
FORT BERTHOLD COMMUNITY COLLEGE



Project Title: Fort Berthold Hidatsa Immersion Project

Award Amount: \$343,171

Type of Grant: Language

Project Period: 9/30/2003 – 9/29/2006

Grantee Type: Tribal College

PROJECT SUMMARY

- 2 jobs created
- 52 people trained
- 5 partnerships formed
- 3 products developed
- 70 elders involved
- 350 youth involved
- 4 Native American consultants hired
- 125 individuals increased their ability to speak a Native language
- 7 youth achieved fluency
- 3 adults achieved fluency

LOCATION AND DEMOGRAPHICS

Fort Berthold Community College (FBCC) is a tribally-chartered, accredited institution located on the Fort Berthold Reservation. FBCC implemented this grant on behalf of The Three Affiliated Tribes which is comprised of the Mandan, Hidatsa and Arikara Nations. In 1999, The Three Affiliated Tribes conducted an ANA-funded language assessment to determine the conditions of the Mandan, Hidatsa and Arikara languages. Results revealed that there were 559 Hidatsa, 12 Mandan and 58 Arikara speakers. In 2003, the Tribes completed an ANA-funded language

implementation Project which produced 15 apprentice speakers and trained four master teachers. Experience on this grant indicated that six hours of language immersion each day is required to produce fluent speakers.

PURPOSE OF THE GRANT

This Project's purpose was to pilot a Hidatsa immersion program at the Mandaree School with the longer-range plan to replicate Mandan and Arikara programs in other Fort Berthold schools.

The Project staff and teachers received training in Total Physical Response (an immersion classroom method) and visited a successful immersion classroom on the Blackfeet Reservation. The Project successfully implemented a Hidatsa immersion classroom at the Mandaree School, enrolling five kindergarten students in the first year, followed by seven students each of following two years. The Project shared that a small portion of the community did not initially see the need for the Hidatsa immersion class and was also worried that the enrolled students may fall behind their English-speaking counterparts. When test scores and student testimony proved otherwise, the Project disclosed these positive findings. This disclosure led to an

increase in student enrollment after the first year.

While the Project fell short of its ten student goal at Mandaree, the Project recruited over 40 students for a Hidatsa language program at the Head Start program, exceeding its 20 student benchmark. The Head Start teachers did not implement a total immersion program, but instead offered a Hidatsa class. The Project incorporated Family Fun Nights – a popular cultural activity among elders and families. The Project’s teachers, with assistance from fluent elders, determined that the seven immersion students and three adults had achieved age-appropriate fluency levels.

The second major Project objective was to conduct a four-credit class entitled “Language and Curricula Development” with a minimum of 18 students completing the class each summer. The class was offered to FBCC students, Head Start teachers, Hidatsa immersion teachers and community members. The Project exceeded its goal with 22 students enrolled in the first two years and 20 in the third year. The three courses successfully created kindergarten, first and second grade Hidatsa curricula to create fluent Hidatsa speakers.

FBCC will continue to offer the curriculum development classes and host the Family Fun Nights; however, there are currently no other plans for sustaining the language immersion program.

PROJECT OUTCOMES AND IMPACT ON COMMUNITIES

The students involved in the Mandaree School’s K-2 immersion program have enjoyed substantial benefits from this Project. There was an initial trepidation on behalf of parents that the enrolled students may fall behind in their mainstream classes academically; however, test scores indicated that the immersion students actually

exceeded their mainstream counterparts. Teachers interviewed cited the direct connection with Hidatsa culture as the only variable and theorized that each student’s success can be linked to the personal discovery of an identity and enlightenment on their cultural history. The Tribal Head Start teachers who incorporated Hidatsa language classes into their program voiced similar findings: students displayed a stronger sense of pride and a more positive self-image.

The community’s elders enjoyed greater involvement in the cultural activities of Fort Berthold, specifically, their lead roles in the Family Fun Nights staged by the Project staff. The activities enabled the elders to reinforce their positions as holders of knowledge and wisdom within the Fort Berthold community.

