

Reclaiming Native Truth

A PROJECT TO DISPEL AMERICA'S MYTHS AND MISCONCEPTIONS

NARRATIVE CHANGE STRATEGY

JUNE 2018



Table of Contents



Introduction.	3	Strategies and Tactics.	38
Introduction.	5	Strategies and Tactics for Bridge Year(s)	40
Your Roadmap to this Strategy.	7	Full Initiative Strategies and Tactics.	46
Theory of Change.	8	Community of Practice	59
Narrative Change Strategy Overview.	10	Community of Practice Description	61
Goals and Objectives.	11	Collaborative Support Structure.	62
Goals and Objectives for Bridge Year(s)	13	Evaluation	65
Education	14	Evaluation Approach	67
Media	15	Guiding Principles.	68
Pop Culture and the Arts	16	Budget Considerations and Funding Needs	71
Philanthropy	17	Budget Considerations	73
Policy and Practice	18	Short-Term Funding Needs	74
Collaborative Support Structure for Community of Practice	19	Longer-Term Funding Needs.	76
Priority Stakeholders.	20	Appendix: Virtual Network Design	87
Movement of Movement Stakeholders	23	Acknowledgments.	93
General Public Stakeholders	24		
Stakeholders Who Can Move Levers	26		
Narrative Framework	29		
The Framework for the New Narrative	32		
Method for Using the Narratives Model	34		
Language for the New Narrative: Summary	35		
Detailed Narrative Themes for Native Peoples and Organizations.	36		
Detailed Narrative Themes for Allies.	37		



Lamaya Moore (l), Bethany Dupoint (r), Kiowa
Photograph by Thomas Ryan RedCorn

Cover: Lonnie and Amelia, *Eastern Band Cherokee*
Photo Source: TONL.com

Ernesto Yerana, Xicanx/Yaqui/Sephardic
Photograph by Thomas Ryan RedCorn

Introduction

Reclaiming Native Truth is a national effort to move hearts and minds to achieve equity, inclusion and policy changes that preserve tribal sovereignty and improve the lives of Native families and communities.

Introduction

Overview

Introduction

Your Roadmap to this Strategy

Theory of Change

Narrative Change Strategy

Introduction

The initiative began with more than a year of unprecedented and illuminating nationwide research into what different groups of Americans — across socio-economic, racial, geographic, gender and generational cohorts — think (and don't know) about Native peoples and Native issues. New research was also conducted concerning Native people's perceptions of mascots, the impacts of negative depictions and much more.

The narrative framework presented in this document was collaboratively developed by a group of Native and non-Native professionals and advisors. When tested in polling, this framework and its messages resonated in Indian Country and proved successful in increasing non-Native Americans' support for Native peoples, communities and issues.

In addition, leaders of Native organizations helped the *Reclaiming Native Truth* team begin to map and learn from the many narrative change efforts that have preceded this work and to consider how we might all collaborate in forging a *movement of movements* for the future.

The first phase of this initiative coincided with tribal nations, grassroots Indigenous communities and allies responding to the Standing Rock Sioux Tribe's call for support in defending its inherent rights to protect land and water. We worked with a number of the Standing Rock and North Dakota Water Protectors, Native leaders, grassroots activists, media and celebrity influencers who led and were instrumental in amplifying and supporting this movement, to explore and understand this historic movement and its interruption of the current narrative. Our research findings provide an overview of lessons learned that will be helpful to this movement of movements. (see reclaimingnativetruth.com for the full report).

From the research and collective insights, *Reclaiming Native Truth* has crafted a new narrative framework and the strategy described in the pages that follow. The strategy focuses on changing the dominant narrative from one of deficit, invisibility, falsehoods and stereotypes to one grounded in truth about our rich history and current contributions, assets and strength. It is built on the ideas, creativity and

expertise of more than 180 individual Native peoples and allies who volunteered their time to come together across many gatherings and iterations. The collaborative nature of how this strategy was developed is indicative of the tremendous commitment, shared excitement and momentum toward transformational change that is building across Indian Country.

Already these gatherings and collaborative work have resulted in new connections, opportunities and commitments to advance narrative change work in the short term and for many years to come. The need, enthusiasm and hope for this work are palpable.

Led by project partners Echo Hawk Consulting and First Nations Development Institute and guided by a national advisory committee, this first incredible two-year phase came to a close on May 31, 2018. These two years were punctuated by the release of research findings and two narrative and message guides, one to engage allies and one for Indian Country.

Publication of this narrative change strategy signals the beginning of a new phase in which organizations and diverse constituencies across Indian Country, in partnership with allies, will build a movement of movements grounded in focused and strategic collaboration. Our collective hope is that the organizations and individuals who helped shape *Reclaiming Native Truth*, joined by others, will come together as a virtual network and community of practice—a learning community — to facilitate collaborative leadership in implementing this strategy to advance our shared narrative, described herein, and in the *Reclaiming Native Truth Changing the Narrative About Native Americans: A Guide for Allies* and *Changing the Narrative About Native Americans: A Guide for Native Peoples and Organizations*.

We recognize that short- and long-term dedicated funding and infrastructure will be required to design and sustain a virtual community of practice, build durable relationships of trust among participating organizations, support leadership and coordinated efforts and — where appropriate — lead targeted engagement campaigns.



With dedicated funding, our growing network will be able to coordinate collaborative action, share and build on what is learned and implement this strategy. Together, we will be able to shift the narrative, remove bias and barriers and achieve our vision that *Native peoples collectively author and lead a powerful narrative change, resulting in a more equitable reality, a lived experience of fully benefiting from and contributing to both Native nations and American society as a whole.*

WHAT IS NARRATIVE CHANGE?

At the heart of this effort is a strategic approach to fundamentally changing the dominant culture’s narrative. This is much more than a campaign and goes far deeper than simply creating and using new messages.

Narrative change happens through a wide variety of actions, experiences and settings that combine to shift the dominant story people receive, internalize and act on, consciously and unconsciously. Sometimes narrative change is about communication — the way storytelling happens in news media, social media or pop culture, for example — and sometimes it goes far beyond, affecting the way decision-makers and influencers are educated and selected, the way children are taught, or the way funding is distributed.

For Native peoples, the new narrative respects and inspires, creates hope and action and leads to transformative change. For non-Native allies, it bursts stereotypes, advances truth and increases the visibility, contributions and power of Native peoples while extending an invitation to collaborate on change. In order to achieve real, lasting and impactful narrative change, it will require Native American people and organizations and non-Native people and organizations alike, to work in tandem to dismantle the current narrative.

A LIVING GUIDEBOOK FOR OUR FUTURE

This strategy is not intended to be prescriptive or static. Rather, it is meant as a living guidebook and reference, a source of inspiration to be improved and adapted over time, a dynamic roadmap for multiple pathways to narrative change.

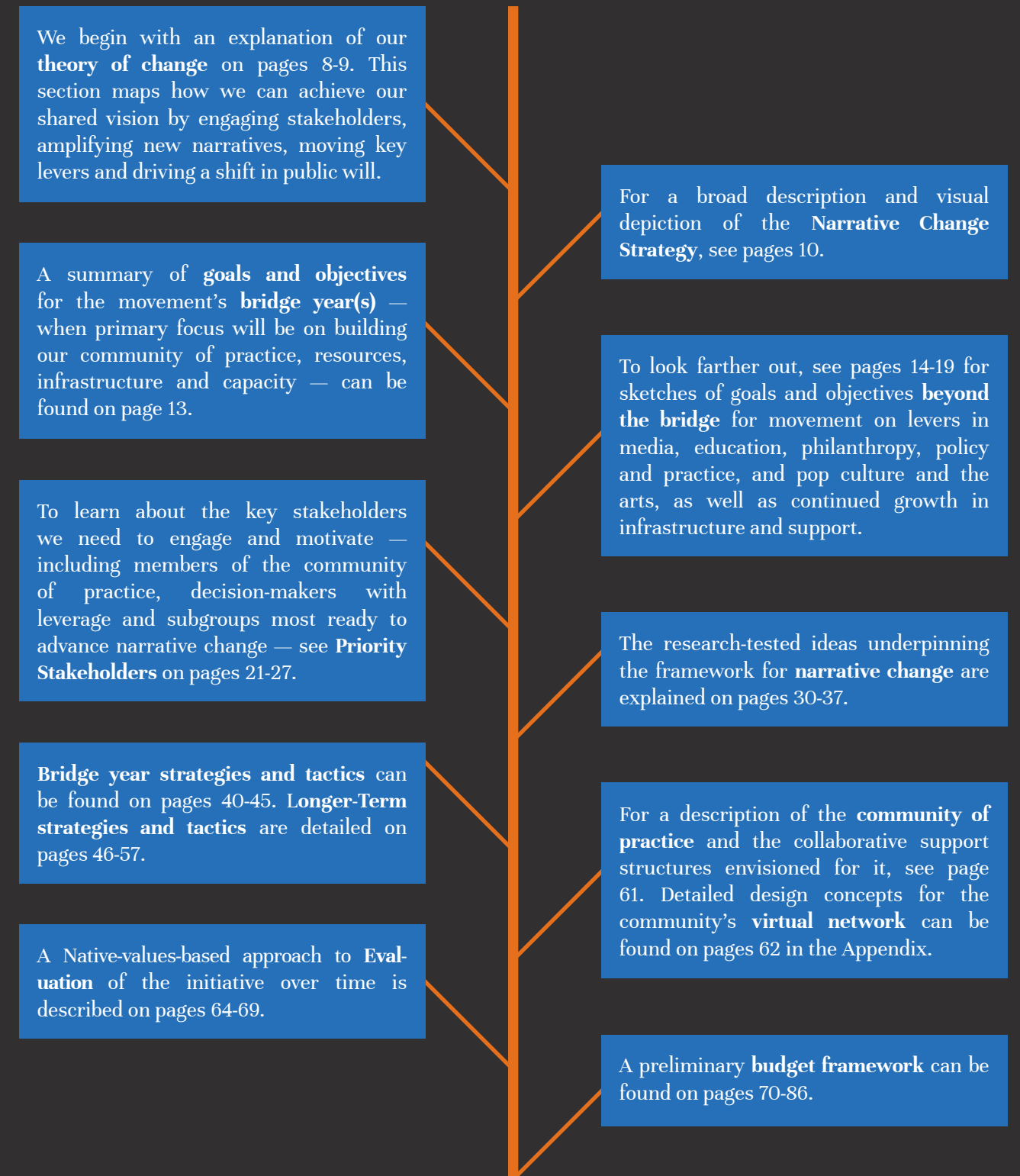
This strategy recognizes, respects and links the existing narrative change work and of many Native and non-Native cross-sector allies into a movement of movements focused on systemic and cultural changes. The new unifying narrative will be amplified by many different voices and channels, until it seems that “this story is everywhere,” ultimately shifting the dominant frame, story and expectation.

