Boys and Girls Clubs
in Indian Country:

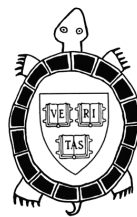# Building Community Connections

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Abstract

This report will discuss the situation of non-profits in the Indian country, but more specifically, the Boys and Girls Club of the Northern Cheyenne Nation. The report will attempt to give a general overview of political economy of the Indian country, and discuss some of the obstacles facing all Indian Nations. Building alliances between institutions, a tool for strengthening nations, is discussed in several frameworks throughout the paper. Generally, Partnerships, Accountability and Creating Trust are the guiding influences. Throughout the paper, general recommendations are given about building stronger and more productive alliances. We will use the Boys and Girls club of the Northern Cheyenne Nation as a case study, and in the end, we will attempt to give recommendations specific to their context. It is our hope that this report will help the Northern Cheyenne Club to analyze their own situation and eventually put them in a position to consult and advise other non-profits.

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EXECUTIVE SUMMARY

The power point slides in the following pages serve as a summary to the entire report. Should any questions arise about the meaning of the slides, please reference the corresponding section of the report.

The Boys and Girls Club of the Northern Cheyenne: Building Community Connections

Holly Zimmerman and Joseph Lekuton

Harvard University
Nation Building II, 2003
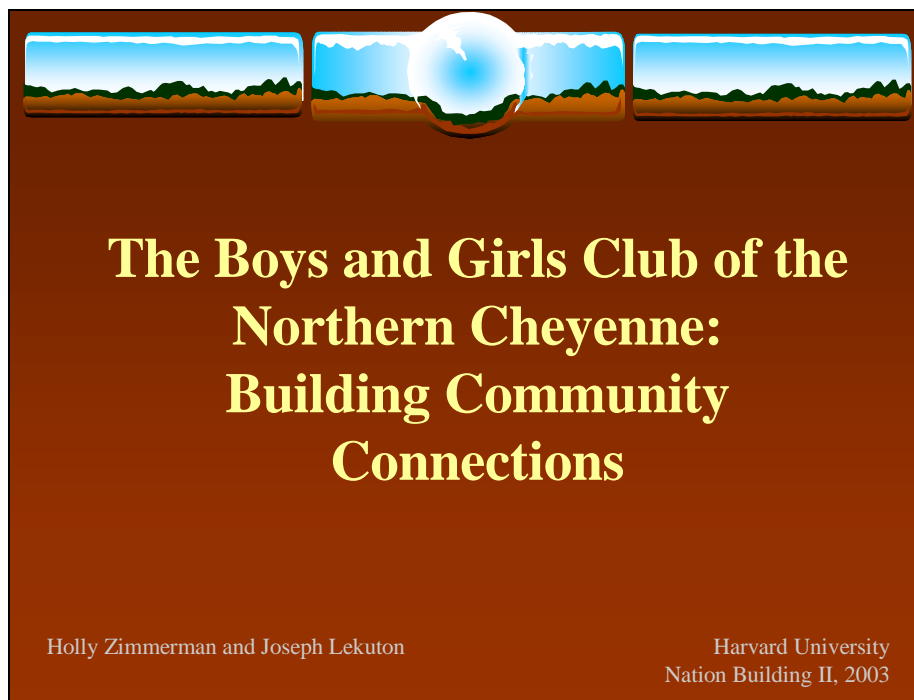
Background

Location: Lame Deer, Montana

Founded: 1993-- one of the first in Indian Country

Serves: 859 members between the ages of 5 and 19

Services include: tutoring, employment for teens, and educational programs that center around healthy lifestyles and cultural pride
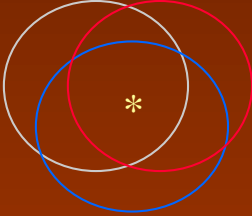
Key Contextual Facts

- Charismatic leader provides consistency, competence and advocacy

- Tribal politics have created a politically charged atmosphere
  - Attempted impeachment of their current tribal president
  - Accusations of misappropriation toward the Club

- "Community of Crisis"
  - High poverty, unemployment, crime, illiteracy

Tri-Sector Relationship Building
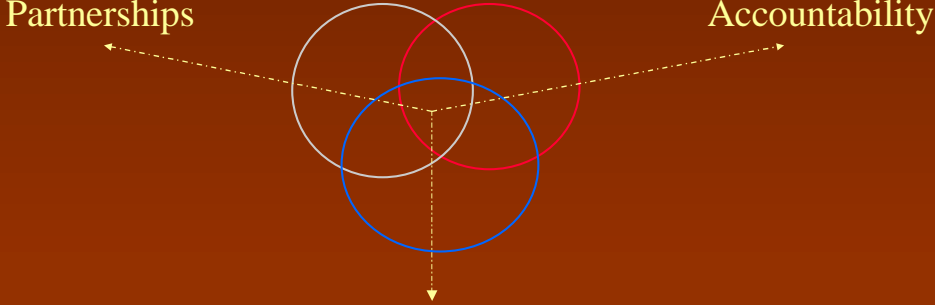
"Smallest unit of the tribe is not the individual, but the family"

*

Recommendations for the community, tribe and other organizations cannot be divorced from each other

Identifying the Issues: Making a PACT

Partnerships

Accountability

Creating Trust

Partnerships

Why?

- Resource Sharing
  - Project participation

- Coordinating Grants
  - Not duplicating services

- Stable Support System

How?

- Awareness of Relationship Building:

  - Mapping the Actors

  - Engaging a Partnership

  - Tracking your History
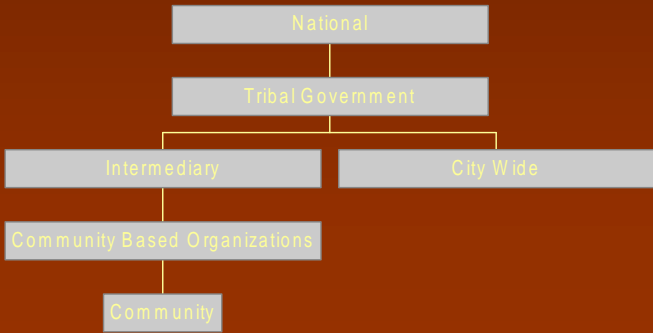
PACT

Partnerships

How?   Mapping the Actors

| National |
| Tribal Government |
| Intermediary | City Wide |
| Community Based Organizations |
| Community |

PACT

Partnerships

How?   **ENGAGING in partnership:**

Does your Collaborative have:
- ✓ Common Goals?
- ✓ Shared Strategies
- ✓ Resources (Intellectual, Social, Physical and Financial?)
- ✓ Rewards or Incentives?

