



NNI research report

sharing research and information on
indigenous governance, development, and policy

Founded by
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and The University of Arizona

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Research Report

I. NNI Research

Recent work by staff and affiliates of the Native Nations Institute

 Corral, Stephen, Karl Eschbach, Miriam Jorgensen, Stephanie Rainie, Rachel Starks, and Jonathan Taylor. 2006. **“Solving the Growth Puzzle: Understanding Variation in Socioeconomic Change on American Indian Reservations.”** Presentation to the First Annual Tribal Leader/Scholar Forum, midyear meeting of the National Congress of American Indians, Sault Ste. Marie, Mich., June 20, 2006.

Corral, Jorgensen, Rainie, and Starks are part of the NNI research staff; Taylor is an independent consultant and a senior policy scholar at NNI; Eschbach is with the University of Texas Medical Branch. We thought NNIRR readers would find this condensed version of the NCAI presentation, currently not available elsewhere, to be of interest. – the editors

This presentation is part of a comprehensive project examining socio-economic changes in Indian Country over the decade of the 1990s. The aim of the project is to understand (1) the diversity in the extent and nature of change across Indian nations, and (2) the relative roles that such things as casino gaming, self-determination, quality of governance, education, regional economic activity, and other factors have played in American Indian nations’ efforts to improve the situations of their peoples.

Here, we present three examples from our preliminary analysis of Indian Country data that show several intriguing patterns related to *changes from 1990 to 2000* in (1) per capita income, (2) the number of dependents per worker, and (3) the employment rates for males and females.

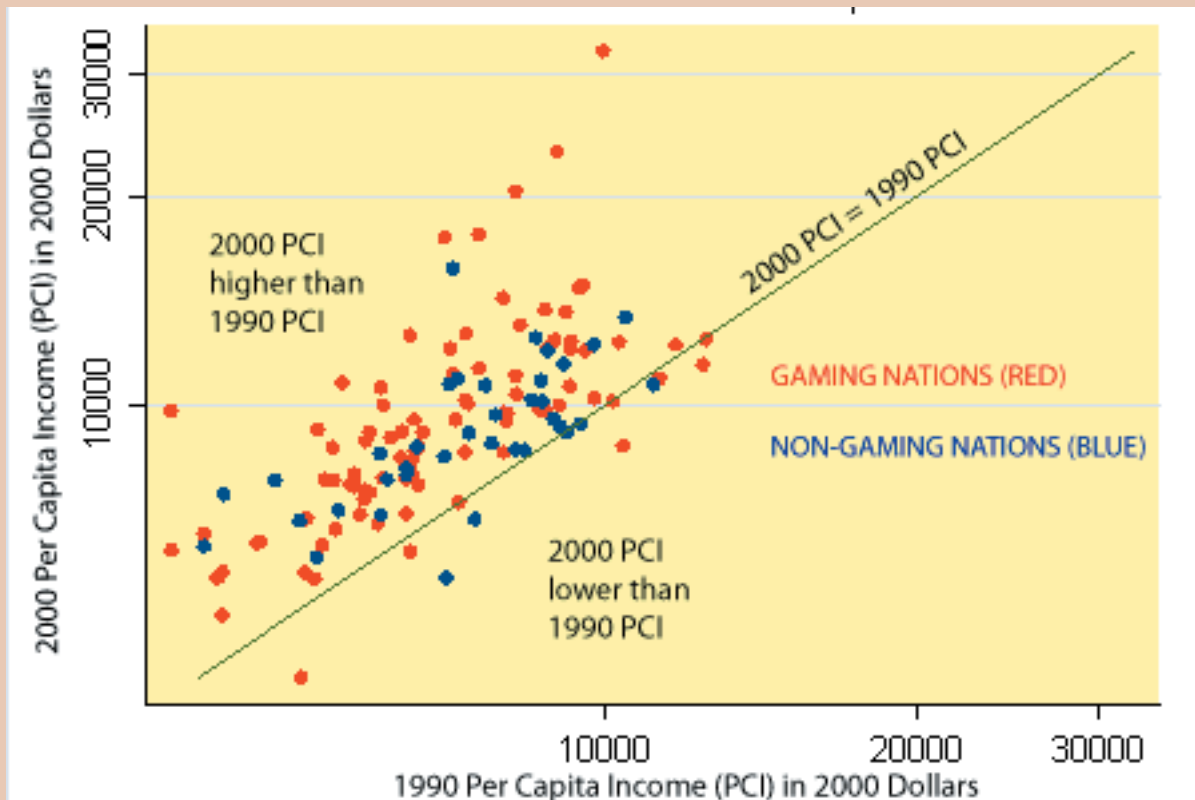
Generally, the 2000 U.S. Census showed that American Indians living on Indian lands continued to experience substantially below average socioeconomic conditions. But the data also show significant improvement across a host of indicators. Thus, the story emerging from the 1990s is mixed—there was a great deal of improvement, but there is still a large gap to be closed.