This collaborative work can be supported by a virtual community of practice in which members share expertise, learn from each other and help build each other’s capacity as they work together and individually on whatever components of this strategy make most sense to them. Interested tribes, Native and ally organizations and individuals will be invited to join this network of learning and collaboration.

Participants in the network may freely adopt, adapt and apply the narrative in their work. They may choose to align publicly with this new effort or they may use the strategy and tools under their own identity.

Your Roadmap to this Strategy

This narrative change strategy document covers a great deal of ground. To help you find sections of particular interest, here are guideposts to specific topics.



Theory of Change

What is a theory of change?

A theory of change is a roadmap to successful transformation. We start with a clear definition of long-term goals, then map backward to intermediate and short-term steps. By detailing and illustrating causal links, a theory of change helps us choose interventions that lead to desired outcomes over time.

Our vision for the change we wish to make is that **Native peoples collectively author and lead a powerful narrative change, resulting in a more equitable reality, a lived experience of fully benefiting from and contributing to both Native nations and American society as a whole.**

To bring about this vision, our theory of change recognizes that we must **engage and motivate** a set of **priority Native and non-Native stakeholders** — educators, policymakers, media, philanthropists, leaders and influencers of pop culture, young people and social justice activists across the country — through five critical engagement approaches, always within the context of changing political times and trends.

- **Building a movement of movements** led by Indian Country and Native peoples, in collaboration with our allies.
- **Raising awareness** so we recognize the vital contributions contemporary Native peoples make to society.
- **Deepening understanding** so we have relevant context and accurate information.
- **Shifting perceptions and changing behaviors** that lead to action supporting social justice, inclusion, equity and tribal sovereignty.
- **Activating to take action and drive changes across a spectrum of areas**, ranging from a demand for accurate depictions, histories and information about Native peoples to policy advocacy.

The success of each approach requires creating and amplifying new and **authentic, asset-based narratives**, guided by core Native values, in order to overcome invisibility and replace harmful, deficit-based and false narratives.

These new narratives inspire **action on a series of change levers** — **in education, pop culture, media, philanthropy and policies and practices** — that when combined, create lasting systemic change. It is also recognized that arts and culture plays a critical role in changing hearts and minds and helping to shift the narrative across all change levers.

No single organization can drive this work. Together, Indian Country, Native peoples and allies can make this vision a reality.

Success depends on leveraging the **power of many movements** — of Native organizations, tribes, Native youth, grassroots leaders and Indigenous communities, and non-Native allies — each of whom can adopt, adapt, carry and disseminate these new narratives as part of their ongoing efforts and work. These actions can be taking place concurrently, complementing and reinforcing each other through the use of a shared narrative. For example, one set of organizations is taking a lead on addressing the issue of mascots, others are leading transformation of K-12 curriculum and yet others on influencing media and pop culture from the inside. There will be others who are intentionally mobilizing artists and arts organizations to move the shared narrative and still others championing specific policy initiatives.

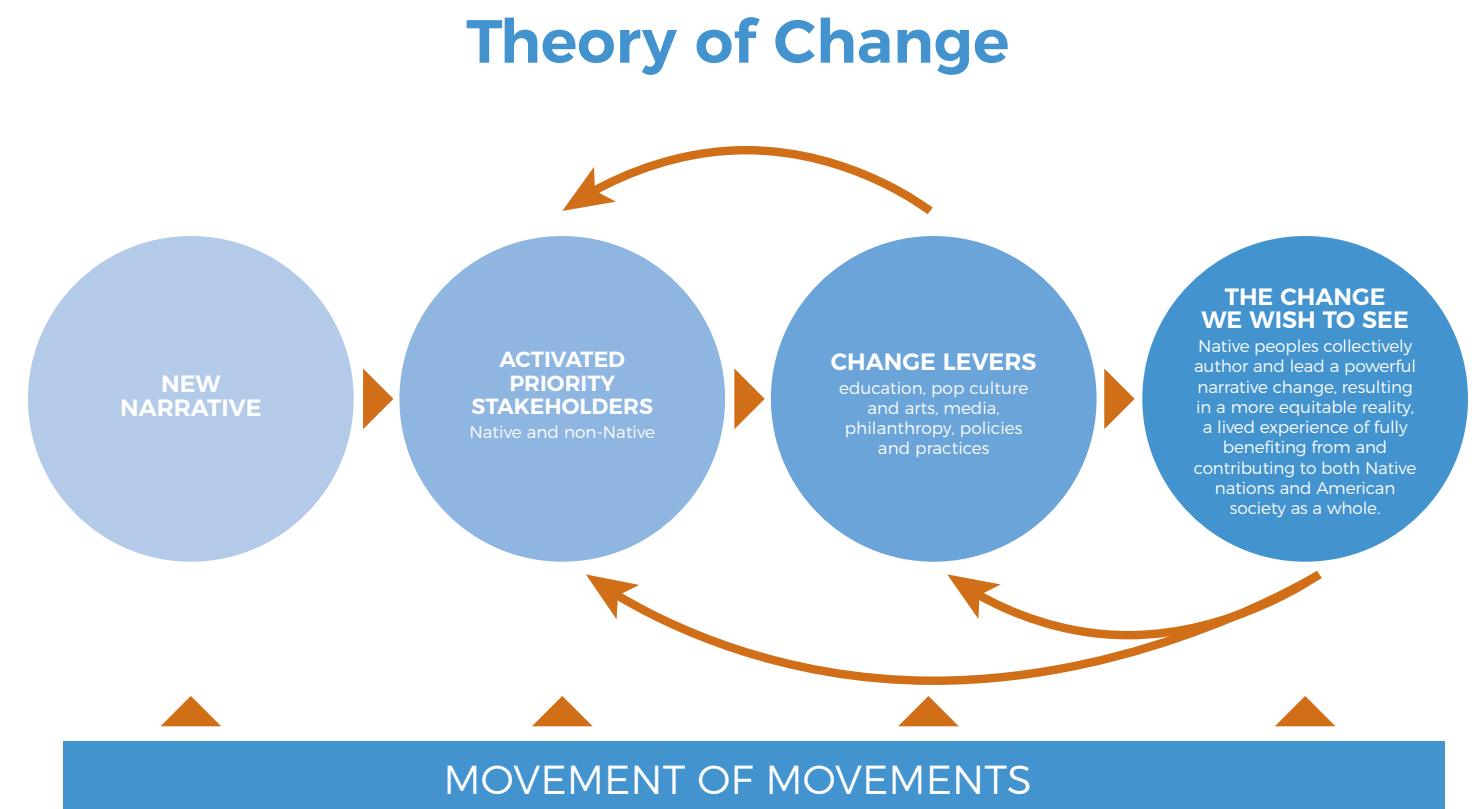
Together, these independent and aligned efforts will drive a change in public will.

What is most powerful in this theory of change is that **the more we motivate stakeholders and start driving change levers, each of those change levers further advances and reinforces the new narratives**, thus further engaging stakeholders and amplifying the narratives to additional constituencies to help advance long-term change.

Impact is increased through this generative and strengthening cycle:

- As what is taught in the classroom changes, what people learn about Native peoples and history changes, as do their perceptions.
- As policies and practices that create disparities change, the lived experiences and attitudes change.
- As awareness and attitudes change, support for changes in policies and practices increases.

And the list can go on as a self-reinforcing cycle, as shown in the following illustration.



Rev May 9, 2018

Narrative Change Strategy

In the pages that follow, a comprehensive strategy to activate the change levers described in the theory of change is presented in two parts:

- In its initial **bridge year(s)**, organizations already committed to working together on the next phase of this initiative — along with any others willing to commit to playing a core (anchor) role — will begin incorporating the narrative into their own communications, implement priority activities, continue to build trusted relationships with each other, define the support and infrastructure needs of the network and raise funds to

further design and build the network. During this year or two and beyond, these core organizations will also work together to begin raising funds to support full implementation.

- In the longer term, **beyond the bridge**, network members are fully engaged and align their work to advance the shared narratives and implement the strategy to meet the overall goals and objectives.

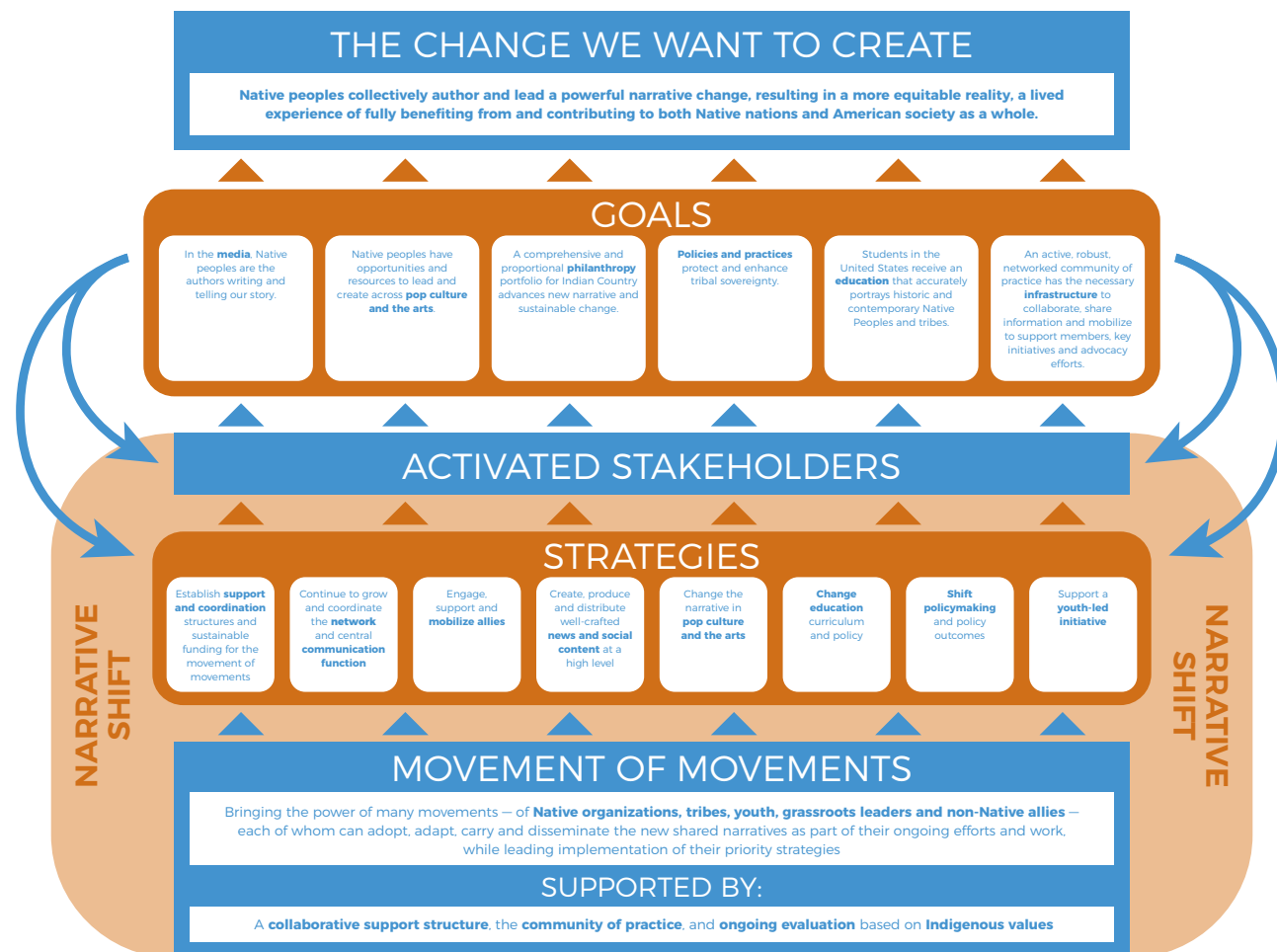
For a written overview of the following sections, see **Your Roadmap to This Strategy** on page 7.