PACT

Partnerships

How?   Tracking your History

Building Relationships				
St. Labre →				
Dull Knife →				
Tribal Council →				
Interest vs. Disinterest	Compromise vs. Conflict	Commitment vs. Ambivalence	Industriousness vs. Discouragement	Transition vs. Stagnation

PACT

Accountability

Why?

- To create legitimacy for the organization
- To attract support (financial, social)
- To build trust

How?

- Progress Reporting
  - Monthly Testimonies to Tribal Council
  - Quarterly Newsletters
  - Use Board of Directors to guide vision

PACT

Creating Trust

Why?

- To combat inconsistency in council
- To unite community
- Continuity for the organization

How?

- Clear Motives
- Competency
- Dependability-
  Transparency
- Collegiality-
  Strategic Partnerships

PACT

Recommendations

- **Immediately:** Create a Progress Report from 990 and B&G annual report and present it monthly for tribal council

- **Short Term:** Strengthen the role of the Board of Directors—offer incentives for participation and prove efficacy

- **Long Term:** Partnerships in the Private Sector
  Youth Leadership Camp
  Encouraging Profit Making Ventures for Self-Reliance

INTRODUCTION TO NATION BUILDING

The Beginning of Nation Building

Native people around the world vary in their culture, language, and economic independence. However, the common denominator among these groups is their commitment to their customs and traditions. Most tribes' attitudes, economy, politics, and their overall social structures have been dictated by their culture. Their languages, and other traditions and customs have survived for hundred of years, partly because of their flexibility to adapt their goals and commitments to decision-making, institutional building, and leadership of their tribes. Central to these cultures is collective self-determination, that is, the ability to govern and manage their resources according to traditions and customs, despite external influences. When Self Determination was initiated by the United States government in the 1970's, most Indian tribes started to run governments that were free of federal law.

Self Determination

Self-determination was seen a "liberator" in preserving cultural systems and values that are relevant to the tribal Nations, economically, socially and politically. However, with hundreds of years of oppression, and decimation of cultural resources both cultural and economic, most tribes have found their cultures increasingly challenging to follow. This issue is not only unique to the Tribal nations, but to the rest of the natives people as well. Cultures are succumbing to western influence, and the traditions and customs that took thousands of years to develop are constantly breaking down. The self-determination of both the individual and the community in general, is being threatened by modernity. Communities that have succeeded in keeping their cultural identity and values have done so with a collective self-determination and with leaders who tend to reflect upon and respect traditional norms,

division of labor, conflict resolution, and unity. These communities have been relentless in shaping their own destiny by becoming self sufficient and sovereign in their social structures. Self-determination has been part of native people for ages; the perseverance throughout turbulent times when their cultures were susceptible has been the norm in keeping the culture together. Communities that have strong self-determination and have pursued "Cultural Match" in restructuring the leadership of their communities, and such leadership has brought new successes to celebrate and new challenges to conquer.

Challenges of Self Determination

Although Self-Determination was considered the "liberator," leadership and organizational ineptitude has been one of the most challenging factors in the Indian country. Tribe after tribe have gone through leadership transformations in very short periods of time. These numerous changes of leadership tend to affect not only the continuity of economic development in the reservation, but also responsible parties within the tribe: including non-profits. Since the introduction of the self-determination, tribes in Indian country have continued to struggle with stabilizing their leadership structures. The Northern Cheyenne Nation of Montana is no exception. In the case of the Northern Cheyenne, inept leadership, nepotism and the possible impeachment of their tribal president have created a politically charged atmosphere in which to operate. In this sensitive community, the possibility of building alliances between institutions promises to improve the fluidity and stability of community services.

CONTEXT: THE NORTHERN CHEYENNE

The Northern Cheyenne Nation is known for its resiliency.   After joining Chief Sitting Bull of the Sioux in the battle of 1876, the government of the United States forced them into reservations in Fort Reno, Oklahoma. However, most of them escaped to the North, towards Montana, where they now live. Their largest source of pride is the ownership of almost 100% of their tribal lands, where 4,371 of the 6,591 enrolled members are residents. Figure 1[1] details a bit more about the Northern Cheyenne. This project focuses mainly around the youth in the community, who attend schools in Lame Deer, Ashland, Colstrip, and Busby. Some also attend Chief Dull Knife Community College.   The Boys and Girls Club shares students with these institutions, and is interested in becoming a viable partner for these and other non-profits. The club was started as a youth organization by the community and tribal members to help provided a safe environment after school programs for children in the reservation, and its surroundings. It was founded in 1993, and since then has expanded to be one of the largest non-profits in the Northern Cheyenne reservation. In 1994, the club became an affiliate of the Boys and Girls Clubs of America Organization. Currently, the Club is serving over 859 members between the ages of 5 and 19 years.