Per Capita Income

One aspect of these mixed results, which has been little discussed, is the large variability in who achieved gains across the many census-based indicators of well-being. For example, Indians living on reservations with casinos operating by the end of the 1990s experienced slightly higher rates of per capita income growth than did those living on reservations without gaming, but only on average.

Figure 1 plots real per capita incomes in 1990 against incomes in 2000 (in 2000 dollars) for Indian reservations with populations of at least 150 AIAN persons. Those nations whose per capita incomes were the same in both years appear as points on the diagonal; improvements in income push nations above the line, while deterioration in income pushes them below the line. As the figure shows, the improvements have not been restricted to gaming tribes.

Figure 1. Changes in per capita income (PCI), 1990 to 2000, for lower-48 reservations with AIAN populations of at least 150 persons in 1990



This variation underscores the idea that many aspects of self-determination and other drivers of community development, in addition to gaming, are having an impact in Indian Country. A relevant question then seems to be: “How did both gaming nations and non-gaming nations achieve positive progress?”

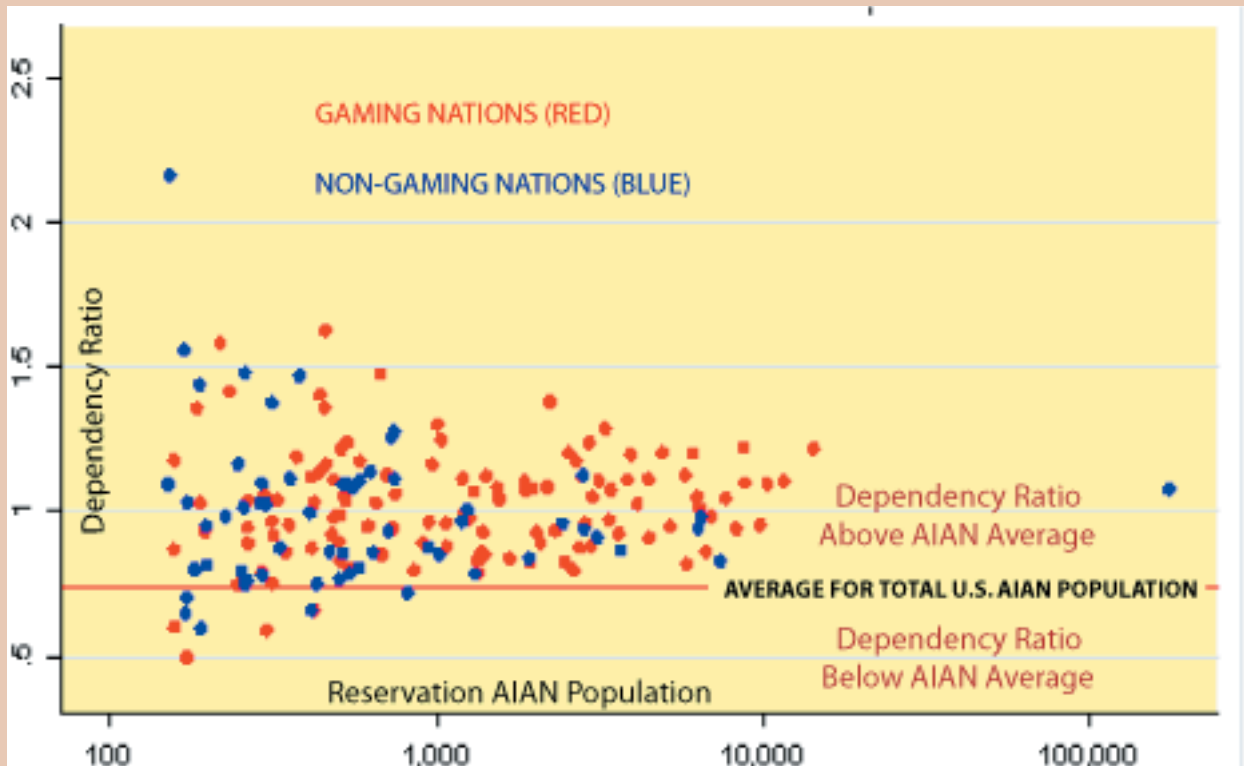
Dependency Ratios

Our analysis also points to some factors that receive little attention in many discussions of Native nation development, such as the labor supply. High rates of unemployment in Indian Country typically lead observers to describe the reservation labor supply as “large.” But a more important issue may be whether the labor force is large enough relative to the number of dependents (those who are not part of the labor force because they are too young, too old, or disabled).