Goals and Objectives

As discussed in the Introduction, *this narrative change strategy is not intended to be prescriptive or static. Rather, it is intended as a dynamic roadmap, a living source of guidance and inspiration for multiple efforts working to change the narrative across a variety of sectors and, ultimately, across society.*

In this section, specific objectives are defined along specific timelines, for the bridge year(s) and the years that follow. Our aim here is crystallize our best current collective insights into actionable forms. As this movement unfolds, we will undoubtedly adapt and enhance what is written here, redefining objectives and timelines as we go.

What follows is simply a place for us to begin.



Goals and Objectives Overview

AFTER THE BRIDGE YEAR(S), GOALS AND OBJECTIVES ARE DEFINED FOR EACH OF THE LEVERS IDENTIFIED IN THE THEORY OF CHANGE AND FOR THE COMMUNITY OF PRACTICE AND COLLABORATIVE SUPPORT STRUCTURE.

Media

Pop Culture and the Arts

Philanthropy

Policy and Practice

Education

Collaborative Support Structure
Support for Community of Practice

Goals and Objectives for Bridge Year(s)

In the initial one or two transitional years, build a growing, collaborative network for a movement of movements so it is collectively taking tangible steps leading to long-term changes in the narrative and the lived experience of Native peoples and nations.

OBJECTIVES

- A community of practice* begins to take shape, led by a group of anchor organizations committed to building and strengthening collaborative relationships as they collectively work on narrative change while leading and advancing their own work and priorities; by the end of the first year, the network includes a minimum of 8-10 anchor organizations willing to help coordinate and guide the collaborative work.
- Bridge funding is secured for startup of the virtual network and for supporting continued collaboration, relationship building and expansion of the community of practice.
- Network participants incorporate the new narratives when creating messages about their work and those narratives are reflected across a minimum of two levers of change.
- Guiding principles and core values of the community of practice are well defined and actively in use.
- A growing number of Native organizations, tribes, allies and individuals sign on as part of the community.

* A community of practice is a group of people who share a concern or a passion for something they do and learn how to do it better as they interact regularly.

Education

All students in the United States receive an education that accurately portrays historic and contemporary Native peoples and tribes.

1-YEAR OBJECTIVES:

- Teacher training takes place in states with Indian education legislation.
- Legislative template and toolkit is completed and distributed, leveraging Oregon, Washington and California's experience.
- Key relationships are in place with National Conference of State and National Legislators.
- Local resource people and organizations that could support/complement the content being taught through the curriculum are identified and connected with schools and teachers in four states.
- Target communities/parents are mobilized.

3-YEAR OBJECTIVES:

- National Museum of the American Indian's Native Knowledge 360° curriculum is widely distributed regionally and nationally.
- Teacher training expands.
- Target states adopt Indian education legislation; mobilization continues.

5-YEAR OBJECTIVES:

- Ten states have adopted Indian education legislation and state standards; mobilization continues.
- Native and other pre-service education majors and professors in teacher preparation programs nationwide are empowered to develop curriculum and teacher training.

10-YEAR OBJECTIVES:

- Twenty states have adopted Indian education legislation and state standards.
- National Indian education legislation is enacted by Congress.
- All teachers have access to curriculum and teacher training.
- There is a national pool of resource people and organizations that could support/complement curriculum content across the United States.
- Research shows a positive impact of improved curriculum for Native and non-Native students.
- The experience that all students have in the classroom is inclusive and engaging and values all Native students and cultures.

Media

We are the authors writing and telling our story in the media.

1-YEAR OBJECTIVES:

- The shared narrative developed under *Reclaiming Native Truth* is consistently used by Native spokespeople.
- Native spokespeople and communication staff at tribes and organizations are connected and able to collaborate.
- The country's leading media outlets reaching priority stakeholders have been informed about how best to cover issues in Indian Country.
- Content from Native news sources extends beyond Indian Country.

3-YEAR OBJECTIVES:

- Accurate, balanced coverage of Native issues increases, including reporting on positive stories and not merely on challenges.
- Social media analysis shows use of narratives by leading Native organizations and allies, which serves as a model and is beginning to shift individuals' dialogue.
- Native voices are more visible in social and digital media.

5-YEAR OBJECTIVES:

- Voice and accurate reporting in media and social media continues to expand.
- There is an increased pipeline of Native young people coming into communication, journalism and spokesperson roles.
- At least 2 percent of media stories are about Native issues based on population parity.

10-YEAR OBJECTIVES:

- Voice and accurate reporting in media and social media continues to expand.
- At least three major media outlets have senior-level Native decision-makers, gatekeepers and/or anchors.
- It is unacceptable for major news outlets not to have senior-level Native staff and reporters.
- There is a concrete shift in the general public perception on the priority issues identified in the narrative.

Pop Culture & Arts

Pop culture and the arts accurately and authentically portrays Native peoples and perspectives.

1-YEAR OBJECTIVES:

- Native artists have greater visibility.
- Guidelines for pop culture, museums and other channels exist and are being used.
- Cultural influencers are organized to advocate for Native projects and secure creative control on in-process projects.
- Strategic partnerships are in place with allies to influence decision-making, and content and promote hiring and inclusion of Natives artists, writers, etc.

3-YEAR OBJECTIVES:

- Native peoples have increased access to tell stories and shape representations within TV, film, multimedia entertainment and pop culture.
- A Native actor, playing an authentic character, has a lead role on major TV show.
- Native digital series and films receive recognition and have a wide public following on Netflix, Amazon, Hulu, etc.
- At least one \$1 million Native-written and -directed movie is produced and distributed.
- Major sellers of racist, appropriated merchandise stop selling or are restricted.
- Native artists have greater access to capital, including a new Native media fund, which is established with support from tribes, foundations, corporations and individuals.

5-YEAR OBJECTIVES:

- At least one major new museum exhibition is launched based on recommendations of *Reclaiming Native Truth*.
- Key influencers value Native voices, talent and leadership, recognize that representations of Native people and should be created by Native people; consider Native artists for all roles.
- Infrastructure is in place for financing for Native projects; investments are being made.
- Native TV actors win a major industry award.
- A \$5 million Native-written and -directed movie is funded and distributed.
- Institutional policy changes in major pop culture organizations require inclusion, accurate portrayal and space for Native voices.
- Costume manufacturers stop making racist costumes.
- There is a Native film, TV and radio department at a major college/university.

10-YEAR OBJECTIVES:

- There are no more Indian mascots.
- Native pop culture institutions thrive.
- A \$10 million Native-written and -directed movie is funded and distributed.
- There are Native people in major decision-making and creative roles across Hollywood and pop culture.
- Native filmmakers win an Academy Award.

Philanthropy

A comprehensive and proportional portfolio has been created for Indian Country from foundations, corporations, tribes and individuals and advances new narratives, social impact and sustainable change.

1-YEAR OBJECTIVES:

- A minimum of three major foundations (as defined by the Foundation Center's FC1000 list, which is the 1,000 largest U.S. foundations, measured by total dollars awarded) commit to increasing Native staff, leadership and board members, adopting policies to promote racial equity and inclusion of Native peoples and increasing grant making to Native communities

3-YEAR OBJECTIVES:

- There are more and bigger investments in Native American issues/organizations and giving to Native-led organizations increases from .25 percent to 1 percent of total giving.
- The number of Native American program officers doubles, from 36 to 72.
- A minimum of 10 to 15 major foundations (defined by whether they are on the Foundation Center's FC1000 list) commit to increasing Native staff, leadership and board members; adopting policies to promote racial equity and inclusion of Native peoples; and increasing grant making to Native communities.
- Philanthropic dollars given to Native organizations no longer come from a concentrated handful of large foundations, but are spread out more evenly across many foundations AND overall giving is maintained at the same level.
- Concentration of grants no longer serves a small list of museums, universities and specific Native-serving nonprofits and instead grants are given to a more diverse group of Native-led (and/or Native-governed) organizations.

5-YEAR OBJECTIVES:

- Subject matter endowments and funding are available.
- Philanthropy (private, family, community and corporate foundations) funds Indian Country principles (not their own).
- Foundations no longer see Indians as "just another minority."
- Giving to Native-led organizations increases (from ~1 percent to ~2 percent of total giving).
- Philanthropy recognizes that working toward their mission entails funding Native organizations and issues because they are doing substantial and innovative work that aligns with foundation grant-making priorities.

10-YEAR OBJECTIVES:

- Philanthropy and giving (from individual donors as well as corporate, community, family and other private foundations) is proportionate to the national Native American population (i.e., giving to Native-led organizations increases to at least 2 percent of all charitable donations).
- Foundation policies change in relation to:
 - Hiring practices.
 - Program areas funded.
 - Funding priorities.
- Community cultural competency and use of Indigenous knowledge increases at foundations and other philanthropic organizations.



Policy and Practice

Tribal sovereignty is protected and enhanced.

1-YEAR OBJECTIVES:

- Decision-makers in local, state and federal government are briefed on a prioritized set of issues important to tribes and Indian Country.
- A tribal super political action committee (PAC) forms.