The club acts a safe haven for children after school, where Club programs are meant to supplement parental guidance, schoolwork, and the overall growth of the child. [2]

FIGURE 1: Northern Cheyenne Stats	
Tribal/Agency Headquarters:	Lame Deer, Montana
Federal Reservation:	Yes
Labor force:	1,826
Unemployment rates:	46%
Language:	Cheyenne English
Land Status	Acres
Total Area	444,775
Tribal Owned	327,547

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[1] http://www.mnisose.org/profiles/ncheyne.htm
[2] http://www.naclubs.org/main/forms/northern_cheyenne.pdf---Newsletter???/

MAKING A P-A-CT

In today's society it is not often that non-profit organizations are motivated to service a community with only their resources alone. Alliances have become a foundational value in uniting community organizations to reach common goals. In fact, many granting organizations are asking for proof of collaboration as a stipulation of awarding funds. With these conditions in mind, it is important that non-profits are familiar with the process of building alliances. Founded on collective engagement and trust, alliances are perpetuated only when a series of positive conditions exist. It is the awareness of these conditions, and the

> *It is the awareness of these conditions, and the active effort to sustain them, that can prevent alliances from falling apart simply because of common pitfalls.*

active effort to sustain them, that can prevent alliances from falling simply because of common pitfalls. This following sections will detail several frameworks that can help a non-profit to be self-reflective about the relationships it has within it's own effort, and with other organizations. The overarching model, which we have deemed "Making a PACT," serves to organize the concept of alliance building into three major categories:

Partnerships

Accountability and

Creating **T**rust

It is important to recognize, however, the uniqueness of building alliances in Indian Country. In the words of a tribal court judge, "The smallest unit of the tribe is not the individual, but the family." With this distinction in mind, one could regard the community, organizations, and the tribal government as three distinct families within the tribe. Yet these families do not stand alone: in a small and traditionally knit community, there is a place of intersection between them. Therefore, when one family changes or shifts all of the families are affected. It is impossible to divorce the sector you intend to serve from the others. Attempting to do so may have a negative impact on the programming, or on the community. Figure 2 illustrates this concept. Why attempt to work on a piece of the tribal circle that *isn't* connected with the others, when the area that *is* connected (*) is so large? It is in the best interest of any non-profit in Indian Country to accommodate for the intersection of community, tribe and other organizations by targeting the intersection itself. Building alliances, or Making a PACT, is a great way to target that intersection because it invites participation from all of the "families," and will hopefully lead to spreading the effects from the center out.
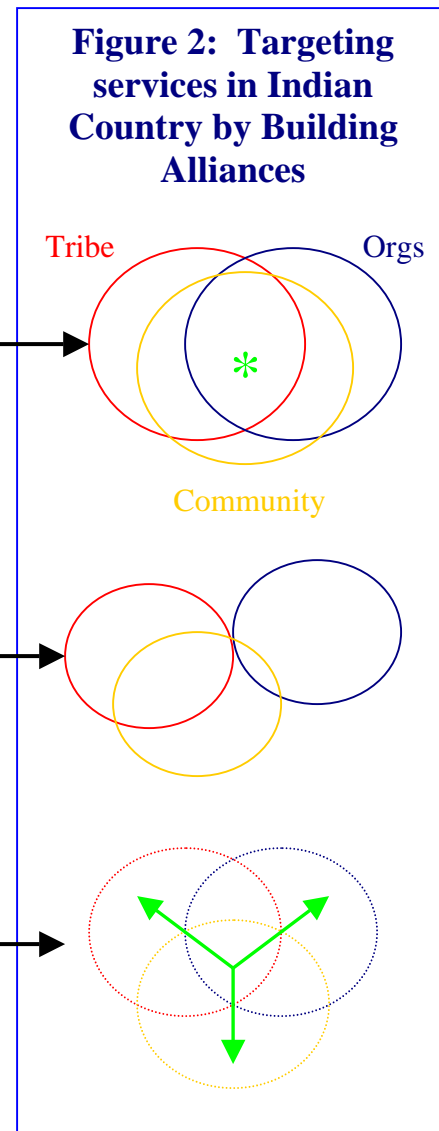
Figure 2: Targeting services in Indian Country by Building Alliances

Tribe   Orgs

*

Community

MAPPING THE ACTORS

When looking to build relationships with other organizations, it is important to make sure to identify the important players. Not only will this help to clarify who would make a good partner, but it will also clarify the standing of each organization. Even if your partnership remains a focused effort in a small community, it is likely that it will be influenced by actions at city or national level, as well as the actions of other sectors. Being aware of who the actors are will help to make sure that you are not duplicating services when your time, money and energy could be best used somewhere else. Once the map of actors is established, it can help to remind you to keep an eye on how your objectives are being helped or hindered inside and outside of your alliance.

Figure 3 on page 18 displays a simple map of the actors in Lame Deer, Montana, home of the Northern Cheyenne Boys and Girls Club. Though the map does not identify all of the influential organizations, it does target the relationships the club has prioritized (Chief Dull Knife Community College, St. Labre School, Lame Deer/Colstrip public schools, and the Tribal Council). Many of them are financial as well as social and some are admittedly better developed than others (These development of these relationships will be detailed in a latter section of the paper). The map also showcases their direct support systems: the Board of Directors and the affiliations of Boys and Girls Clubs, both national and native. The National Affiliates help to hone programming and give support, uniting the clubs across the country. However, several of our interviews suggested that the club forge relationships with other