Where the number of dependents per worker (the dependency ratio) is low, more of the income that workers generate can be spent on improving quality of life or invested for economic growth. But where the number of dependents per worker is high, proportionately more worker income has to be spent just to maintain current conditions. In effect, the society has to run faster just to stay in place.

Figure 2 shows a simplified version of the dependency ratio on lower-48 reservations having populations of at least 150 AIAN persons (simplified in that the calculation excludes information on the disabled, which is unavailable). Notably, almost all the points plotted for Native nations' dependency ratios lie above the "all Indians" average.

Figure 2. Dependency ratio for lower-48 reservations with AIAN populations of at least 150 persons in 1990



This indicates much lower dependency ratios off-reservation, where Indian employment rates tend to be higher, and may be evidence of a brain drain of working-age Indians to metropolitan and other off-reservation areas. The vertically dispersed pattern in Figure 2 also suggests that some Indian nations do better than others at creating incentives that retain productive workers in the community. The relationship between these factors (labor migration, incentives to work in-community, etc.) and economic growth are worth exploring.

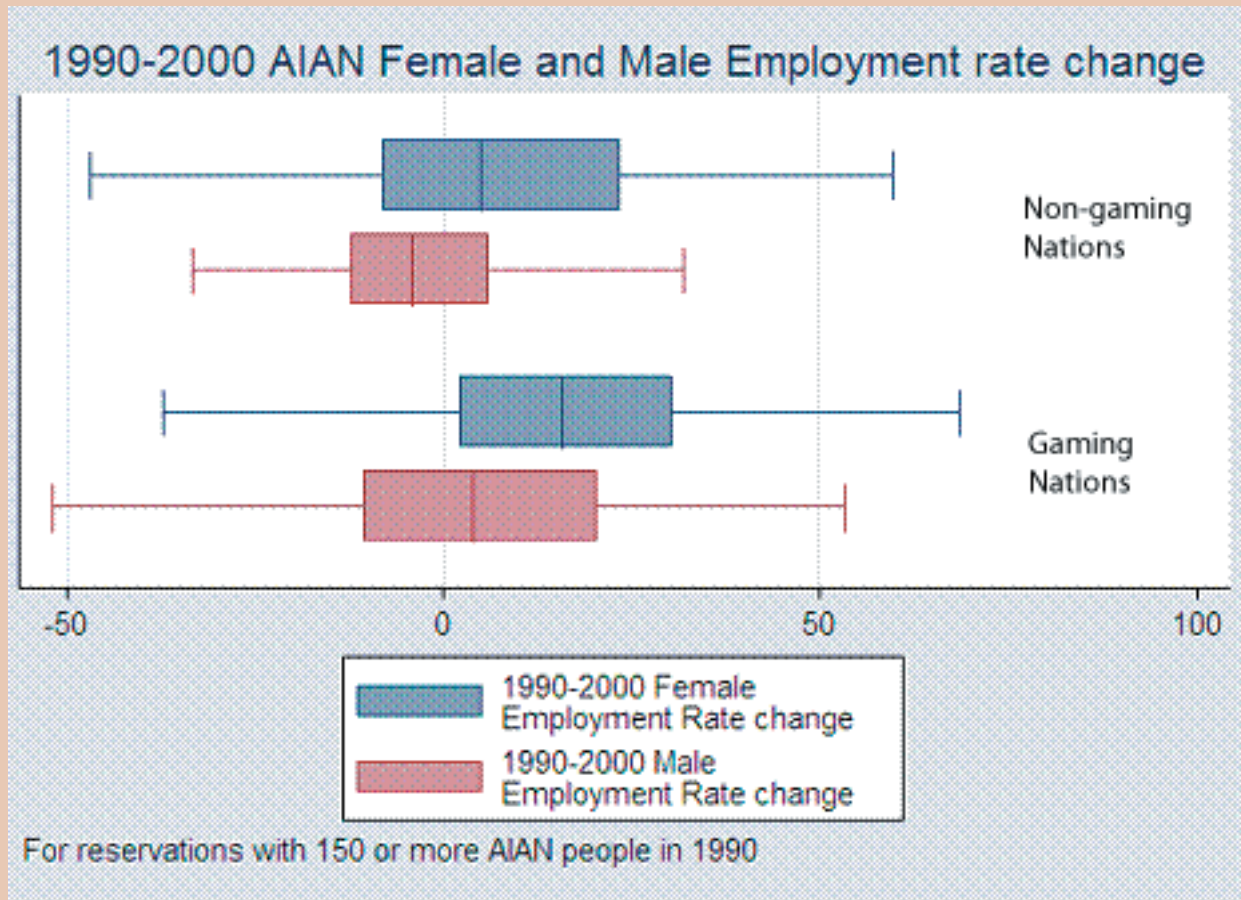
Employment Rates by Gender

As a last example, we report an intriguing result about where change is occurring in reservation employment. Figure 3 is a "box plot" that presents the entire range of results for the sample (the left-and-right extremes of the horizontal lines), the 25th and 75th percentile cut-offs (the left-and-right ends of each box or rectangle), and the median of the data (the vertical lines within the boxes). Especially as one category is compared to another, these charts are useful in showing changes in medians and distributions. Across the board, there were some

very large increases from 1990 to 2000 in the percentage of the population that was working. But in both gaming and non-gaming communities, the change in the percentage of females working was greater than the change in the percentage of males working.