3-YEAR OBJECTIVES:

- Native peoples are represented in a minimum of five key independent commissions, task forces or other politically appointed positions.
- Tribal political giving increases (eventually on par or higher than with non-tribal giving).
- Two Native people are elected to Congress (5 percent); number of Native congressional staffers increases.

5-YEAR OBJECTIVES:

- Four to five Native people are elected to Congress (1 percent state legislators).

10-YEAR-OBJECTIVES:

- Eight Native people are elected to Congress.
- Four Native people are appointed as federal judges.
- Increased power within Indian Country is creating long-term policy and political change.
- Federal courts, including the U.S. Supreme Court, uphold and affirm tribal sovereignty in matters related to tribal jurisdiction and self-governance.

ULTIMATE OUTCOMES:

- Tribal governments are recognized and respected as sovereign nations.
- American power structure is transformed/decolonized in part through Native representation and decision-making.
- Congress passes legislation informed by tribes (e.g. Indigenous language and cultural policy; mascot policy; protection of land, water and water reserves; monuments).
- Private sector policies are informed by tribes (e.g. university policies).
- Traditional forms of tribal justice are recognized/perpetuated.
- Administration/Agency policy or legislation at federal and state levels contain tribal impact statements requiring the proposer of the change to forecast any potential impacts the policy change may have on tribal governments.

Collaborative Support Structure for Community of Practice

An active, robust, networked community of practice continues to take shape, supported by a growing infrastructure.

1-YEAR OBJECTIVES:

- Led by a group of anchor organizations, the community of practice continues to build its capacity to collaborate, share information, and mobilize to support members, key initiatives and advocacy efforts.
- Evaluation practice is in place and actively guiding collective work and collaboration.

3-YEAR OBJECTIVES:

- There is a robust set of training resources constantly improved by the network (train the trainer and grassroots training).
- Gaps are mapped and there exist shared capacities with member of the network.
- As a learning network, there is a full evaluation of operations and impact to inform recalibration and adaptation; learnings from strategies being simultaneously implemented are analyzed and shared; target objectives are monitored and met, and accomplishments are shared with participants in the virtual network.
- Support infrastructure has established a governance structure to facilitate collaboration and appropriate deliberation and decision making processes for major initiative wide resources and strategy adjustments.

A close-up photograph of a pregnant woman's hands holding a pair of small, colorful baby shoes against her belly. The shoes are white with blue laces and a colorful pattern of red, purple, and white on the side. The woman is wearing a white ribbed top. The background is dark, and the overall mood is tender and expectant.

Priority Stakeholders

This section discusses groups of people we believe will be key to advancing this strategy: members of our movement of movements, members of the general public and people who can move particular levers of change.

Like goal definition, prioritization of stakeholder groups is an ongoing process. As stakeholder groups are engaged, new groups move into “readiness,” goals are accomplished, new strategies and tactics are adapted or developed and political and cultural shifts occur, the community of practice will need to reevaluate who should be engaged and how. Ideally, such an assessment and mapping of priority stakeholders will occur at least annually.

Priority Stakeholders Overview

THIS SECTION IS BASED ON STAKEHOLDER MAPPING, AUDIENCE DATA AND SEGMENTATION AND INSIGHTS FROM INITIAL RESEARCH AND NARRATIVE TESTING. THE THREE BROAD GROUPINGS WE DISCUSS HAVE BEEN PRIORITIZED FOR THEIR READINESS TO ACT AND THEIR ABILITY TO CREATE THE CHANGE WE SEEK.

Movement of Movement Stakeholders

General Public Stakeholders

Stakeholders Who Can Move Levers

Core (anchor) organizations in the community of practice will engage with working groups within the community who are focused on specific sectors to identify specific individuals and organizations within each stakeholder group and determine and map points of contact for building relationships and leading communication and engagement activities. This will help ensure that members of the community are working as much as possible as an informed, collaborative and coordinated body. The stakeholder groups are:

- **Movement of movements stakeholders:** Organizations and leaders we hope will become active members of the community of practice.
- **General public stakeholders:** Members of the general public — segmented according to their level of interest, support and readiness to act — who need to be reached and engaged with the new narrative.
- **Stakeholders who can move levers:** Decision-makers with the interest, ability, influence and access to make decisions or take specific actions that will advance the strategy and move the levers of change.

Movement of Movements Stakeholders

Even before the virtual network is developed, core/anchor organizations will continue to come together to strategically build the community of practice by engaging and inviting other people and groups to join. The strategy for this is described beginning on page 61. Priority groups to engage, if they are not already in the initial community of practice, are defined below. As they join the community and begin to adopt and advance the new narrative, they will create a “snowball effect” as they model the new narrative and bring others to contribute to the movement of movements.

The order of priority of the groups listed below will vary depending on who is in the initial community of practice and what gaps remain to fill.

Indian Country movement of movements stakeholders	Ally movement of movements stakeholders
Tribes and tribal leaders	National, regional and local advocacy and grassroots organizations focused on equity and inclusion, human rights and social justice
Spokespeople and communication professionals within Native organizations, institutions and tribes	Civil rights organizations and movements and those representing the needs of underrepresented populations and communities of color
National, regional and local advocacy and grassroots organizations and leaders	Organizations working to end disparities in education, health, income and other issues affecting Native peoples
National, regional and local service organizations and leaders	Social impact communication networks, organizations and academic centers
Tribal schools and universities	National, regional and local foundations active in Indian Country
Native professional associations	
Spiritual leaders	
Networks and coalitions	
Artists and storytellers	
Social media influencers	
Youth-serving organizations	
Native leaders in government, business, civil rights, media and entertainment and other fields	



General Public Stakeholders

The research provides significant new insights on who is ready to be engaged now to support Native issues, who is moveable for future action and who is in opposition. The tables below identify these general population subgroups across three categories, listed in order of priority engagement:

- 1. Ready to go:** These groups are supportive of most Native issues, interested in Native culture, curious to learn more and ready to share the narrative. They may still hold misperceptions based on the current narrative, but they are eager for new information. With just a few facts, they are ready to engage. They are our base and our potential activists and allies.
- 2. Moveable:** These groups start with a lower level of support for Native issues, but hearing the narrative increases their level of interest and support. These are audiences to reach, educate and cultivate now so they begin to reject the false narrative and adopt the new one and so they are positioned to become allies in the future.

3. Harder to move: These groups begin with a lower level of support for Native issues, and their support increases less than other groups upon hearing the narrative. That said, they are still influenced by the narrative; they believe the messages and their support does increase. They are not implacably opposed.

These general public stakeholders will be reached by the ongoing activities and communication of the community of practice and by the stakeholders activated within each strategy. They also will be engaged directly through strategies such as news and social media outreach, with media outlets, messengers and messages identified, prioritized and customized to reach these stakeholder groups.

Start here: Ready to go	Next up: Moveable	Future: Harder to move
People of color, particularly Hispanics (including those who are more conservative) and African Americans Democrats Liberals People in the Northeastern United States. People who know a Native American personally People who believe they have Native American ancestry* Young, college-educated people Young/millennial women (among the strongest supporters of a mascot ban) <i>And organizations, influencers and media reaching the above groups</i>	Asian Americans Younger, white, non-college-educated men (supportive or moveable on most issues, tougher on mascot issue) Liberal/moderate Republicans People living in the mountain states People living in the Deep South (especially African Americans) Young men Dads Young African Americans <i>And organizations, influencers and media reaching the above groups</i>	Whites living in Indian Country Seniors Older men without college education Conservatives Republicans <i>And organizations, influencers and media reaching the above groups</i>

* In the narrative testing survey, 36 percent of respondents say they have Native American ancestry. Half of those people are Hispanic; nearly half live in Indian Country. Although not all these ancestry claims are likely accurate, the feeling of connection with Native communities and issues positively influences their level of support and potential as allies.

Stakeholders Who Can Move Levers

Based on the levers for change and priority strategies, specific stakeholders who will be essential to advancing each strategy were identified and prioritized. Timeframes for engagement will vary as strategies evolve. The map below should be revisited at least annually.

Strategy	Priority 1 (Indian Country and allies)	Priority 2 (Early adopters: high influence, high interest)	Priority 3 (Movable: high influence, lower interest)
Education (see goals page 14)	<ul style="list-style-type: none"> Native education associations Tribal education departments State Indian education offices Native cultural experts Native academics and teachers Native museums Native parents Native youth 	<ul style="list-style-type: none"> Education and teachers associations State and local boards of education and leadership Colleges of education Teachers unions State legislators 	<ul style="list-style-type: none"> Textbook industry Curriculum developers
Media (see goals, page 15)	<ul style="list-style-type: none"> Native reporters, editors, producers Social media influencers Media (including organizational communication channels) covering Native issues Tribal journalism schools Media covering social justice 	<ul style="list-style-type: none"> Progressive media outlets Media covering Native issues Professional journalists associations Journalism schools at major universities Human resources and professional development departments at media outlets 	<ul style="list-style-type: none"> Mainstream media covering issues that impact Native peoples

Strategy	Priority 1 (Indian Country and allies)	Priority 2 (Early adopters: high influence, high interest)	Priority 3 (Movable: high influence, lower interest)
Pop culture (see goals, page 16)	<ul style="list-style-type: none"> Native and ally artists Native and ally sports figures and owners Organizations advocating for equity and diversity in entertainment Professional development and fellowship programs for Native artists Production companies working with Native artists 	<ul style="list-style-type: none"> Influential and innovative production companies Digital production companies constantly developing new content Foundations and institutes that fund innovative content Social impact investors Recruitment, diversity and inclusion groups in Hollywood 	<ul style="list-style-type: none"> Industry media Entertainment investment firms and financiers Industry professional associations and unions
Philanthropy (see goals page 17)	<ul style="list-style-type: none"> Organizations already funding in Indian Country Program officers working on social justice, human rights and equity 	<ul style="list-style-type: none"> Philanthropy media Organizations funding issues that impact Indian Country but not yet funding in Indian Country 	
Policy and practice (see goals page 18)	<ul style="list-style-type: none"> Native elected officials Native legislative caucus Intertribal organizations Civil rights advocates 	<ul style="list-style-type: none"> Federal judges and clerks Candidate school Law schools Members of Congress 	<ul style="list-style-type: none"> Political research firms Political think tanks



Narrative Framework

Narrative is the broadly accepted and used overarching frame by which ideas, norms, issues and expectations are reinforced in society. It is far more than a set of messages or a slogan; rather, narrative is shaped and informed by many messages – delivered in many ways, by many voices.