> *Mapping the actors in your community can help to remind you to keep an eye on how your objectives are being helped or hindered inside and outside of your alliance.*
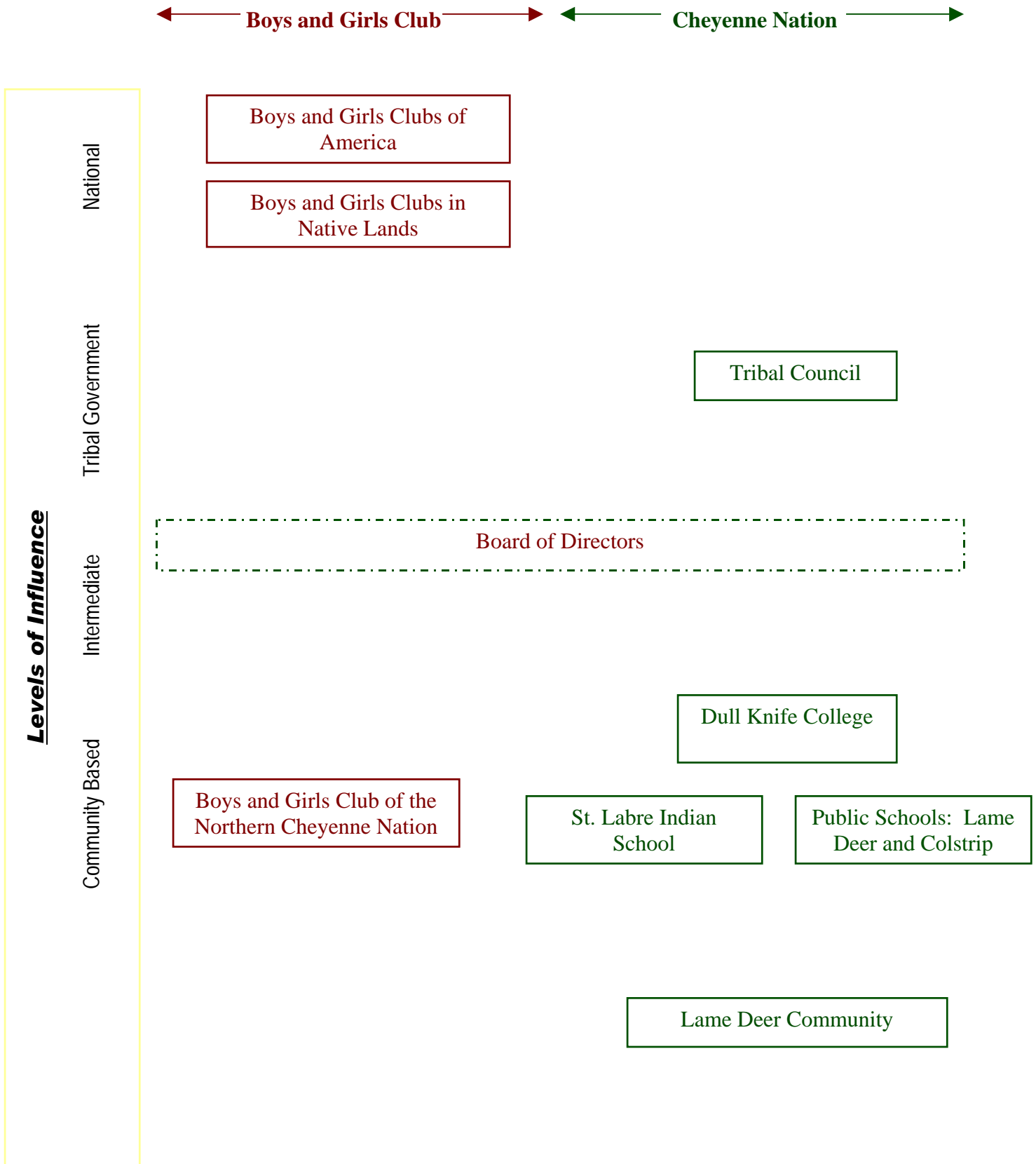
community partners, especially those in the private sector. This suggestion could be manifested through the one entity in the map that stretches across both the Club and the Tribe: the Board of Directors.

This is a critical point of action for the Boys and Girls Club: the Board of Directors houses many influential and involved community members and is a good place for the Club to begin branching out into other sectors. It may be that this is the place to begin garnering support because the members all have common interests, which is the first piece to engaging in an effort. I would also argue that they believe in similar strategies for action because they all have chosen to show support for the Boys and Girls club. Engaging these actors will show that the club considers community members hold legitimacy, and may also encourage participation from the larger community. However, before it can burden board members with new agendas, it is important to make sure the Board is a solid collaborative first. The engagement framework, detailed in the next section, will do just that.

Figure 3 : Mapping the Actors

| | ← Boys and Girls Club → | ← Cheyenne Nation → |

Levels of Influence

| National | Tribal Government | Intermediate | Community Based |

Boys and Girls Clubs of America

Boys and Girls Clubs in Native Lands

Tribal Council

Board of Directors

Dull Knife College

Boys and Girls Club of the Northern Cheyenne Nation

St. Labre Indian School

Public Schools: Lame Deer and Colstrip

Lame Deer Community

THE ENGAGEMENT FRAMEWORK

After you have mapped all of the actors you can begin to identify exactly who you want to partner with and why. The engagement framework is a set of criteria that can enable *choosing* a partner and *sustaining* a good partnership. The engagement framework can also guide the work of collaborative groups within your organization, such as a task force or the board of directors.

> Does your collaborative have..
>
> �֎ Common Goals?
> ✖ Shared Strategies?
> ✖ Resources?
> ✖ Rewards?

The first piece of engagement is assuring that all of the members of the alliance have **common goals**. It is important to establish this from the onset because it is the foundation to the relationship—all of the members must feel they have united for an agreed purpose. Many times teams forgo discussing this in the open because there is a subtle feeling that "we all know why we are here." Yet an explicit discussion of this topic can often unveil that some members still need clarification—*I know this organization helps kids, but is it about raising student achievement in school or about building healthy lifestyles? Do these directly or indirectly affect each other? Should we target both?* Ultimately, you should have this conversation, even if you as a member or leader feel that your purpose is understood. When partnering with other organizations, you may have to find a way to compromise all of your goals. In the case of the Boys and Girls Club, partnering with the public schools may mean taking a more academic approach to after-school activities. A smaller initiative might be working to revise the meal menu to coordinate with the health sector. In either case, it is important to confirm a similar goal for the project.

Shared strategies branch directly off of the common goals. Again, it may seem like agrees on strategies simply because it agrees on goals. This is not always the case. Unless working with a prescribed curriculum, members are likely to have varying viewpoints on the best possible means for reaching goals. Figuratively and literally, there are several roads that lead to a specific destination. If one of your members finds mid-way through the trip that he/she doesn't agree with the directions, you may have to return to the goal setting to make sure that everyone is willing to participate. Avoid this hazard by breaking your goal into several strategic and measurable strategies. A detailed example of this strategy called "Pathways Mapping," is detailed in the Schorr article in the appendix. For a smaller example, consider this case: [3]

The "READY" organization worked with low income high school students with the intent of better preparing them for attending college. Two years into the program, services were still fragmented and they weren't seeing a real change in the students. Grades hadn't gone up, attendance was still an issue, test scores were below average, and student awareness was low. Mid-way through the 5-year grant, the Program Director decided to interview his own staff members to see where the program had gone off track. What he found was that each staff member had a slightly different piece of the "college preparation puzzle" that he/she had decided to shape. Their strategies for college preparation were quite different:

- College Visits, talks
- Tutoring in school subjects
- Preparing study guides for standardized tests
- Mentoring
- Financial Aid workshops

While all of these strategies probably had small affects on individual students, READY had failed to organize them in a way that led *all* of their participants to being fully prepared. The director decided to streamline the goals through more frequent collaborative meetings with his staff, so that all of the great ideas for the program could be shared and implemented by the entire staff. He also developed quarterly benchmarks that the group worked toward together. He broke their mission into 4 specific strategies, and made sure to keep progress on each.