In nations with gaming, this difference may be attributable to the dominance of women in service industry jobs. In nations without gaming, it is more difficult to speculate about the forces driving change. But those forces deserve further exploration because the results are so sobering: on average, a lower percentage of Native men living on reservations were employed in 2000 than were employed in 1990.

Figure 3. Female and male employment rate changes for lower-48 reservations with AIAN populations of at least 150 persons in 1990



As this research project continues, we will either report results here or direct readers to publication venues or sites.

Also ...

Stephen Cornell, director of the Udall Center for Studies in Public Policy and a faculty associate of the Native Nations Institute, spoke on the subject of tribal citizen entrepreneurship at the Montana Indian Business Conference in Great Falls, February 2, 2006. The conference was co-sponsored by the Federal Reserve Bank of Minneapolis. A condensed version of his speech appears in the Bank's publication *Community Dividend*, Issue 3, 2006. An electronic version can be found at:


www.minneapolisfed.org/pubs/cd

Miriam Jorgensen, associate director for research at the Native Nations Institute, testified before the United States Senate Committee on Indian Affairs at its Oversight Hearing on Economic Development, May 10, 2006. Her written testimony is available online at:

www.indian.senate.gov/public/_files/Jorgensen051006.pdf

II. Recommended Reading

Materials that NNI researchers recently have found valuable for thinking about indigenous self-determination and nation building

 Alcantara, Christopher. 2005. "**Certificates of Possession and First Nations Housing: A Case Study of the Six Nations Housing Program.**" *Canadian Journal of Law and Society* 20(2): 183-205.

One of the problems that First Nations face in developing quality, affordable housing is the difficulty their citizens have in obtaining loans, due to the obstacle of not being able to use on-reserve lands as security against loan defaults. The Six Nations of the Grand River in Ontario has developed a system to overcome this impediment. Pursuant to the *Indian Act*, Six Nations issues Certificates of Possession (CPs) to individual First Nation citizens, which provide evidence of legal possession of a section of reserve land.

The Six Nations Housing Program has developed a loan system through which individual citizens can transfer the CP to the Nation in return for a revolving loan. In the event of default, the First Nation can reclaim the tract of land and rent or resell the house to another citizen. The CPs cannot be transferred to non-Indians. In helping the nation's citizens gain experience with credit, the program both exercises leniency on loan repayment in exceptional circumstances but, when necessary, evicts delinquent borrowers.

While the program is dependent on the First Nation having sufficient capital (or access to capital) to support the loans, Alcantara reports that this system has been effective in providing a method for home building and home ownership at Six Nations. Although the nation remains encumbered by the Department of Indian Affairs and Northern Development rules governing reserve land possession and use, this is an example of a First Nation using its own institutions to create a solution to its housing problems.

 Hunt, J., and D. E. Smith. 2006. **“Building Indigenous Community Governance in Australia: Preliminary Research Findings.”** Working Paper No. 31/2006, Centre for Aboriginal Economic Policy Research, The Australian National University, Canberra, and Reconciliation Australia, Kingston.

The Indigenous Community Governance Project is an investigation of Indigenous community governance arrangements in eleven sites—rural, remote, and urban—across Australia. The project also is studying two policy communities with the aim of identifying insights, practices, and enduring design principles that can be used to build more effective Indigenous governance in Aboriginal and Torres Strait Islander communities.

The project’s research focus is on governance processes, structures, institutions, leadership, powers and capacities, and cultural foundations: what works, what doesn’t work, and why. Commencing in late 2003, and with its first year of extensive fieldwork in 2005, the project will run for another two years.


Some preliminary findings suggest that a key factor in the effectiveness of governance at the community level is the impact of what the project’s authors call the “governance environment,” that is, the aggregate of surrounding governance structures and networks of relationships within which communities have to operate. While much attention typically is paid to Indigenous governance capacities, the capacity of *non-Indigenous governments* to work with Indigenous communities is limited and has its own impacts on these communities and their governance performance.

The project also found that, “every case study has highlighted the fact that Indigenous groups are actively designing contemporary governance arrangements that are informed and influenced by Indigenous ‘traditional’ or ‘classical’ systems of governance where groups exercise rights, interests and responsibilities that are derived from Indigenous land-ownership jurisdictions, laws and customs, codes of behaviour, institutions and shared values. Furthermore, organisational leadership is based around hierarchical nodes of governance, often displaying unequal power” (p. 66).