For the Fort Berthold Tribal Community as a whole, there has been an increased awareness of the implications of language loss, most notably when the positive impact upon the immersion students was recognized. This Project has developed three Hidatsa Curricula, 150 language lessons on CD and numerous DVDs of elder storytelling sessions. It has also provided a model for revitalizing the Mandan and Arikara languages.

“For our people, language is more than just communication. It gives us an identity and a sense of pride to help us move through life. It gives us a way to view the world, and we are proud of our view.”

Lyle Gwin

SPIRIT LAKE COMMUNITY DEVELOPMENT CORPORATION



Project Title: Creating Jobs for Native Americans

Award Amount: \$504,824

Type of Grant: Social and Economic Development Strategies

Project Period: 8/1/2003 – 7/31/2006

Grantee Type: Tribal Non-Profit

PROJECT SUMMARY

- 21 jobs created
- \$1.64 million in resources leveraged
- \$12,000 in revenue generated
- 2 businesses created
- 7 partnerships formed

BACKGROUND

The Spirit Lake Tribe is a federally-recognized tribe with tribal enrollment totaling approximately 5,000 members. The Spirit Lake Reservation spans 67,000 acres where over 80 percent of its tribal members reside. The Bureau of Indian Affairs currently lists the unemployment rate in Spirit Lake around 60 percent and approximately 80 percent of employed tribal members fall below the United States poverty line.

In the early 1990s, two manufacturing plants owned by the Spirit Lake Tribe, Sioux Manufacturing Corporation and Dakota Tribal Industries, employed 768 people. Currently, the two companies employ 125 people. The Spirit Lake Community Development Corporation (SLCDC), a non-profit organization, was established in direct response to the Spirit Lake community's concern regarding this steady decline in the

number of local jobs. The SLCDC role is to create programs and services to develop job opportunities on the Spirit Lake Reservation and to assist the local Native American community in accessing these jobs.

PROJECT PURPOSE AND OBJECTIVES

The purpose of the 3-year grant was to set up the Spirit Lake Economic Development Office which would provide small business development services. The Project would establish relationships with state and federal agencies to expand the technical and in State financial resource base, including building a revolving loan fund. The Project also wanted to capitalize upon SLCDC's current mentor/protégé partnership with n-Link Corporation, and establish an IT business in the Spirit Lake area. Based on market research, it had set a goal of ten new businesses. By achieving these goals, SLCDC would serve the Spirit Lake community's immediate need for employment opportunities and set a solid foundation for the future success of local entrepreneurs in small business development efforts.

From inception, this Project was beset by a myriad of challenges. The first task was to set up the Spirit Lake Economic Development Office. While the Project

successfully hired a Project director and business manager, the Project was unable to secure space. Prior to the Project proposal, a lease rate for the office space in the Spirit Lake Tribal Administration Building was negotiated. After receiving the Project award, SLCDC staff discovered the office space was already occupied and alternative office space was beyond the Project's budget. As a result, the Project director and business manager worked from home. Their arrangement was unsuitable for the marketing specialist and secretary positions and as a result the positions remained vacant.

With n-Link Corporation, an information technology service-provider based in Seattle, the Project successfully established the Sioux Technology Group. The Sioux Technology Group procured a sub-contract to employ a help desk technician, and one employee worked for seven months, earning \$12,000 in contract fees. The Project intends to pursue 8(a) status as a Small Disadvantaged Business for Sioux Technology Group upon the Project's conclusion.

While the Project researched economic development ideas and built relationships, only one economic development endeavor materialized – Golden Eagle Wireless. With a \$1.64 million tribal contribution, Golden Eagle Wireless employed 54 Spirit Lake community members in its first year. At the time the Project proposal was submitted to ANA, SLCDC enjoyed the Spirit Lake Tribal Council's full support. In May 2005, a new Tribal Council was elected and the tribal subsidy quickly disintegrated, ultimately closing down all business operations one year into the venture.

