in Indian Country answered? YES \_\_\_\_\_ NO \_\_\_\_\_ If no, what other questions do you have?*

##### DAY 1

YES = 19; NO = 3

- Contact information or business cards of funders that did presentations.
- As this is a new and learning experience for me, I learned so much. Questions I did not know existed and learning answers.
- Not yet. I am still looking for some information concerning grant making – specifically how I can be a better grant maker. I am curious about the grant making issues in Indian country.
- How do we locate funders in our own areas? ("Grant seekers" programs are too expensive for some of us).

##### DAY 2

- I was hoping for more information on tribal or Native non-profit grantors in environmental education.

- I liked the information in day two a lot.
- (No) However, more will come up in time – we need another conference soon.
- Collaborate - fill out application to the “T”. Build relationships.

**Question 2 *How do you expect to use what you learned today in your work?***

DAY 1

- Good information for introducing our projects to potential funders and recommendations. RE: process, time etc.
- Plan to work on telling our story.
- Knew a lot of the material- just reinforced my way of thinking.
- Specifically in fundraising.
- Information from various foundations will help in the development of our grant matrix and grant writing.
- Grant writing, networking with other grantees and contacting grantors.
- Knowing who is doing work in different communities is always useful when trying to connect a grant seeker with funds when their project does not fit our guidelines.
- It was a little elementary for me.
- This conference has reenergized me. I will do a more diligent search for grant funds.
- I was challenged to be very confident in the story I want to tell funders and also to develop a plan for the services we need to provide to our shareholders.
- Become a trainer or “How to write grants”.
- The processes and approach of NA foundation towards giving.
- It was nice to hear others were facing the same challenges. Made it seem less personal for the “failures” of not being funded.
- The website – new at this- searching.
- As it has given me a better comprehension and perspective of the non-profit work of funding it will help me leap forward in my new work and goals into the non-profit community of services.
- Keep in mind the best practices shared by the speakers.
- To educate our government and share this information with others to try to make our programs more effective, the networking aspects have to start with in our own organizations.
- I have gained some valuable information about what grant seekers may have problems with that may help me in helping my grantees.
- To identify and fulfill unmet needs.
- Create enthusiasm by informing tribal leaders of the success that others are having and competition so that our tribes will feel comfortable.
- Work with new E.D. & board to polish presentations that will be made to potential donors.
- To help be a more effective non-profit.
- Get resources and ideas – several pages of notes to take home to board. Can FNDI run grant-searchers for those of us without access to such databases?

DAY 2

- To do more networking with other organizations.
- To make my program stronger.
- Help recruit appropriate board members.
- The presentation by Guadalupe from TACS was very helpful will take back to my organization and to the board I belong to help make healthy changes.
- I really the funders panel which allowed me to see what other Native foundation are facing and what problems they

are having.

- I was inspired by Susan Anderson on CIRI's mission to approach tribal enterprise, which I serve on the board, to create a fund dedicated to education and culture.
- Board information & training.
- I believe that I am leaving here with a better understanding as to how I can help the board to have a better understanding of their responsibilities.
- Board Management – I understand the differences of board member behavior better and the various levels in the diagram. It will help me at our board meetings.
- Don't re-create the wheel – learn from those that have been there and done that.
- Logic models, board duties.
- To go back with a renewed spirit.
- Further the need to implement structure to the organizing and bringing new people into the circle.
- Board Management training. Will evaluate myself as a board member and look at the status of the organization.
- Revamp duties of board of directors.
- I plan to use the info from the board management session to plan the next steps and evaluate my board.
- Board building and evaluating our outcomes is so important and because of time constraints and lack of staff, these have been low priorities that need to be elevated to a higher priority.
- Train the board without new documents. Find 1-2 board members to lead for funding.
- Use the triangle about talent, wealth, time with board to assess our mix because we have two vacancies to fill.
- Apply to foundations.
- Network of Native people in philanthropy will be valuable.

### Question 3 *What part of today's sessions did you find most valuable?*

#### DAY 1

- **Foundation or funders panel (there were nine responses from participants with this response, additional comments are below).**
  - They (the funders) were region specific.
  - Especially the candor of Tim Otani.
  - Panel discussion by foundations and the types of grants they give and how to approach them – what they're looking for.
- **The Journey to Successful Fundraising (there were three responses from participants with this response, additional comments are below).**
  - Going through the workbook.
  - Having the workbook to follow along and use as a resources afterwards is very helpful.
- Strategic giving morning session.
- I like Susanne from Minn. Women's Center – real useful advice.
- Networking.
- Question and answer session between grant seekers and grant makers.
- Networking and learning about funding organizations.
- Track I Native nonprofits & Native community foundations. It offered me hope that we (my organization) can be courageous, with their dedication and commitment emerging.
- How to write grants. Funding sources not known before.
- Grant writing session and funder panelists. Actually gained the best perspective from the strategic giving panel.

- How to meet potential funders and what we need to do.
- The breakout sessions because they were interactive.
- The elevator speech.
- Information on Native guided non-profits.
- Training session- participate feedback funder in-put. Would like to see directory with contract & basic operational info on "Native American Foundations" - who are "we"? What's our national profile or snapshot look like?