The report argues that “legislative and policy frameworks need to allow for quite diverse structures and governance arrangements that take account of often complex kinship and social relationships. This should include recognition that apparently ‘discrete’ communities are intimately connected within regional Indigenous kinship and economic systems; and that communities of identity may be dispersed but nevertheless remain based on strong familial and collective identities” (p. 67).

While the non-Indigenous policy community tends to focus first on organizational structures that they believe Indigenous communities should adopt, Indigenous communities tend to focus first on relationships and processes that reflect Indigenous cultures and out of which more effective organizations can emerge.

The report can be accessed at:
www.anu.edu.au/caepr/Publications/WP/CAEPRWP31.pdf

 Steinman, Erich W. 2005. **“Legitimizing American Indian Sovereignty: Mobilizing the Constitutive Power of Law through Institutional Entrepreneurship.”** *Law and Society Review* 39(4): 759-92.


In a landmark 1974 case, *United States v. Washington*, federal district court Judge George Boldt upheld the treaty-based fishing rights of American Indian nations in the state of Washington. Boldt also affirmed the governmental right of these nations to regulate tribal-citizen fishing. The ruling drew numerous challenges, both within and outside the court system. While higher courts ultimately upheld the decision, the backlash against it and more generally against tribal treaty rights threatened the survival of tribal jurisdiction and government.

Realizing that their base of support within the state was slim and that court opinions could eventually change, tribal leaders rejected a further reliance on litigation to protect their rights and instead set out “to defuse the rights controversy and solidify their status, in symbolic and practical terms, by getting state officials to affirm ... the legal basis for tribal claims” (p. 776).

In pursuit of a formal, government-to-government relationship with the state, the tribes presented themselves as sovereign governments and initiated talks with state officials, taking control of the debate. At the same time, they developed their own policies to manage and regulate fisheries effectively so as to demonstrate the practical benefits of a government-to-government relationship. They introduced government-to-government language into their interactions with the state, sought formal tribal-state agreements, and began building cooperative relationships between themselves *as tribes* and state agencies.

This strategy was not a simple one to implement, but through the 1970s and 1980s, it began to have an effect. In 1989, the state and twenty-five tribes within its boundaries formally recognized each other’s sovereignty in a Centennial Accord that also established procedures for government-to-government relations.

Writes Steinman, “The Accord’s emphatic affirmation of tribal sovereignty, and the ensuing practical spread of sovereignty and government-to-government discourse, legitimated tribal governments in ways that neither court rulings nor the claims of tribes themselves could” (p. 782).


 Sullivan, Kathleen M. 2006. **“(Re)Landscaping Sovereignty in British Columbia, Canada.”** *PoLAR: Political and Legal Anthropology Review* 29(1): 44-65.

This paper examines First Nations’ strategies for maintaining control of traditional lands in competition with the interests of commercial salmon farming. Sullivan is interested not so much in the legal strategies that First Nations are using to establish sovereignty as in the mass media and other public and extra-legal strategies they use, in a variety of venues, to assert control over the direction of conservation and development on their traditional lands.

In the late 1990s and early 2000s, their targets have included industrial fish farms, forestry, and other activities on lands these nations claim as their own. Sullivan focuses in particular on fish farming. Some First Nations have served formal eviction notices to fish farms, accompa-

nied by peaceful protests and ritual activities, songs, and speeches in Indigenous languages. At the same time, First Nations complement such acts by developing and implementing resource management plans that often are at odds with federal or provincial plans.

Furthermore, in an attempt to assert greater control over resource management processes, they use distinctive language. In dispute resolution processes where First Nations are expected to participate, they dispute the idea that First Nations are simply one among a range of interest groups that need to be consulted. Explicitly rejecting the term “stakeholder,” they instead present themselves as sovereign governments, arguing that they in fact are owners of the resources at issue. These strategies have had some effect on how the British Columbian and Canadian governments have addressed some resource conflicts in the region and are affecting as well some corporate behaviors in interaction with First Nations.

 Woolford, Andrew. 2005. ***Between Justice and Certainty: Treaty Making in British Columbia***. Vancouver: University of British Columbia Press.

In the 19th century, the government of Canada signed a series of treaties with First Nations across the country—except in British Columbia, where there were few negotiated treaties. In 1992, the governments of British Columbia and Canada and the First Nations of British Columbia launched a treaty process.