The Project also planned to participate in the United States Department of Agriculture's Intermediary Relending Program. The Project completed research and initiated

dialogue for this task, but was unable to establish a revolving loan fund by the Project's end date.

Due to lack of Tribal Council support, this Project will not be sustained past the Project funding period.

PROJECT OUTCOMES AND IMPACT ON COMMUNITIES

At the Project's conclusion, only one planned economic development venture had actually moved forward to the development phase. That endeavor, Golden Eagle Wireless, employed 54 Spirit Lake community members on a part-time basis for one year.

SPIRIT LAKE TRIBE



Project Title: Spirit Lake Environment and Enhancement Project

Award Amount: \$344,948

Type of Grant: Environment

Project Period: 9/30/2004 – 9/29/2006

Grantee Type: Tribe

PROJECT SUMMARY

- 2 jobs created
- \$51,433 in resources leveraged
- 1 person completed training
- 9 partnerships formed
- 1 Native American consultant hired
- 75 elders involved
- 30 youth involved
- 6 environmental codes developed

BACKGROUND

The Spirit Lake Nation Reservation was established by treaty between the United States and the Sisseton Wahpeton Sioux Bands in 1867. The Spirit Lake Tribe is located in eastern-central North Dakota on reservation lands spanning 405 square miles. Current tribal enrollment is around 5,000 members with over 80 percent residing on reservation lands. The topography of the reservation is consistent with the Northern Plains region with both flat terrain and rolling hills and some wooded areas. The major surface water feature of the reservation is Devils Lake.

PROJECT PURPOSE AND OBJECTIVES

The Spirit Lake Tribe desired to develop a reservation-wide, comprehensive

environmental enhancement plan. The Tribe had made considerable headway in the assessment and protection of their reservation's natural environment; however, it had not yet moved forward into the overall comprehensive management of its resources. The Spirit Lake Environment and Enhancement Project planned to identify, develop and begin to implement the Tribe's legal, technical and programmatic frameworks for the protection and enhancement of the reservation's land, air and water resources. The Project's goal was to enhance the Tribe's management expertise over its natural environment.

The objective for year one of the Project was to develop a Comprehensive Environmental Plan. The Plan was to identify the Tribe's current ordinances, administrative procedures and enforcement measures, and to incorporate those into a database inventory, risk management assessment framework and management model. All activities under the objective were completed with the exception of a final version of the Comprehensive Environmental Plan.

The first objective of the Project's second year was to complete an environmental regulatory framework including ordinances and administrative procedures. Workshops

were to be held for the Tribal Council, Tribal Police, Tribal Court and natural resources staff that would provide training on the respective roles and responsibilities of each entity. By July 2006, six ordinances had been drafted and scheduled for adoption.

Another second year objective was to work with the tribal community by providing information and holding public meetings and workshops to interest community members in the environmental enhancement of the reservation. By the fourth quarter of the Project, the only completed activities under this objective were progress reports sent to ANA and the Tribal Council.

This Project encountered several challenges which hampered its success. When the first Project manager left, Project staff discovered that many first year activities were not completed and some that were reported completed, were not. Secondly, the Project relied on the tribal EPA staff (rather than the planned legal advisor) to assist in drafting ordinances. The slow turnaround on the drafting ordinances resulted in postponed ordinance adoption by the Tribal Council and limited the overall number of ordinances created.

The Project requested, and ANA granted, a no-cost extension to ensure the adoption of the draft ordinances and complete the Environmental Plan by the Project's conclusion.

PROJECT OUTCOMES AND IMPACT ON COMMUNITIES

The completion of the Spirit Lake Environmental Plan and authoring of the necessary environmental ordinances are significant achievements for the community. Once the environmental plan is executed and the associated ordinances are enforced, these achievements will affect all tribal members. Tribal Council members increased their

knowledge of Spirit Lake's environmental issues, specifically those requiring intervention and mitigation. This knowledge, incorporated into the adopted Environmental Plan, will result in increased environmental health of the reservation.