## DAY 2

- **Guadalupe's presentation (there were ten responses from participants with this response, additional comments are below).**
  - Really enjoyed Guadalupe's presentation, very knowledgeable and comfortable with her topic. Helpful in seeing where our board and organization is.
  - Board building.
  - The responsibilities of board of directors.
  - Board management training and tribal foundations. TAC's resources and tips.
  - Board development.
  - I really felt it was a privilege to hear from the Native grant making foundations and I also felt that Guadalupe gave me some strong skills to take back and apply.
- The evaluation process.
- The funders panel was most valuable. Also the networking that is inherent in these conferences is very useful.
- Getting to meet others who are doing similar work & talk about solutions.
- The professional presenters of TACS in system & evaluation training.
- The (IRS) brochure is great. I've been looking for something along these lines. These are perfect for helping to education people.
- Excellent. Excellent training with board. Great info that is really helpful and will be put to use.
- Native grant making foundations: what are the key issues facing the field?
- All of it – thank you!
- Sharing the Life Cycle in our group at the table. The Understanding Cycle – technical assistance made our board responsibility clearer and gave us direction.
- All sessions were excellent.
- Interacting with other folks.

**Question 4** *What part of today's sessions did you find least valuable? What can we do to make today's sessions more valuable for participants in the future?*

## DAY 1

- **Lunch speaker (there were six responses from participants with this response, additional comments are below).**
  - Lunch speaker.
  - Jewish presentation – sorry.
  - The lunch speaker was informative, but I would have preferred more linking to Native philanthropy in her talk.
  - The speaker for the Jewish community – the topic was good, the speaker could have been better and kept to the message of value-based philanthropy.
  - The Jewish relations presentation was useful to a point until it began to appear as though we were being approached to convert.
- Maybe find foundations that give in other areas of the country.



- Some panels don't give out real helpful useful advice.
- The AC caused distraction.
- All valuable.
- All sessions provided information and insights were useful.
- Like to see more active facilitation with panels.
- Not one thing.
- All info was excellent. This is my first time to attend a conference of this type.
- More national Native American friendly foundations – list.
- Everything was valuable, would have been nice to have more breaks and chairs were uncomfortable.
- All good.
- The sessions were well-organized as follow-up to the St. Paul meeting. Possibly invite more funders to continue to enhance relationship.
- The fundraising training was not helpful, but I recognize that I am on the other side. Maybe next time there can be a funders networking session.
- Much of the information was Oregon specific. Could FNDI put together a list of "approachable" grant sources (\$'s) for folks outside of Oregon.

DAY 2

- **Evaluation (there were four responses from participants with this response, additional comments are below).**
  - The evaluation component was the least valuable to me. While it was not valuable in my work, because our evaluation is pretty solid, all aspects are useful to my professional development.
  - Evaluation training. I don't know if it is because I am tired or if he is good relating information that applies to why we are here.
  - Evaluation talk was good but I was tired.
  - Evaluation because we do not provide direct service, but only raise money to give to SEARCH to help them carry out their mission – either we raise the money or not.
- Maybe set an evening networking session.
- After lunch just bogged down – wasn't sure what we were supposed to be learning.
- School-type lecture(s). Hear more from successful E.D.'s on how they problem solve in ways that are more effective.
- AC
- The time allots for the breakout discussion and homework wasn't sufficient because just when the interaction seemed interesting it was cut short.
- I enjoyed all however, I recommend spacing the board management training and evaluation between the high powerful panels and end.
- It was all good – the very interested stayed till the end, I was one of them.
- The sessions were pretty good, but pretty basic.

**Question 5** *Were you able to network with other representatives in your area of work as a result of the sessions today?*  
 YES \_\_\_ NO \_\_\_

DAY 1 YES = 24 (Comment: some funders not many); NO = 1

DAY 2 YES = 20; NO = 0

**Additional Comments**

- DAY 1
- Wonderful food and service from Spirit Mountain.

- Would not have had networking reception in dining room. People sat at their table and did not mix as much as they may have at a stand-up reception.
- Like to see the issue of hiring more tribal professionals hired in tribal and non-tribal non-profits and foundations, funded and supported by tribal and non-tribal organizations.
- I am the new kid on the block so it was the first opportunity I have had to meet others who are faced with similar concerns.
- I would like to thank the staff that assisted with putting on this excellent program. THANKS.
- Thank you very much for the opportunity to attend via fellowship. Facilities and food were great!
- It was hard to tell who the funders were. I am new to fundraising. Maybe a different color name tag.
- Thanks - So Much.
- Networking was not as much today for me as the learning experience. Understanding and grasping a better concept of the non-profit and Native American world.
- Not enough time to network with all those who I wished to meet and interact.
- There was a good cross section of people from funders, direct service providers and resource people.
- Excellent handouts/information. Great food & timing – appreciated. The breaks- good job. How about special conference and/or trainings for Native non-profit board members and board development.

## DAY 2

- Some of the Christian rhetoric is a bit much.
- Make more national foundation info available.
- Please consider more diabetic friendly food. Thank you for having the pitchers of water on the tables.
- A funders' working/networking session would be helpful for me. I also believe that informational E-mails or list serves would be useful.
- Thank you. It is rare to have a conference and training available for Native American philanthropy.
- Great connection with many new friends, but I was really hoping to connect with Susan Anderson and she came up to me personally and said that if I have any questions or need help I can call her anytime and *is* there for me. It think I just found my mentor!
- Since this is about giving – you should have had door prize giveaways throughout the conference.
- Thanks... keep up the good work.
- I would like to help facilitate funding for groups that are valuable and not so knowledgeable in grant writing.
- Would like to know more about the local area, what it represents and how these people managed to survive.
- Not so much panels – need more tools/training to take home and put to use. Panel stories are useful but would rather have tools.
- Everything was great.
- Overall this conference has rejuvenated me because I now don't have to "guess" what to do with the board. We have a "plan" in re-developing. Guadalupe = excellent!
- Sunday night – have a reception/ice breakers. Everyone tell us their name if they're a grantor, tribal or non-profit and "good news".
- Today's panels were a bit more difficult for me to apply to my work and a large foundation but it was certainly appreciated for my own professional development.
- Thanks to the staff.