A narrative is created by stories passed along between family and friends, by the news media, by what is taught in schools, by how policy decisions are made and much more. Narrative is also advanced and changed through the stories, histories, and messages passed along through theater and performing arts, visual arts, poetry and literature, film and music. Repeated over and over, through diverse platforms and channels, narrative becomes the story people accept without question. Often narrative reinforces the status quo and perpetuates systems, structures and norms.

Shifting the narrative is a powerful contributor to social change. It both advances specific attitudinal, behavioral, practice and policy changes and drives deeper systemic and cultural change.

Narrative Change Overview

THE NEW NARRATIVE IS GROUNDED IN THE RESEARCH DONE OVER THE PAST YEAR AND SHAPED BY NATIVE ARTISTS AND STORYTELLERS. IN A NATIONAL SURVEY OF 2,000 PEOPLE, 81 PERCENT AGREE WITH THE NARRATIVE AND 65 PERCENT SAY THEY ARE WILLING TO SHARE IT WITH OTHERS.

[The Framework for the New Narrative](#)

[Method for Using the Narratives Model](#)

[Language for the New Narrative: Summary](#)

[Detailed Narrative Themes for Native Organizations](#)

[Detailed Narrative Themes for Allies](#)

Reading the narrative significantly increased people's understanding of the amount of discrimination Native Americans face and increased support for Native issues. This is true across the country, in all demographics and across political ideologies. This narrative works.

The following pages lay out the new narrative and how to use it, including:

- The framework: how the narrative is built around four themes that must be present in every communication in order to shift the overall narrative
- Language for the new narrative, which may be used directly or may be adapted by people and organizations to address specific issues

Narrative and Message Guides

For additional insights and guidance on using the narratives, customizing them to carry specific issues and exploring sample messages built on the narrative framework, please refer to the [Changing the Narrative About Native Americans: A Guide for Allies](#) and [Changing the Narrative About Native Americans: A Guide for Native Peoples and Organizations](#), available at reclaimingnativetruth.com.

Photo from Narrative Change Retreat,
February 2018

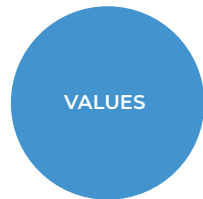


The Framework for the New Narrative

The narrative framework illustrated on the following pages is the foundation or “recipe” for all communication intended to advance the new narrative.

It is highly flexible. It enables Native peoples and non-Native allies to communicate about specific issues, histories, stories and opportunities in their unique way — while at the same time echoing, modeling and reinforcing a common, overarching narrative.

This framework can carry any issue by mixing specific messages, facts and stories into the overall recipe. **The core idea is that all communication about Native issues must employ four themes:**



Native values of family, connection to the land and respect for culture and tradition are understood and highly respected by non-Native Americans. Linking to these values creates a connection and builds understanding. Illustrating how these values are present today helps prevent a slip into historic, romanticized ideas of Native cultures.



Research shows that most non-Native people do not fully understand the true histories of Native Americans and nations, are open to learning and feel frustrated when they realize that what they were taught in school was false or incomplete. Weaving in facts — not too many, but a few to get the conversation started — about Native Americans’ histories makes people more receptive to hearing more and more willing to act on many issues of importance to Native Americans.



History must be directly linked to contemporary life. This shows two things: 1) that Native Americans’ cultures and contributions are vital parts of modern life and 2) that injustices continue today. Because many non-Native Americans don’t know (or don’t realize they know) any Native Americans, highlighting Native peoples’ involvement in every aspect of modern life helps people to move past the systemic erasure and stereotypes and to see what is true today.



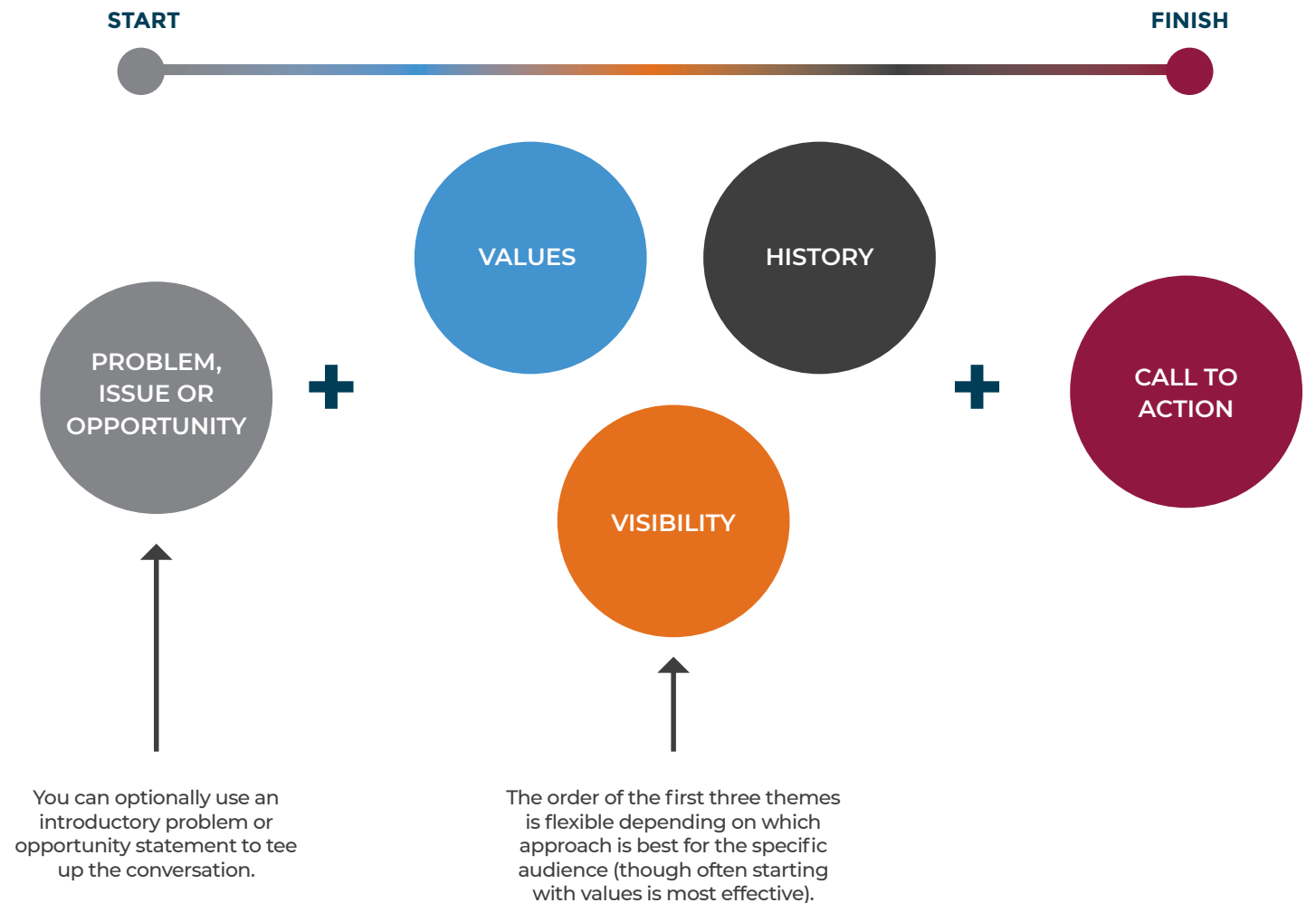
The other essential piece of the narrative is a strong call to action or request for people to do something. It will vary depending on the audience and the issue, but it should be clear, specific and inviting.

The order of the first three themes is flexible depending on what is the best approach for that audience.

There is also the option to use an introductory problem or opportunity theme as appropriate to tee up the conversation.

When all four themes are used, we amplify the points that were shown to be most resonant and influential in the research and are more apt to motivate people to respond to our call to action by supporting Native peoples and issues.

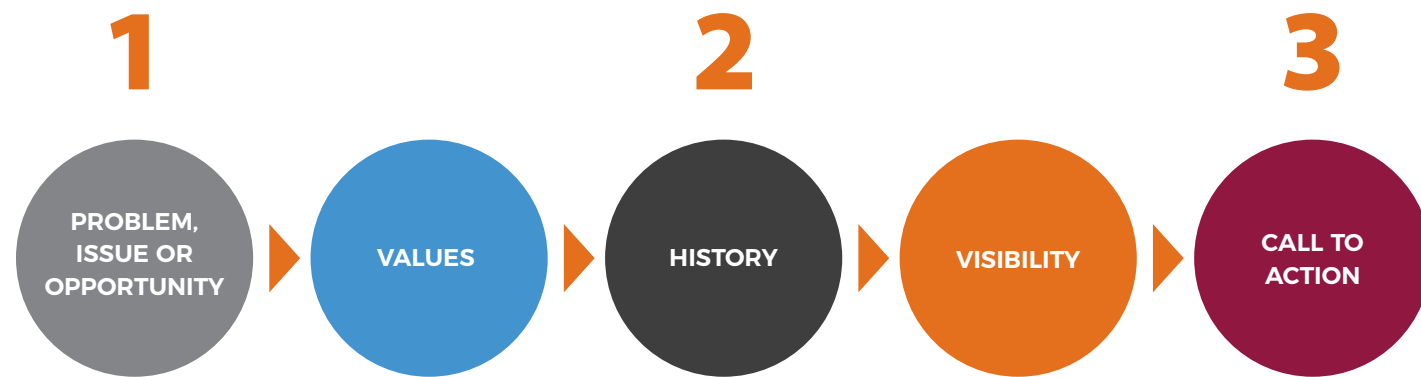
This model should be used consistently in all communication and across all the levers of change described in this strategy. When this happens, the many stakeholders, organizations and efforts within this movement of movements can reclaim and shift the dominant narrative — and therefore the overarching cultural understanding, assumptions and attitudes — about Native peoples.



Method for Using the Narratives Model

Define your issue (e.g., accurate curriculum, mascots, pop culture) and audience.

1. For this particular issue and audience, determine whether to start with a statement of your issue to tee up the conversation, or start with the overall narrative to set the general tone first.
2. Determine the most effective order for the narrative themes and develop a message(s) specific to your issue under each theme, based on what makes your argument most compelling.
3. End with a solution or call to action if appropriate.



Language for the New Narrative: Summary

The paragraph below, color coded to show how all the themes are included, is a short summary of the new narrative. It represents the commonly held understanding and assumption people across the United States will hold about Native Americans after the movement of movements successfully shifts the narrative. A longer, more detailed version is shown on the next two slides, including a version for allies and a version for Native peoples and organizations.