Tribal efforts to preserve and sustain the natural resources and the environment have received ardent support from community members. However, a general public concern centers around ordinance enforcement and the consequences of violations. Community meetings continue where Project staff presents progress on completed ordinances to the public and incorporate feedback into the overall comprehensive management of the Spirit Lake Reservation.

UNITED TRIBES TECHNICAL COLLEGE



Project Title: United Tribes Tribal Analytics Institute
Award Amount: \$493,449
Type of Grant: Social and Economic Development Strategies
Project Period: 9/30/2004 – 9/29/2006
Grantee Type: Tribal College

PROJECT SUMMARY

- 2 jobs created
- 340 people completed training
- 3 partnerships formed
- 1 Native American consultant hired

BACKGROUND

United Tribes Technical College (UTTC), a non-profit organization, is located in Bismarck, North Dakota. It is operated by the five tribes based in North Dakota. UTTC is governed by a Board of Directors including the tribal chairperson from each tribe and one delegate from each tribe. In 1994, UTTC was recognized by Congress as a Tribal Land Grant College allowing it to operate an endowment fund, create extension programs and undertake funded research programs. The college is a regionally-accredited institution offering two-year degrees and certificate programs.

PROJECT PURPOSE AND OBJECTIVES

UTTC desired to create the Tribal Analytics Institute (TAI) to serve North Dakota's five tribes by providing nation-building strategies to their tribal leaders and by educating tribal community members on the concepts and strategies of sustainable development. TAI planned to train and

assist tribal leaders in the development of measurable outcome-based performance goals. Performance-based goals are required under the Government Performance Review Act (GPRA) and its associated Program Assessment Rating Tool (PART) to more effectively demonstrate the impact of federal funds.

UTTC hoped to build the capacity of its member Tribes to initiate and conduct research, collect data, analyze policy and evaluate programs. TAI planned to educate tribal members on using the Participatory Action Research (PAR) method. The PAR concept is an approach to include community members in development efforts by involving them in the policy making decisions of tribal leaders. The Project idea came from a UTTC Board Meeting discussion of unmet needs within their five member tribes. The Board decided to provide training on GPRA/PART, so that tribes could demonstrate the impact of federal funds.

The first objective was to achieve regional institutional capacity by planning and implementing a Tribal Analytics Institute (TAI) to promote nation-building and community development. TAI start-up

activities were completed late due to the delayed hiring of key Project staff.

participation has limited the Project's impact.

The second objective was to meet with tribes to discuss GPRA, PART and associated requirements. Assistance would then be provided in the development of the mandatory outcome measures required by GPRA and PART. By the end of July 2006, Project staff had developed and conducted the preliminary survey which proposed to have the member tribes identify their tribal programs that needed to comply with GPRA and PART. The survey was returned by only one tribe and subsequent follow-up has not been completed.

The third objective was to build TAI's institutional capacity to conduct research and policy analysis by providing tribes with at least ten opportunities to participate in projects using the PAR approach. All the research and planning activities of this objective have been successfully completed.

The fourth objective was to establish a total of ten relationships, collaborations and partnerships with external entities to promote TAI sustainability and efficacy. Project staff identified and contacted a group of sources that promote sustainable community development and identified future opportunities. Currently, the new partnerships are verbal agreements.

Overall, the majority of the planning and research pieces of this Project and associated procedural activities were completed, but no substantive tribal-related Project pieces have been developed or completed.

PROJECT OUTCOMES AND IMPACT ON COMMUNITIES

The tribal governments that participated in UTTC's seminars have increased their knowledge on the framework of GPRA and PART and the expectations placed on tribes to measure outcomes for federal programs. However, the inability to obtain active tribal