[3] Zimmerman, H. (2003) Case study research for a seminar at Harvard University.

Many organizations struggle with gathering enough **resources** to accomplish all of their goals. While the engagement framework cannot help you to gather financial support, it can help to clarify where your greatest resources lie. There are four main types of resources: financial, physical, social and intellectual. Financial and physical resources are the most difficult to collect, and many organizations spend a lot of energy working toward a better facility and a bigger budget. We do not mean to underestimate what a great workspace or a large endowment can do; however, we do want to note the very useful social and intellectual resources that are

Remember to recognize your social and intellectual resources as well as the financial and physical. Sometimes the former can help latter!

so often overlooked. Some of the greatest successes in organizations come from knowing the community well. There are many informal networks in any community; parents, church members, veterans and formal clubs are just a few. Using old connections or building new connections with a strong team in your community can give you the social resources to build a volunteer force, advocate for your cause, donate physical/financial resources or many other needs that a organizations struggle with to keep alive. These networks, and your own staff, can often have unique knowledge about very useful topics. Maybe they know how to print t-shirts for your next event, or have a degree in marketing and can help draft your business plan, or simply speak a language you do not. Being aware of which resources you have, as well as those you may not be using, can help to make sure that your alliance will keep functioning.

The last piece of engagement, **rewards**, is often the least nurtured, especially in a non-profit setting. It is important to remember that everyone needs to feel as though their efforts mean something: that there is a reason they are investing time and energy into a project worth believing in. Incentives in youth work are often not tangible: they are the feelings you get from seeing kids grow, learn new things, solve conflicts and make great decisions. So often, though, the program workers are the only alliance members who see the children. Community members, including the Board of Directors, can miss out on these feelings of reward because they do not get direct contact with children in the program setting. Although members may not all be concerned with seeing individual

Although great rewards are not often tangible, a successful alliance offers true incentives for participation.

kids change, they may be concerned with community change. It is up to the Club to fulfill those needs in order to keep the participation of Board members high. The Board members in small communities, especially those in Indian Country, are often very involved and committed to several projects beyond the Boys and Girls Club. Because their commitments to other issues must compete for attention, a source of reward must be present for them to fully engage in the work of the Boys and Girls Club. Remember that when we mapped the actors, the Board was the one entity that joined the Club and the community. The Board, unless fully engaged, is an untapped resource. Intellectually, it can offer an outside perspective on the management and decision making of the Club. Socially, it can project a positive image of the Club into other sectors of the community, and serve as the beginning of new alliances. The Board of Directors lies in the interconnected section of the three family circles, and would be a great place to target attention.

ACCOUNTABILITY

Since Accountability and Transparency are seen as establishments of good governance, non-profits need to be accountable for their organization's activities. This is especially true in the Indian country where political culture has been seen as an obstacle to accountability. The varying definitions of accountability between organizations and the tribe are often a source of contention. Becoming accountable on similar terms will enhance the *Partnerships and Trust* established through other efforts. Agreements with regards to the Club's transparency will create legitimacy for the organization and will build an atmosphere of understanding and community confidence.

In the case of Boys and Girls Club of Northern Cheyenne, the absence of continuous communication has created a culture of suspicion, rumor and gossip. To eradicate the negative culture, the Boys and Girls Club needs to promote accountability. Sufficiently informing and educating the community members on possible impact of decisions taken by the non-profit can do this. In addition to Club initiated transparency, the community needs to be given full access to the information whenever appropriate. A quarterly newsletter is one option for keeping the community informed. Possible contents of the newsletter could be: new programs at the club, student's poems, and letters, stories, and community outreach projects. This distribution of the newsletter is caN ALSO BE AN issue. The Club should make sure that the information and reputation it desires it projected to the community in the right way.

To promote a good working relationship with the tribal council, the Boys and Girls Club should be present during the board monthly meetings, and be prepared to share their monthly testimonial progress. The Tribe should also have a sense that they are welcome to take a look at any documentation that the Club keeps. This information should also be shared with the board members in order to build competence and trust in the members, and hopefully to use the Board member's knowledge and opinions of the Club to infiltrate the rest of the community. Furthermore, the Board could actually assist in reviewing the functions of the Club and making sure they respond to the community. The Boys and Girls Club has very strong and experienced board members and it seems to be an under-utilized resource. The Board could be a used a tool to guide the Club's vision, an this will help to assure that the club has integrity and accountability in the community.

In the End

In the end, the board, community, and the tribal council will develop trust of the Boys and Girls Club, and will also be familiar with inside workings of the organization. This will help in building a strong support group, which will be a key for the organization both financially and morally.

CREATING TRUST

Even if all of the players are engaged by the framework's standards, the alliance can easily become stagnant or fall apart in the absence of a foundational trust. Specifically, the members of any partnership often ask the following questions:

1. Can I trust that my allies have *motives* compatible with mine, so that the alliance is likely to serve, not undermine, the interests I represent?

2. Can I trust that my allies are *competent* (or can become competent) to do their part in the alliance?

3. Can I trust that my allies have sufficient will and resources to be *dependable*?

4. Can I trust that my allies will be respectfully *collegial*?[4]

These questions help not only to outline which players you would like to build a partnership with, but also help to analyze what kind of partner your own organization makes. The first question

> ✖ MOTIVES
> ✖ COMPETENCE
> ✖ DEPENDABILITY
> ✖ COLLEGIALITY
> ─────────────
> TRUST

repeats a bit of the common goals notion. As a partner, try to model transparency of your **motives**. Again, if at any time the members of the alliance feel as though they have been misled, it can force the productivity of the project back to the planning stage.

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[4] Ferguson, R. and Dickens, W. Ed. (1999) Urban Problems and Community Development.