In this book, Andrew Woolford argues that two interrelated goals lie at the heart of the treaty process, as originally conceived: first, justice for Aboriginal peoples and the correction of past wrongs; second, certainty regarding land ownership and jurisdiction. First Nations will support agreements that are perceived to be just. That support, in turn, is necessary for certainty of land ownership and jurisdiction, since arrangements that are open to recurring challenges or defection will be perceived by non-Indigenous parties as being uncertain.


But the Indigenous and non-Indigenous parties to these treaties approach the arrangements with different priorities. While First Nations tend to be concerned more with justice—seeking reparations for past wrongs and a transformation in contemporary intergovernmental relationships—the governments of British Columbia and Canada are concerned more with certainty—creating a stable legal environment for provincial economic development and access to resources.

Woolford argues that, as the process has gone on, as the power differentials within the treaty process have made their impact felt, and in light of the economic pragmatism that dominates the current political environment, “the goal of certainty making overtook and eclipsed that of justice making” (p. 172). However, if justice issues remain unaddressed, in the long run the process may fail to produce either justice or certainty. The book traces the development of the treaty process and explores the meanings that different players in that process attach to both justice and certainty, including the sometimes divergent views of First Nations.

There are historical parallels here with nineteenth-century treaty making in the United States. American Indian nations often were seeking to establish particular kinds of relationships with the United States, but U.S. treaty commissioners were primarily concerned with securing access to land. – the editors

III. Projects

Selected research projects worth watching

 **Primer on Issues Facing Border Tribes.** Native Nations Institute for Leadership, Management, and Policy (NNI), University of Arizona.

Within the United States more than forty Indigenous nations have traditional lands that span contemporary international borders with either Mexico or Canada. In most cases, this means these nations' populations are to some extent split, with people living on both sides of an international boundary. Of these forty nations, 12 have reservation lands—as opposed to traditional lands—whose borders either are contiguous with or lie within one mile of an international boundary.

As a result, many of these nations face distinctive issues having to deal with political and legal lines that sometimes divide their peoples, including limited access to cultural resources that lie across such boundaries, law enforcement and security issues, environmental impacts of cross-border movement, public health issues, and the challenges of dealing with central governments that often fail to understand the concerns of border tribes.

The goal of this project is to assemble a primer on the range of issues facing border tribes and to document tribal responses to these issues and the resources available to do so.

IV. Bulletin Board

News, sound bites, and bits of information

 **A new information resource ...**

The University of Arizona has launched a new Web site called ArizonaNativeNet, <www.arizonanativenet.com>, a joint project of the University of Arizona's Indigenous Peoples Law and Policy Program at the Rogers College of Law, the Native Peoples Technical Assistance Office, and the Native Nations Institute. ArizonaNativeNet functions as a "virtual university outreach and distance learning telecommunications center" designed to help meet the higher education needs of Native nations in Arizona, the United States, and elsewhere. The site serves as a portal to numerous university-based and other resources for Native nation building. Through the site, users can connect to diverse bodies of data, interviews, lectures, and other information in the areas of governance, law, health, and education.

 **Books ...**

We are late in noting that a second edition of S. James Anaya's *Indigenous Peoples in International Law* was published in 2004 by Oxford University Press. In addition, we note here two other recently published books that may be of interest to NNIRR subscribers:

Arthur, Bill, and Frances Morphy, gen. eds. 2005. ***Macquarie Atlas of Indigenous Australia: Culture and Society through Space and Time***. New South Wales: Macquarie Library Pty Ltd.

Divided into three sections (the socio-cultural space, the socio-economic space, and the socio-political space), this beautifully produced volume is packed with information about the Indigenous peoples of Australia, including extensive contemporary data. As far as we can tell, the book is not yet directly available in the U.S. or Canada but can be obtained through Internet sources, including:

www.booktopia.com.au/featuredbook1.asp?StoreURL=booktopia&bookid=1876429356

Thorson, John E., Sarah Britton, and Bonnie G. Colby, eds. 2006. ***Tribal Water Rights: Essays in Contemporary Law, Policy, and Economics***. Tucson: University of Arizona Press.

The field of tribal water rights is notoriously complex. This volume of essays written by scholars and practitioners in law, economics, policy, and conflict resolution, focuses on the challenges that Indian nations face in establishing, quantifying, negotiating, and implementing their water rights. The book is a companion volume to *Negotiating Tribal Water Rights: Fulfilling Promises in the Arid West*, edited by the same trio (listed as Colby, Thorson, and Britton) and issued by the same publisher in 2005.

Other publications of interest ...