This language may be used as-is, or may be used as a model for creating statements about Native issues. Ask this question when creating messages, materials, scripts, etc.: “Is what I am developing reinforcing the narrative? When people walk away from the experience I am creating, will they have this story in mind?”

- Values in blue
- History in charcoal
- Visibility in orange
- Call to action in red

■ The history of Native Americans is one of great strength and revitalization.

■ It is a story built around values that have shaped Native cultures and U.S. society: respect for family and elders; shared responsibility to care for the land; and an obligation to do right by the next generation.

■ It is a story of resilience through great pain and injustice, from broken treaties and loss of land and language in the past to

■ derogatory sports mascots and biased history taught in schools today. Across more than 600 sovereign Native nations and in every profession and segment of society, Native Americans carry the cultural knowledge and wisdom that sustains Native nations and helps build a stronger future for all.

■ Let’s find our commonalities, celebrate our differences and creatively work together for our shared future and the futures of the next generations.

Detailed Narrative Themes for Native Peoples and Organizations

Values theme

Native values anchor Native cultures and have defined U.S. society. We live our values by building multigenerational relationships based on respect, reciprocity and responsibility. We listen to, learn from and serve our families, the land, the water, Native nations and all our circles of friends and allies. We offer thousands of years of accumulated knowledge and share our strengths and struggles in order to build a stronger and more resilient future for all.

History theme

Our history is our strength and our strength is our history. We honor our nations and ancestors who have shaped our commitments, root us to place and enable our future. Our shared story is our strength, a living and evolving history of resistance, resilience and cultural revitalization in every tribal nation and every Indigenous person. Our story is embodied in our land, arts, sciences, philosophies, literature, foods, political structures, justice systems, cultures and all the other gifts we have contributed to the United States and many other nations. We demonstrate this strength and generosity despite enduring theft of our lands and languages, having our children wrenched from our homes and nations and being forced to assimilate. We have survived genocide and we remain strong despite our continued mourning for the far too many who did not survive and despite countless broken promises and forced removals. Continued injustices are visible in distortions taught in schools

as history, misunderstanding of tribal sovereignty and disrespect for our humanity and cultures in demeaning stereotypes and appropriations. In our resiliency, we see our character as Native peoples.

Visibility theme

As one of the youngest and fastest-growing populations in the country, our youth are carrying forth the next generation of our work, life and culture. Too often, though, we remain invisible to most people in the United States. The truth is that we are resilient, strong and vibrant contributors to our families, Native nations, every profession and communities across the United States. We build on more than 500 years of resiliency to grow stronger each day. In our actions, the world sees we have historical longevity and an endless future.

Call-to-action theme

Native Americans' wisdom, values, historical experiences and creative resilience are greatly needed in the world. We are working together and with our allies to develop collective solutions that respect Native nations and care for our lands and waters, our urban and rural communities, our country and our planet.

Let's find commonalities, celebrate our differences and work together for our shared future and the futures of the coming generations.

Detailed Narrative Themes for Allies

Values theme

Our world needs more of the values and traditional knowledge that anchor Native American cultures: deep respect for family and elders; shared responsibility to care for the land and community; and knowledge that all actions affect future generations. These values keep Native American tribes and cultures strong today and are helping to build a stronger and more resilient future for all.

History theme

The history of Native Americans is our shared history and a vital part of American history and we can learn from it together. It is a living and evolving story of resistance, resilience, economic strength and cultural revitalization visible in tribal nations and in all Indigenous peoples. Native Americans' contributions to the land, arts, sciences, literature, foods, political structures, judicial systems, cultures and philosophies are foundational to our country's strength and power. This story also is a painful history of wrongdoing and loss: languages driven underground or to extinction, children stolen from their homes and punished for not assimilating, whole Native nations forced to move from their homelands and thousands of treaty promises broken by Congress and the U.S. justice system. Injustices persist in laws created to oppress, inaccurate histories taught in schools, demeaning personifications of Native Americans in sports and advertising and cultural appropriations.

Visibility theme

As one of the youngest and fastest-growing populations in the country, Native Americans bring rich history and cultural wisdom into U.S. society. Within families, across more than 600 sovereign Native nations and in our shared neighborhoods, schools and communities, Native Americans are teachers, doctors, lawyers, artists, writers, scientists, politicians and more. Native Americans are rejuvenating language and culture, advancing laws and justice and contributing to every aspect of society. In movements like Standing Rock, Native Americans — especially young people — are leading and building on thousands of years of accumulated knowledge to address some of our country's most important current issues.

Call-to-action theme

Native Americans' wisdom, values, historical experiences and creative resilience are greatly needed to sustain Native nations and to care for our lands and waters, our urban and rural communities, our country and our planet.

Let's work together to find commonalities, celebrate our differences and work together for our shared future and the futures of the next generations.

Hannah Wensman, *Shawnee/Creek*
Photograph by Thomas Ryan RedCorn

Strategies and Tactics

As already noted, this narrative change strategy is intended to be a dynamic, living source of guidance and inspiration. This is important to keep in mind, as this section on Strategies and Tactics is even more detailed than the prior section on Goals and Objectives.

In reading and using this section, we need to remind ourselves that this is simply a starting place: our best current thinking crystallized into actionable form. It is fully intended that working groups and others engaged in narrative change will adapt and add to the strategies, tactics and timelines detailed in the pages that follow.

Strategies and Tactics for Bridge Year(s) Overview

IN THE TRANSITIONAL YEAR OR TWO, THERE ARE FOUR OVERARCHING STRATEGIES, EACH WITH SUPPORTING TACTICS AND ACTIONS STEPS. THE STRATEGIES, DETAILED IN THE FOLLOWING PAGES, ARE:

Strategy A

Establish a collaborative support community that will build relationships of trust while collaborating on the design and building of the network.

Strategy B

Build a cohesive, integrated, visible presence for the initiative, building on the momentum of the past year and setting up relationships and a base to build on in future years.

Strategy C

Disseminate research, a tested narrative and messages through multiple platforms that drive people to take action.

Strategy D

Initiate limited, coordinated/collective field building and advocacy efforts across key levers for narrative change.



Danielle Cass, Osage
Photograph by Thomas Ryan RedCorn

Strategy A

Establish a collaborative support community that will build relationships of trust while collaborating on the design and building of the network.

1. Collaborative Relationships and Culture: Begin with a set of anchor organizations that agree to collaboratively define the community of practice.

- Draft core values and guiding principles.
- Define support and coordination needs.
- Begin to support each other on initiatives.

2. Funding: Immediately develop and begin to implement a comprehensive resource development strategy, using current funders to open doors and make introductions.

- Create a prospect list. Each prospect has a clear pathway, a cultivation and solicitation lead and possibly another funder with a strong relationship to that prospect.
- Package year one and two strategies into attractive opportunities for funders.
- Conduct outreach.
- Secure bridge funding for two years while presenting a long-term vision for change.

3. Structure: Design the virtual network that serves as a community of practice, with a strong feedback loop that allows for continuous learning and improvement.

- Approach a tech company such as Google to provide in-kind services designing a virtual network to connect members, house narrative change tools, facilitate working groups and provide central coordination and support (see Appendix 1 for design and structure recommendations).
- Define levels of participation in the network,

expectations and benefits (engagement in the network is free and tools are open source). See community of practice section in page 61 for starting points.

- Build a first phase of the community of practice.
 - Draft principles of engagement
 - Draft a simple agreement for opting in to network (Receive: access tools, access research, receive alerts and ready to share communications. Give: share communications through their own channels; collaborate on shared objectives; share a resource/skill with another member who might need it).
 - Develop a prospect list of potential network participants organized by phases (concentric circles)
 - Groups engaged in Phase One of *Reclaiming Native Truth* (Secure initial five to eight anchor organizations; ensure that at least two tribes are in the first phase as well as a couple of key influencers.)
 - Stakeholder convening attendees
 - Others within the circles of existing network organizations
 - Others who come to the network on their own
 - Conduct outreach to secure core organizations (act as “kitchen cabinet” advisors)
 - Train core organizations to recruit new participants into one of two levels
- Assess and refine for year two and beyond.

Strategy B

Build a cohesive, integrated, visible presence for the initiative, building on the momentum of the past year and setting up relationships and a base to build on in future years.

1. Design a new name and brand for the new phase, including clarifying core values and building on established look and feel but making it noticeably different.

- Brand platform: values (starting point for consideration: authenticity, generosity/reciprocity, courage, accountability, transparency); unique value (what this initiative does that is unique that no one else does so others will see its value); voice (the character of all communications and the experience people have when they come in contact with the initiative).
- Brand messages based on the new narrative
- Possible new name and tagline
- Refreshed logo and visual identity
- Values-based organizing principles
- Ensure all aspects of the brand are informed by the formative research and will have relevance for Native and non-Native stakeholders.

2. Apply brand to basic tools to support initial network-building outreach and engagement (organizations can choose to identify only with this brand, co-brand with their brand and the initiative’s or use tools as their own). These tools will include the following:

- **Website**, built in phases, that is capable and powerful enough to be a robust portal for tools, research and information, as well as host and manage a virtual community of practice, with password protection for certain content only accessible to network participants
- **PowerPoint** presentation deck
- **One-pager describing the network**, how it works together based on values and sacred organizing principles; benefits to members and expectations at each of the two levels: core and participating; the

value of the network as a responsive community advancing each other’s missions and goals and driving overall narrative change

- **Talking points** for presentations and network recruitment meetings
 - **Brief visual overview** of the initiative goals, strategies and major activities for years one to two where people can take action (and who is leading each component so others can engage/network/support each other)
 - **Network recruitment packet** (with benefits and expectations)
 - **Training tools** to prepare core network members to go out and present the network and its benefits
 - **Video** of research and plan moving forward (developed in Phase One)
 - **Set of ‘teaser tools’** that are social media shareable
 - **Core collateral materials** (e.g., electronic template, letterhead, business cards)
- ### 3. Build the capacity of network participants to leverage communication as a shared tool to advance narrative change and build support for key initiatives and policies.
- Disseminate and provide training/support to use messaging guides for Indian Country and allies.
 - Gather and/or create and share, through the network, content that network members can use to help shift the narrative with key stakeholders (e.g., advocacy strategies, tools, lessons learned and best practices).

Strategy C

Disseminate research, tested narrative and messages through multiple platforms that drive people to take action.

1. Website

- Develop content on the new Phase Two website to demonstrate the new narrative and engage visitors to join the network and take action (based on action items listed on the website homepage).