Competence and **dependability**, questions two and three, are most easily

demonstrated through history. The Boys and Girls Club of the Northern Cheyenne has a

reputation for being a competent advisor and dependable mentor club within the National

affiliation of clubs. Now, it is time to bring that reputation into the Lame Deer

community. The Club has great history with the St. Labre school, and it may be a good

idea to use this history to pierce other sectors of the community. While the Club staff

have identified competence with non-profits *and* life in Indian country as important

characteristics in other partners, they should also use these competencies as a way to

showcase their own impressive assets. The box below details some more reflective

questions about this relationship.

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Reflection Questions on
Dependability and Competence

- Could St. Labre and the Club invite another partner into their mission?
- Could the Club use its history with St. Labre to forge relationships with other tribal entities?
- Does the Club have other resources (fliers, videos, community forums) that have documented the competence and dependability of its staff?
- Has it documented efforts in the community that benefit other community members?
- Are these documents accessible to the tribe, the community and other organizations? Are they easy to understand?

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The last of the four trust questions is **collegiality**. In any community it is inevitable that some organizations will gravitate together and others apart. While the exact formula for why certain organizations are more attractive than others is explained slightly by the engagement framework and the first three trust questions, much of it hinges on the fourth. Earlier, we spoke of offering an incentive for alliance members to participate in change. A large incentive is simply a positive work experience. Collegiality, in essence, asks whether or not alliance members can sit around a table together, work pleasantly, and leave feeling like they want to return. There is no tried and true way of becoming collegial with groups in the community: it is based on the individual customs, culture, and sources of tension. There must be a cultural match not only within the larger culture, but also within the institutions themselves. Keen attention should be paid to the possible partner: its reputation in the community, its previous partners, organizations above and below it, its leadership style, its openness, etc. With this information in mind, it will be easy to asses whether the partnership is feasible, but more so, how to make it enjoyable.

A Closer look at BUILDING ALLIANCES

The article in the appendix by Ronald Ferguson is an excellent breakdown of the five basic stages of relationship building. Although they will be summarized and applied here, we suggest that the article serve as a more complete reference. In each stage of alliance building, certain tasks come to the forefront as most vital. Within each of these tasks there is a positive outcome and a negative: it takes reaching the positive outcomes to successfully proceed through all five stages.

The first stage, which reiterates the trust and engagement frameworks quite closely, involves Trust and Interest vs. Mistrust and Disinterest. Here, the alliance partners must all have significant interest in the alliance, and trust in the alliance members to move toward a new stage. Note that these issues do not dissolve as the alliance moves to new stages, they simply are relied upon as a solid foundation.

The second stage, Conflict versus Compromise, is where the alliance moves beyond "the beginning" and into action. Here, the participants attempt to reach an agreement on how the alliance will operate. Many times, the most prominent concern is over power. Who has the authority in the situation and who is being silenced? A common issue revolves around turf: who's turf are we on, and does that tell us who has authority? It is important in this stage to make sure there is a clear pattern for decision-making that lends all members of the alliance to feel invested, trusted, and rewarded.

The third stage, Commitment versus Ambivalence, will show whether or not the decisions in the previous stages have really worked. Here, it is common for alliances to become projects "on paper" but not in practice. If the members are not happy about the
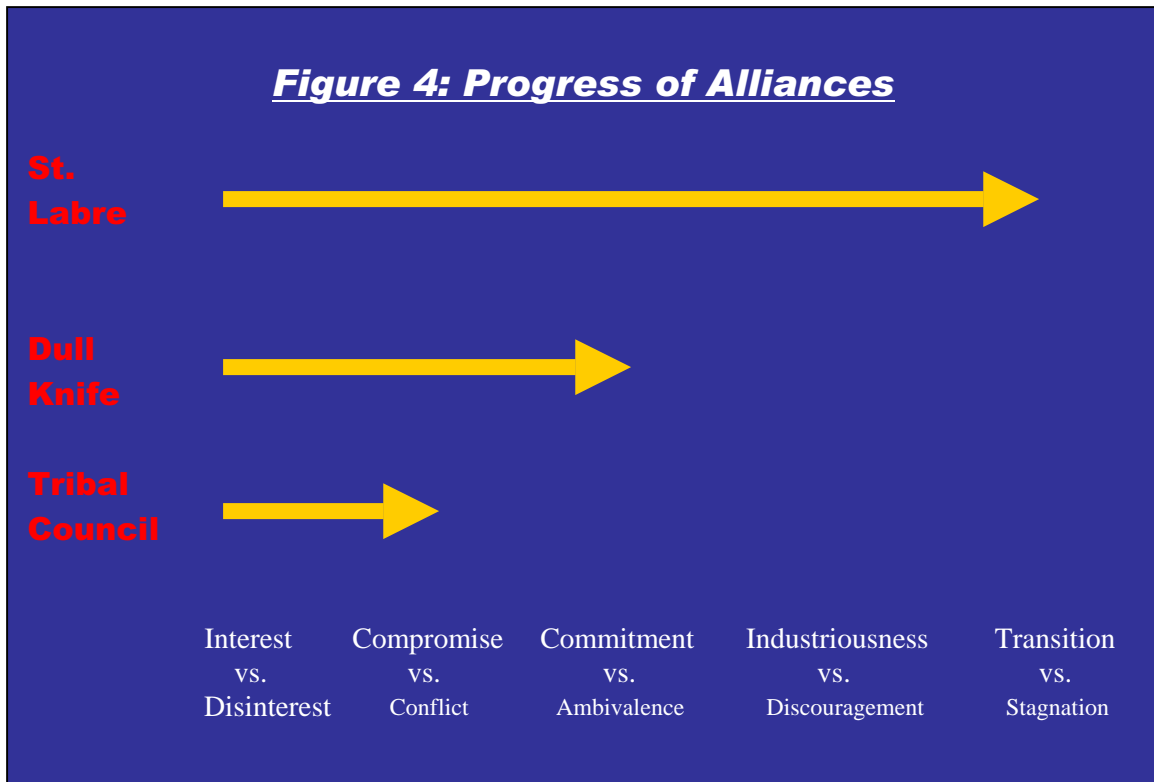
resolution to power struggles or trust issues, it is likely that they will show that they are dissatisfied by simply becoming ambivalent to the alliance's action. They are probably still interested in the cause, just not necessarily the alliance's process for addressing it. Also, here, we see the negative impact of competing commitments. If the alliance members are more committed to another mission, it is easier to become ambivalent in this stage. Also, we are reminded here that if alliance members are forced to stray too far from their values they will not commit. Valuing the respect and friendship of others may keep them from trying to enact change in a community they are committed to.