Community Dividend, Issue 1, 2006, published by the Community Affairs Department of the Federal Reserve Bank of Minneapolis as a companion to *fedgazette*.
www.minneapolisfed.org/pubs/cd

The lead article, by Paula Woessner, discusses the need for commercial codes in Indian Country that contain predictable rules and procedures for business transactions and can be adapted to the cultures and traditions of individual Native nations. The National Conference of Commissioners on Uniform State Laws has recently drafted a Model Tribal Act (MTA) that can be adopted by Native nations to govern business transactions. The article describes the drafting process, reviews some tribal concerns, and provides contact information for those seeking more information about the MTA.

fedgazette: Regional Business and Economics Newspaper, 18, no. 2 (March 2006), published by the Federal Reserve Bank of Minneapolis.
www.minneapolisfed.org/pubs/fedgaz/

This issue is devoted largely to tribal economic development, with particular attention to overall conditions of American Indians in the Fed's Ninth District; to the challenges faced by "Indianpreneurs" trying to start their own businesses; and to the growth of tribal colleges, their retention rates, and their effects on local economies.

Ogunwole, Stella U. 2005. *We the People: American Indians and Alaska Natives in the United States*. Census 2000 Special Reports. CENSR-28. Washington: U.S. Bureau of the Census.

www.census.gov/prod/2006pubs/censr-28.pdf

This twenty-three page special report provides a snapshot of the American Indian/Alaska Native (AIAN) population, based on the 2000 decennial census. It includes information on, among other things, the age of the AIAN population, household type and size, language spoken at home, educational attainment, and labor force participation. The report also includes a fairly detailed treatment of the “more than one race” category that appears as a result of the practice in 2000 of allowing respondents to report multiple races.



Quotes ...

“One of our mistakes is that when we talk about governance, it tends to be very narrowly defined. It becomes government. But governance is about everything ... (g)overnance is about the kinds of relationships through which we take care of ourselves.”

- *Regis Pecos, former governor, Cochiti Pueblo* (in conversation, June 2005)

“Until you have control over your finances, you’ll never truly have sovereignty. People that are in business and employees of people that are in business, they get it, they understand that. When somebody is pulling the purse strings, you’re dancing to their tune. So until you’ve got control of your own purse strings, you will never be able to create the future you want.”

- *Karlene Hunter, owner of Lakota Express, a direct mail marketing, consulting, and call center business in Kyle, S.D.* (on the Pine Ridge Sioux Reservation, quoted in “Indianpreneurs,” by Douglas Clement, *fedgazette* (March 2006), p. 7 -- see above)

V. Networking

Links to other research and policy sites relevant to indigenous nation building


ALL URL LINKS LAST VERIFIED JULY 25, 2006



New ...

Native American Studies Department, University of New Mexico, Albuquerque, N.M.
www.unm.edu/~nasinfo/academic/major.htm

The department has a concentration in leadership and self-determination.

 **Archived list ...**

Aboriginal Leadership and Management Program, The Banff Centre, Banff, Alberta, Canada

www.banffcentre.ca/departments/leadership/aboriginal.asp

The Program is “committed to providing unique, maximum impact, practical learning methods and experiences as well as building the capacities Aboriginal leaders and management need to move their organizations and communities forward into the 21st century of Aboriginal self-determination and self-reliance.”

Alaska Native Policy Center, First Alaskans Institute, Anchorage, Alaska

www.firstalaskans.org/4.cfm

Part of the First Alaskans Institute, the Alaska Native Policy Center was established “to enable Alaska Natives to be proactively involved in and influence the education, economic and social policy issues that impact our futures as 21st century indigenous peoples.”

Center for Indigenous Law, Governance and Citizenship, College of Law, Syracuse University, Syracuse, N.Y.

www.law.syr.edu/academics/centers/ilgc/

“The Center for Indigenous Law, Governance and Citizenship is a research based law and policy institute focused on Indigenous nations, their development and their interaction with the U.S. and Canadian governments.”

Centre for Aboriginal Economic Policy Research (CAEPR), The Australian National University, Canberra

www.anu.edu.au/caepr/

“... (1) To investigate issues relating to the stimulation of economic development for Aboriginal and Torres Strait Islander people; (2) to identify and analyse the factors affecting Aboriginal and Torres Strait Islander participation in the labour force; (3) to assist in the development of government strategies aimed at raising the level of Aboriginal and Torres Strait Islander participation in the labour market.”

Desert Knowledge Cooperative Research Centre, Alice Springs, Northern Territory, Australia

www.desertknowledge.com.au/index.cfm?attributes.fuseaction=home

“Our far-reaching network links Indigenous Australians, university researchers, as well as business and government leaders to develop informal and formal knowledge, Indigenous knowledge and Western research to increase social, economic and cultural capital in desert communities.”

First Nations Development Institute, Arlington, Va.

www.firstnations.org/

“Through a three-pronged strategy of education, advocacy, and capitalization, First Nations Development Institute is working to restore Native control and culturally-compatible stewardship of the assets they own—be they land, human potential, cultural heritage, or natural resources—and to establish new assets for ensuring the long-term vitality of Native communities.”