2. Media

- Identify media outlets/reporters/editors, communication initiatives and other high-value outreach channels accessed by network participants, members and allies (their newsletters, journals, websites, columns, etc.) and offer tips/guidelines on covering Native issues as well as content and/or collaboration on content development that demonstrates the new narrative (including new tools, research excerpts and activities from the working groups).
- Build an expert spokesperson list, on the virtual network site, of Native and ally spokespeople available to comment on key issues (initially for network use; eventually may be shared with news media).

3. Social Media

- Build a presence for the Phase Two initiative on key social channels (Facebook, Twitter, Instagram, SnapChat and LinkedIn to start) used by priority decision-makers and key influencers.
- Provide a consistent flow of content in alignment with the narrative: Follow and engage with key stakeholders' and allies' social profiles; share and comment on relevant media stories; promote key content (stories, research, events) that advances the narrative; share and amplify network members' social media activity; and promote key research and activities from the working groups.

4. Conferences and Key Venues

- Place speakers: Research and select the top two to three conferences, convenings, gatherings and symposia for 2019 — focusing on reaching both Native audiences for collaboration and training and non-Native/ally audiences for engagement, education and narrative shift; map pathways to be able to place speakers, panelists, informational workshops and/or to get existing speakers to utilize research content that advances the new narrative frame and messages; conduct outreach, engagement and collaboration to secure opportunities and drive people to connect with the network; prepare speakers and develop presentations and materials.
- Leverage the opportunity and advance other tactics (e.g., set a meeting with a key influencer who may be in attendance, work with media who will likely cover the event, make best use of social media, generate content for storytelling.)

5. Listserves (customized by working groups/interests)

- As a group becomes interested and formulates its purpose and working agreements, develop an issue-specific listserve to connect them and support their work (e.g., link Native communication staff at tribes, organizations, companies, etc. to collaborate, network, share learnings and coordinate efforts, potentially in partnership with Native American Journalists Association. Build a listserve for the emerging pop culture working group). All participants will also be invited to opt in to the general listserve (n=2000 as of April 2018).

Strategy D

Initiate limited, coordinated/collective field building and advocacy efforts across key levers for narrative change.

1. Activate and engage the network.

- Initiate a rapid response team. Members of the network who are policy and communications savvy agree to serve on this team, which monitors and quickly evaluates opportunities to respond to news cycle and key events/issues by disseminating coordinated messages to network members and via their own media, social media and network activation. The team will confer with subject matter experts connected to the network as needed, coordinated by core (anchor) organizations. Protocols for decision-making should be developed at the formation of the team.
- Identify and prepare for, as possible, the “next Standing Rock(s),” the opportunity to galvanize the larger public around a Native issue and illuminate the components of the narrative. Plan the approach with the network, prepare shared messages following the narrative, engage the rapid response team to identify and prepare spokespeople, provide counsel to participating groups and coordinate collaborative action. Use the virtual network and website as command central for communication activities and news updates.

- Proactively tell stories using the new narrative. Provide ready-to-use content (social, web/blog/newsletter, media pitches, etc.) for network members and allies to facilitate application of the new narrative frame, reach and engage with their existing followers, etc.
- Provide working group support as natural groups begin to come together (e.g., activate related listserves to engage select network participants).

2. Respond to opportunities to implement the broader plan as new funding arises.

Full Initiative Strategies and Tactics Overview

BEYOND THE BRIDGE YEAR(S), THE INITIATIVE WILL ADVANCE THE LEVERS OF CHANGE THROUGH EIGHT COORDINATED STRATEGIES, EACH WITH TACTICS AND ACTION STEPS THAT ADVANCE A MOVEMENT OF MOVEMENTS.

THE STRATEGIES, DETAILED ON THE FOLLOWING PAGES, ARE:

Strategy A

Continue to grow and coordinate the network and central communication function.

Strategy B

Engage, support and mobilize allies on our own terms, in language that advances Indigenous power, sovereignty and equity.

Strategy C

Create, produce and distribute well-crafted news and social content at a high level.

Strategy D

Change the narrative in pop culture and the arts.

Strategy E

Change education curriculum and policy.

Strategy F

Shift policymaking and policy outcomes.

Strategy G

Use current efforts and success in establishing Indigenous People's Day as a tangible platform for Native youth to lead transformative change work in their communities.

Strategy H

Continue to communicate with philanthropic communities (individual donors as well as corporate, community, family and other private foundations) to educate and advocate for a greater understanding of, respect for and investment in Native-led organizations and causes.



Kawennáhere Devry Jacobs/Mohawk
Photograph by Thomas Ryan RedCorn

Strategy A

Continue to grow and coordinate the network and central communication function.

- 1. Continue to recruit and engage new members according to the strategy refined at the end of years one/two (length depends on bridge funding).**
 - Identify gaps in membership (e.g. geography, types of organizations, etc.). Identify potential network participants to fill gaps and continue strengthening the network.
 - Work with core organizations to identify pathways and leads for outreach; conduct outreach to secure new members at the two levels.
- 2. Assess suite of communication tools developed in year one, augment/update as needed.**
 - Prioritize website maintenance and continual updates to keep content fresh, update key resources (message guide, success stories, etc.) and position the site as a core resource.
- 3. Continue building capacity and offering narrative training and technical assistance support to network members.**
 - Expand training/support to use messaging guides for Indian Country and non-Native allies.
 - Gather and/or create and share, through the network, content that network members can use to help shift the narrative with key stakeholders (e.g., advocacy strategies, tools, lessons learned and best practices).
- Create a database of other Native training and capacity-building resources, connect network members to opportunities as needed (e.g. Native Organizers Alliance for organizing training).
- 4. Continue to implement resource development strategy and raise funds.**
 - Continue implementing funding strategy (cultivation, outreach, other sources of funding).
- 5. Determine administrative and support needs.**
 - As the community of practice takes shape and anchor organizations build relationships of trust, determine collaboratively how staffing for administrative and back end support and coordination needs should be structured and where back-end support should be housed.

Strategy B

Engage, support and mobilize allies on our own terms, in language that advances Indigenous power, sovereignty and equity.

- 1. Identify our offer and value proposition to non-Native allies.**
- 2. Identify and engage allies in social justice.**
 - Identify and meet with those who are most supportive, invite to join the network. Consider how to continue engaging strongest allies from Standing Rock.
 - Align with other communities of color to determine shared objectives and collaborate to counter racist narratives overall. Specifically engage with major advocacy and support organizations in other communities of color and seek engagement and partnership on the narrative shift effort.
 - Build capacity of Native leaders/organizations/tribes to work with other communities of color.
- 3. Work in solidarity with communities of color.**
 - Develop relationships with national advocacy organizations within different communities of color.
 - Develop relationships with local organizations from diverse communities of color to recognize common threats.
 - Deliberately identify opportunities to request support and to lend support.

Strategy C

Strategy C: Create, produce and distribute well-crafted news and social content at a high level.

1. Continue to coordinate and activate the rapid response network.

- Monitor and immediately coordinate response to news media, social media, policy, entertainment, education, etc. (especially in regard to confronting and correcting myths).
- Evaluate need, beyond rapid response network, for listserv to connect all Native spokespeople and communication leads at tribes, organizations and companies for collaboration, message/asset sharing and ongoing conversation. Further, evaluate and establish the right model to engage media relations, spokespeople and PR resources of non-Native allies.

2. Train and deploy Native spokespeople.

- Create a core set of narrative-based talking points available for use by all Native spokespeople.
- Build, maintain and use a database of spokespeople (for internal use initially; eventually posted online for media use); include people who can take various levels of direct communication and activism.
- Provide trainings for spokespeople to use and stay on positive narrative, flip from negative.

3. Amplify current Native media content/channels.

- Launch social media and influencer campaign to get local PBS users to get FNX on their local station.
- Create hub for Native content: pull from existing channels, aggregate, make available to media and public. Sell ads and/or secure project funding.
- Secure a Native podcast channel on Spotify, Amazon or iTunes; aggregate all Native podcasts.

4. Shape and influence coverage by current media.

- Launch/introduce Phase two of the initiative to news media (online news conference, distribution of kit/tools, invitation to training webinars on how to cover Native issues, opportunity to sign up for email updates, access to sources and issue briefings).
- Establish Top 250 (10 most influential media editors, reporters, hosts, columnists in the top 25 media markets) and conduct familiarization/cultivation visits to share new narrative and build relationship. Prioritize this group in proactive pitches and provide regular updates at least annually.
- Develop shared editorial calendar and monthly content for adaptation and use by Native organizations and allies in media pitches, social media, etc.
- Establish proactive PR resource to develop and share via the network and to pitch stories that advance the narrative.
- Create a thunderclap to reactivate Standing Rock energy and capture new audiences (collaboratively identify the issue/occasion, provide content for coordinated release).

5. Create news coverage and increase influence in newsrooms to increase Native power and voice.

- Identify and promote up-and-coming Native reporters (e.g. like and share their stories to demonstrate to their outlets that their content is desired).
- Collaboratively support and promote Indian Country Today as it moves under National Congress of American Indians (provide information and sources, like/share content).
- Pursue agreements/ Memorandums of Understanding (MOUs) with media conglomerates (e.g., Comcast) regarding coverage of Native issues; hiring of Native reporters, editors, producers, gatekeepers; increased Native decision-making.
- Pursue dedicated Native news source/channel similar to Canadian Broadcasting Network; learn from experiences in Canada, replicate successful strategies.
- Build the pipeline of Native reporters and news executives; promote internship programs.

6. Proactively elevate Native voices and issues in social media within and beyond Indian Country.

- Establish Phase Two of the initiative in social media channels; deliver regular updates and reshare/amplify all other voices.
- Provide consistent, narrative-aligned monthly content for organizations/tribes to customize and use in their social channels.
- Create and coordinate a monthly social media dissemination plan (same hashtag, monthly editorial) shared with participants who have been involved with the past *Reclaiming Native Truth* project and new audiences and allies.

7. Consider a centralized mass media campaign in year four or five.

Note: We believe the movement of movements approach is more effective, feasible and sustainable than raising funds to create and place a centralized mass media campaign. However, the Phase Two initiative may want to evaluate the level of reach and visibility created by network members using the narrative in their campaigns, communication, social, media, etc., and determine whether a centralized mass media campaign is needed to reach a tipping point.

Strategy D

Change the narrative in pop culture and the arts.

1. Assess, connect and amplify current Native voices.

- Conduct a scan to identify Native pop culture decision-makers, allies, creators, funders, etc.
- Identify “quick wins” and focus effort there — show momentum and proof of concept, then expand strategy with support of allies in pop culture and leverage/pressure from full network.
- Provide a platform for collaboration and support to advance the shared strategy, identify opportunities, combine voices to advocate for Native projects.