In stage four, Industriousness versus Discouragement, the committed actors of the alliance begin to see what the project is really able to do. Here, the alliance can either become a fully functioning and productive unit, or it can get discouraged by setbacks and decide to disband. Until this point, it is likely that most of the conversations and actions have taken place *within* the members of the alliance, but in this stage the alliance meets the outside world. Those meetings help the alliance to decide how resilient it will be: will it falter and find strength or will it falter and dissolve?

In stage five, Transition versus Stagnation, the alliance decides whether the completion of one project can lead to more, or if it is time to terminate the relationship. Again, the way the relationship is handled in stages one through four determines whether or not the members want to continue. Even if they do, it is important to remember that the alliance is born anew now. There must be new discussions about how the transition will change the mission, strategies or resources of the old alliance. The new alliance cannot simply ride on the success (or setbacks) of the old alliance and assume the same positive (or negative) outcomes will emerge.

A Closer look at BUILDING ALLIANCES: THREE CASES

Figure 4 below visually represents the progression of relationship building with three specific entities in the Lame Deer community. St. Labre Catholic School shares students with the Club, Chief Dull Knife College is a prominent and successful community non-profit, and the Tribal Council (Tribe) is the policy making body in the community. The text that follows will detail these relationships and suggest why they may have terminated when they did. Again, being aware of this process and it's specific relational pitfalls is likely to help the Club break down the areas in which efforts can be made to help the relationships progress to their desired outcome.

Figure 4: Progress of Alliances

| St. Labre | Dull Knife | Tribal Council |

| Interest vs. Disinterest | Compromise vs. Conflict | Commitment vs. Ambivalence | Industriousness vs. Discouragement | Transition vs. Stagnation |

St. Labre

According to the Boys and Girls Club's self-assessment, these relationships have progressed at several different paces. St. Labre has been a great partner because it has been a consistent and compatible institution from the beginning. In turn, St. Labre identified the Club as a good partner because it is a stable organization, unlike many projects that come and go in Indian Country. The answers to the four trust questions for this organization are undoubtedly yes, especially considering the apparent collegiality that exists between St. Labre's administrators and the Boys and Girls Club's Executive Director. Further, they have fully engaged in all criteria of the framework. They have common, youth oriented, goals and strategies, share resources, and feel a sense of reward in their work together. Thus, they have progressed quite well through the stages. Their partnership does not involve immediate power conflicts that may have arisen in stage two: a hazard point for many teams. Now, it seems like the relationship between St. Labre and the Club is in a period of transition. They have successfully serviced the same cohort of kids for years, but the administrators of St. Labre are facing a new challenge: No Child Left Behind.[5] With the onset of

> *The alliance with St. Labre has progressed successfully through all of the stages in the framework, but they are not in a period of transition. This is a crucial point of action for the Club, because they must choose between transitioning into a new pact or terminating the old one.*

new requirements and intense standardization, it is likely that the school will be looking for aid in meeting new goals. This is a crucial point of action for the Club, because they have to choose between transitioning into a new pact or terminating the old one. The

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[5] No Child Left Behind is a National education law enacted in 2002 by President Bush. To read more about it, visit http://www.nclb.org/.

history between these two institutions suggests, however, that they will dependable

supporters in times of change. This is an excellent opportunity for the Club to show that

they are flexible and ready to meet the changing needs of the community and their

partners, and may even serves as an added source of funding.

Tribal Council (Tribe)

The relationship with the Tribe has not been so smooth, however. Due to the

staggered terms and swaying political agendas of the Tribal Council members, all non-

profits in Lame Deer face the challenge of building an alliance with a body that is

Power struggles with the tribe over autonomy, impact, and regulation prevent the relationship from moving on to a productive phase.

constantly changing. A representative from Chief Dull

Knife College showed similar frustrations as the Club: he

stressed the need for the non-profit community to become a

proactive body instead of reactive. The relationship with

the Tribe seems to stagnate at the second stage:

compromise versus conflict.   One might argue that repeated power conflicts may even

prevent the relationship from moving past stage one because it has created an air of

mistrust. It is important for the Club to show that it is a trustful organization that mirrors

the interests of the Tribe. This will help to progress past stage one, at which time it will

be important to find points of compromise with the Tribe. Again, it may be important

here for the Club to establish some shared strategies for a goal that will interest the Tribe.

If at all feasible, it would be interesting to see if member of the Tribe would be willing to

participate in a Pathways Mapping Process:[6] this would hold both parties accountable to specific strategies and begin to build a common trust.

In the mean time, however, it may be better to prove dependability through monthly reports to the Tribal Council. This was cited in other interviews as a good strategy for showing transparency. Specific criteria for such reports are detailed in the Recommendations section. Furthermore, considering the interests and opinions of Dull Knife, it would be good to initiate an informal conversation about non-profits asserting their authority to plan and act (again, promoting self-reliance.) Perhaps this would bring life to the relationship between the Boys and Girls Club and Chief Dull Knife College.

Chief Dull Knife College

The relationship with Dull Knife was identified as a potentially excellent alliance, however, it has not formulated yet. We placed this relationship in the commitment versus ambivalence stage, simply because it is likely that this is where the alliance would dissipate. The College and the Club have like enough values, goals, and leadership tendencies that they would probably make it through stages one and two without much turbulence. However, the third stage reveals the problem: ambivalence. It is our opinion that the College does not see a concrete project, a clear motive, or a rewarding incentive to fully pursue an alliance with the Club. This, however, is in the Club's control. Should they initiate a feasible and interesting idea, we think that Dull Knife would be likely to join in the effort. One option is detailed in following section.