Harvard Project on American Indian Economic Development, John F. Kennedy School of Government, Harvard University, Cambridge, Mass.

www.ksg.harvard.edu/hpaied/

“Through applied research and service, the Harvard Project aims to understand and foster the conditions under which sustained, self-determined social and economic development is achieved among American Indian nations.”

Indigenous Peoples Law and Policy Program, Rogers College of Law, The University of Arizona, Tucson, Ariz.

www.law.arizona.edu/depts/iplp/#

“... to prepare advocates, lawyers, and scholars to meet the unique and difficult set of legal challenges and policy issues in the field of indigenous peoples’ rights in the 21st Century ...”

Institute for Tribal Government, Portland State University, Portland, Ore.

www.tribalgov.pdx.edu/index.php

“The Institute for Tribal Government serves elected tribal governments from across the nation and also provides training to local, state and federal government agencies and others who are interested in learning more about tribal governments, legal foundations, and tribal governmental authorities and duties.”

Mira Szászy Research Centre for Māori and Pacific Economic Development, University of Auckland, Auckland, New Zealand

www.business.auckland.ac.nz/comwebContent/1/8/37/181/3831.html

“The Centre conducts and disseminates research and promotes scholarship, debate and education that will make a positive contribution to the economic and business development of Māori, Pacific and other indigenous peoples.”

National Centre for First Nations Governance, Chilliwack, British Columbia

www.fngovernance.org/

“The National Centre for First Nations Governance will develop programs and services that are culturally enriched and empowered by First Nations traditions, customs, laws and inherent governing powers. The Centre has a two-pronged mandate. First, it is designed to support First Nations as they seek to implement their inherent rights of self-government, and second, it will assist First Nations in the further development of their day-to-day government operations.”

Native Nations Law and Policy Center, School of Law, University of California, Los Angeles

www.law.ucla.edu/home/index.asp?page=843

“The mission of>NNLPC at UCLA Law is to support Native nations throughout the United States, with a special focus on California tribes, in developing their systems of governance and in addressing critical public policy issues and to apply the resources of state-supported education together with tribal expertise to address contemporary educational needs for southern California Tribes.”

Northwest Indian Applied Research Institute, Evergreen State College, Olympia, Wash.
www.evergreen.edu/nwindian/home.htm

“The Institute’s mission is to serve the interests of the area’s tribes, by applying the principles of applied research, putting theory into practice, and making available college and community resources to address the needs of Washington State tribes and Native peoples.”

Reconciliation Australia, Canberra
www.reconciliation.org.au/

“Reconciliation among Indigenous and non-Indigenous Australians is about finding new and better ways of tackling problems and of connecting with one another... Reconciliation Australia is the non-government, not-for-profit foundation established in January 2001 to provide a continuing national focus for reconciliation. Reconciliation Australia works with business, government and individual Australians to bring about change.”

School of Maori and Pacific Development, University of Waikato, Hamilton, New Zealand
www.waikato.ac.nz/smpd/

“Te Pua Wananga ki te Ao aims to uplift the people of Aotearoa and to be the first choice university for Maori and Pacific students. Te Pua Wananga ki te Ao represents innovation and tradition in teaching and research, and it provides national and international leadership in Maori, Pacific and indigenous issues and sustainable development.”

VI. Basics

About the Native Nations Institute and NNI Research Report

Native Nations Institute for Leadership, Management, and Policy (NNI)

Manley A. Begay, Jr., Director
Joan Timeche, Assistant Director
Miriam Jorgensen, Associate Director for Research

The Native Nations Institute for Leadership, Management, and Policy (NNI) is part of the Udall Center for Studies in Public Policy, a research and outreach unit of The University of Arizona. Founded in 2001 by the university and the Morris K. Udall Foundation, NNI serves as a self-determination, development, and self-governance resource to Native nations in the United States and elsewhere. Its programs include research and policy analysis, leadership and management training, and strategic and organizational development.

Much of NNI’s work builds on and continues research originally carried out by the Harvard Project on American Indian Economic Development at Harvard University. The two organizations share some staff and work closely together in a variety of research and educational activities.

Introductions to the research on which NNI/Harvard Project work is based can be found in:

Cornell, Stephen, and Joseph P. Kalt. 1998. "**Sovereignty and Nation-Building: The Development Challenge in Indian Country Today.**" *American Indian Culture and Research Journal* 22:3 187-214.

www.jopna.net/pubs/JOPNA03_Sovereignty.pdf

Cornell, Stephen, and Joseph P. Kalt. 2000. "**Where's the Glue: Institutional and Cultural Foundations of American Indian Economic Development.**" *Journal of Socio-Economics* 29: 443-70.

www.ksg.harvard.edu/hpaied/pubs/pub_012.htm

NNI Research Report

Editors: Miriam Jorgensen and Stephen Cornell

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