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[6] See appendix: Schorr. (2003). Determining "What Works" in Social Programs and Social Policies: Toward a More Inclusive Knowledge Base.

CONCLUSIONS

This report was intended to spark reflection about the past of the Northern Cheyenne Nation's Boys and Girls Club as well as inspire ideas for where it could go from here. The paper has outlined the idea of Making a PACT, a framework that dissects partnerships, accountability, and creating trust. We also modeled three cases within the framework, which help to point out where the Club can make efforts to strengthen their relationships with other organizations. We sincerely feel that the awareness of the Club's tendencies with engagement, trust questions and stages can help diagnose the successes and struggles past partnerships and initiate new ones. The recommendations below spring directly from this analysis, and hope to include the larger community to enhance the "cultural match" between the Club's sincere and compassionate efforts with kids and the Cheyenne customs, traditions, and conditions. Though we do make several recommendations, we agree that the best people to devise new strategies are the Club staff members and their affiliates. They have a rich contextual knowledge and a long history in the community, and therefore are very capable of taking the framework analysis and using it to build the capacity of the Club to reach its own goals, and help other Boys and Girls Clubs to do the same.

RECOMMENDATIONS

Month One:

▪ Delegate a member of the staff to report regularly to the Tribal Council. If possible, send a youth member as well. The delegate should be a well respected in the community and a competent member of staff, preferably someone whose responsibilities at the Club lead him/her to interact with community members regularly.

▪ Decide what will be detailed in each report—both orally and written. Use 990's, annual reports, advice from Dull Knife about their reports, and interests/needs to develop a written and oral version of the report that will be comprehensive, but non-technical. Most importantly, it should be a consistent and dependable source of information about the club.

> ▪ More information on regulation and assessment can be found at:
> http://www.nonprofits.org/npofaq/keywords/1g.html

▪ Reconsider investing time in the Board of Directors. Decide how to provide meaningful incentives for participation, solicit their advice, and make sure they can see that what they suggest has the power to change what the organization does. Possible venues could include: a retreat, a leadership activity, a professional speaker, or simply a meeting to reconvene and revive the interest and efficacy of the Board. See http://www.nonprofits.org/npofaq/keywords/1a.html for some ideas.

Month Two:

■ Explore the possibilities for annual events that will showcase the

accomplishments of the club and make it a more open and inviting territory.

    ■ Kick offs, talent shows, adult night, honoring the elders, choir, debate,

    games, etc. Basketball could be the "glue" in unifying the tribal members and

    the boys and girls club. (The Club could also offer its facility to other

    organizations or events: hand games, powwows, fairs, etc. Open the doors to

    the community, and make the Club their space too).

■ Appoint a sub-committee to chose a specific event and begin with the logistical

arrangements. Ask your community liaison to see if there is room for a partner

organization to share in the event.

    ■ Extra information on image and marketing:

    http://www.nonprofits.org/npofaq/07/01.html

Month Three:

▮ Meet with Susan Trustler to talk about her ideas for a Youth Leadership and Economic Development Camp. Once the idea is formulated, begin other conversations to see if there is significant interest from other community organizations or business leaders.

▮ Specifically, attempt to garner support from Dull Knife College. They have expressed interest in leadership training in the form of an associate's degree for Tribal Council members. Although this effort has yet to be approved, they know of successful efforts in other communities, which could provide a social and intellectual resource. Also, they can offer a physical resource with classrooms and teachers.

    ▮ NOTE There is a long-term benefit to this idea: the successful completion of this task may rejuvenate the Youth Task Force of the past. Instead of simply trying to revive the group through meetings and organizations, try to push them through the engagement framework on one specific topic. Be aware of the stages where the most issues will occur (*Will there be a power struggle? Territory conflicts? Who will be in charge of making sure the members are committed and don't get discouraged?*) If the effort is successful, it can serve as a foundation of trust that will transition the alliance out of stage five and into stage one again. The Youth Task Force is a powerful idea for sharing authority and impact with other non-profit organizations.

▉ Convene a meeting with the Progress Report delegate, and revise the format of the reports if necessary.

▉ Invite teen members to decide how the annual event should be advertised, and ask younger members to make posters, draw pictures for the newspaper, etc.

▉ Sustain positive experiences and active participation of the Board of Directors.

Long Term

Money Making Ventures

For the sustainability of the organization, moneymaking ventures are necessary. Currently almost all the aid received in the reservation comes in the form of aid from federal, state, and from other philanthropic organization. The Indian communities have done very little to start their own money making ventures to supplement the aid they receive. While Federal and State aid are given today, things could prove difficult during national economic hardships.

The Northern Cheyenne could follow the example of the Mississippi Choctaw who sought other sources of income to reduce their dependability on the federal government. Before the great economic development plan, the Choctaw had no industry, poor infrastructure, unemployment was 75%, and the tribal members and even the tribal council had no necessary skills to participate in any meaningful economic development plans. Through strict policies and the strengthening of the constitutions they explored business opportunities based in and outside their reservation. They put down a business

plan together, got loans to attract investments and started producing auto parts for General Motors. In his own words, Phillip Martin, the elected Chief of the Mississippi Band of Choctaw Indians said, *"Choctaws embarked on two parallel tracks: educating our members with the skills needed to be productive members of the workforce and developing a commercial and industrial base on the reservation to create entry level jobs for our members and non-Indian neighbors. The Choctaws made the commitment to establish a strong tribal government to make this a reality, and the tribal members possessed the strong will and work ethic to make it happen."*[7]

Today, the Choctaw tribe operates a variety of businesses including a shopping center, a printing plant, hotels, casino, printing plant, and other smaller ventures. They are one of the top ten employers in the state of Mississippi. Welfare in the reservation has been reduced dramatically, and unemployment is 4% well below the national standards.

For the Northern Cheyenne, the Boys and Girls Club T shirt business is a good start. Currently it employs six tribal members, and at the same time, helps with minor expenses of the organization. Hopefully they can serve as a beginning to these ventures which may some day contributed to a sustainable economy.

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[7] Testimony of Chief Phillip Martin before the Committee on Indian Affairs, United States Senate April 9,1998http://indian.senate.gov/1998hrgs/0409_pm.htm