2. Create, produce and distribute Native stories.

- Develop strategy to secure one day of Indigenous programming on a major network (Canada does this on the summer solstice — learn from and replicate that model).
- Coordinate crowdfunding campaign for a \$1 million movie.
- Create strategic partnerships with non-Native allies to influence decision-making and content creation.
- Work with a tribal college to establish, promote and disseminate content from a Native film, TV and radio department.
- Create a platform to elevate visibility of Native authors, storytellers and other creatives inside and outside of Indian Country.
- Create a fellowship to fund the work of Native artists and creatives (e.g., explore funding through Zuckerberg Fellowship)

- Develop challenges and programs to facilitate engagement and commissions of Native playwrights, composers, choreographers, curators, directors, etc., through the discipline-based national arts service organizations Theater Communications Group, League of Symphony Orchestras, Opera USA, etc.

3. Create/strengthen the infrastructure for financing and access to capital for Native projects.

- Establish a Native media fund supported by commitments from tribes, foundations, corporations and individuals; create criteria and distribute grants to artists and creatives.

4. Inform and influence pop culture content creation and dissemination by allies and others

- Set priorities for targeted change (TV, film, museums, digital, superheroes, sports, museums, toys, video games, comedy) and create/deliver kits accordingly. Consider digital TV as a first priority because of the rapid production cycle.
- Create guidelines for pop culture, museums and other channels as determined by priorities above.
- Conduct educational tours for Hollywood, popular culture, media and other influencers to go to reservations and urban communities to learn real stories of Native peoples, connect with Native storytellers, creative and intellectual resources in Indian Country.

5. Develop and implement a plan to generate public demand to eliminate racist mascots, team names and fan behaviors; secure and promote voluntary change by team owners.

- Conduct assessment of Chief Wahoo decision; determine replicable strategies and ways to build on momentum.
- Develop and disseminate “playbook” with best practices and resources to support students, alumni, community members and fan groups to effectively advocate for mascot change on the local level (from high schools and colleges to pro teams).
- Create coordinated strategy to pressure Washington Redskins to change mascot and name:
 - Generate internal player/agent pressure.
 - Organize powerful leaders within and outside of Indian Country to demand that NBC not air Redskins games.
 - Amplify tribal support of other NFL teams with non-racist mascots.

6. Secure institutional policy change in major pop culture organizations to require inclusion, accurate portrayal and space for Native voices — using both the “carrot” to fight invisibility and the “stick” to stop false narratives.

- Build strategic partnerships with non-Native pop culture allies to advance projects, opportunities and narrative.
- Meet with Coachella and Burning Man to explore opportunities.
- Grow work for actors and access to training.
- Conduct writers’ salons with TV and film production to pitch new narratives, characters; share research and ideas for storyline.
- Host an influencers’ salon with a variety of creative decision-makers.

Strategy E

Change education curriculum and policy.

- 1. Promote and spread adoption of accurate curriculum resources.**
 - Compile all existing curriculum and make it accessible to teachers.
 - Support and promote the curriculum, regional workshops and other assets being developed by the National Museum of the American Indian.
 - Identify a national pool of Native experts, connect them with districts and teachers across the United States for consultation and training.
- 2. Ensure that teacher education and training prioritize accurate curriculum and culturally relevant instruction.**
 - Work with National Education Association, National Indian Education Association, state education agencies and others to identify national teacher education gaps and make a plan to address them.
 - Ensure quality teacher training in states with Indian Education legislation.
 - Create a pool of highly effective teachers who can support teachers needing training via webinars, coaching, etc.
 - Engage Native and other pre-service education majors and professors in teacher preparation programs nationwide to influence teacher education practice and policy.
- 3. Create a coordinated effort to advance policy change in states, following the models of Oregon, Washington and California.**
 - Organize working group/coalition of Native advocates, tribes, youth organizations who can be allies.
 - Build on work already being done:
 - Map emerging legislation and identify priority states.
 - Coordinate with leaders, build and support infrastructure, monitor, track, cross-pollinate, provide resources.
 - Develop a legislative template and toolkit for Indian Education legislation; include case studies of specific strategies used in Oregon, Washington, California, Montana; include model legislation, mobilization plan template to activate supporters in target communities.
 - Build key relationships with National Conference of State and National Legislators and other influencers.
 - Include strategies for early childhood (AICF, ECE), K-12 and higher education.
 - Learn from evaluation in states with Indian Education legislation, promote outcomes and impact.

Strategy F

Shift policymaking and policy outcomes.

- 1. Build the pipeline of Native people ready to pursue elected office.**
 - Identify Native peoples interested in federal/state/local elective services; cultivate, recruit, coach/mentor/support and position/endorse.
 - Scan candidate cultivation tactics and establish a non-partisan training; work with best political consultants, former successful candidates.
 - Including trainings for campaign managers.
 - Provide governance training to tribal leaders to identify leaders who may want to run for non-tribal elected office.
 - Provide training programs in tribal colleges for students interested in being congressional staffers or interns; provide introductions and pathways to support application and selection; provide funding to make internships possible.
 - Track major opportunities to place Native peoples on leading task forces, commissions, etc.; identify and nominate candidates.
 - Explore and consider establishing partnerships/programs for Native candidate recruitment and support with existing organizations that seek to recruit candidates (Emily's List, etc.).
- 2. Build the pipeline of Native clerks and judges.**
 - Leverage Native American Rights Fund prior work.
 - Provide education and training for Native attorneys interested in pursuing judge positions.
 - Identify Native law students or attorneys who could earn clerkships; cultivate, coach/mentor and position.
- 3. Create and fund a tribal super PAC to influence elections and policy decisions.**
- 4. Engage and educate current elected/appointed officials.**
 - Organize a coalition of Native advocates, tribes and organizations to implement a targeted outreach, education and engagement strategy with state legislators, members of Congress and the judiciary to shift perceptions and build wider understanding, support for key Native policy priorities.
 - Create and promote resource bank of Native guidelines, content and experts that elected officials can consult quickly to inform decisions. Consider developing a “Native ALEC” (American Legislative Exchange Council, a nonpartisan membership organization for state legislators to learn about business and economic issues facing the states) to share information about tribal law, Native issues and best practices that others could replicate.
- 5. Increase Native civic participation.**
 - Support Native get-out-the-vote (GOTV) efforts, endorse Native or non-Native ally candidates; determine where Native people under-vote and concentrate efforts there.
 - Encourage increased political giving by tribes and tribal citizens.
 - Educate Native peoples on the importance of completing the census to ensure accurate count/visibility.
 - Explore and consider establishing partnerships/programs for native civic engagement, voter registration and GOTV with existing civic engagement nongovernmental organizations (NGOs).

Strategy G

Use current efforts and success in establishing Indigenous People's Day as a tangible platform for Native youth to lead transformative change work in their communities.

1. Identify and support powerful Native youth voices

- Identify a lead coordinating organization to bring together organizations working with Native youth to generate lists of names of individual youth who could be powerful voices and who should be actively leading this work.
- Convene youth leaders to come together, build relationships with each other and design initiative.
- Assemble youth-led planning committee.
- Offer the support infrastructure and resources necessary to support youth.

2. Provide technical assistance and support.

- Identify existing local, regional and national coalitions working on Indigenous Peoples' Day initiatives to plug in, promote their campaigns and provide technical assistance from this project on communication and messaging.
- Identify youth organizations and adult mentors that commit to supporting youth and their efforts.
- Identify the resources needed by youth to lead (message and communications coaching and resources, media outreach and training).
- Bring in youth leaders to share about other youth movements/messaging efforts and approaches that have worked.
- Learn from/with youth what worked in other efforts; adapt and expand.

3. Uplift powerful youth voices as actors and thought leaders for transformative change and regularly create platforms for Native youth to celebrate victories.

- Cultivate and educate a community of reporters and media outlets about the Indigenous People's Day movement and help trained youth leaders pitch their voice as part of a narrative.
- Share any and all reporting on these movements on organizational social platforms.
- Develop simple social media campaigns where youth can raise their voice as part of the movement.

4. Support youth in evaluating impact, capturing what has been learned and evolving.

5. Position youth and create platforms for youth to share and teach about what they have learned and transformative change accomplished (case studies, papers, media, conferences).

Strategy H

Continue to communicate with philanthropic communities (individual donors as well as corporate, community, family and other private foundations) to educate and advocate for a greater understanding of, respect for and investment in Native-led organizations and causes.

1. Support those who are conducting research and disseminating information that focuses on philanthropic underinvestment in Native-led organizations and causes.

- Support ongoing research on the topic of philanthropic giving to Native-led organizations and causes so data are available to monitor any emergent trends.
- Widely disseminate resultant reports and support others who are disseminating research, such as First Nations Development Institute's report on major foundation giving that reveals an underinvestment by large U.S. foundations.
 - Present information at national meetings, including Native Americans in Philanthropy, Council on Foundations, Independent Sector and other national meetings.
 - Arm grant seekers with this resource to present to foundations.
 - Activate network of Native program officers with this resource to present to their leadership.
- Find other opportunities to communicate, educate and advocate for Native issues, causes and organizations within mainstream philanthropy, or support others who are doing this.
 - Present information at national meetings, including Native Americans in Philanthropy, Council on Foundations, Independent Sector and other national meetings, including the various "Grantmakers In X" (Arts, Health, Environment, etc.) networks.
 - Conduct "Indians 101" workshops for program officers in mainstream foundations.

2. Support an increase in the number of Native program officers and board members in mainstream foundations.

- Help build a pipeline for Native program officers and board members:
 - Provide mentoring experiences.
 - Provide internships and fellowships.

- Create a job listing section within the virtual network to share jobs in philanthropy.
- Help build a supportive community for existing Native program officers and board members:
 - Provide an annual or biannual meeting opportunity for Native program officers to network, create ongoing professional relationships and mentor one another.
 - Find funding to continue the W.K. Kellogg Foundation-supported Native program officers meeting.
 - Find opportunities for Native board members to network.

3. Establish an investment challenge (like Living Cities or ArtPlace) where a lead foundation brings together and challenges 10 to 20 other foundations to invest a significant amount (between \$1 million and \$10 million per year depending upon the size of the foundation) in giving to Indian Country and Native organizations for a least a decade.

4. Support those who are encouraging mainstream large foundations to work together with tribal grantmaking programs through matchmaking efforts.

- Help create opportunities and spaces for mainstream and tribal foundations to network and share ideas.
- Help support initiatives that are co-funded by tribal grantmaking programs and mainstream foundations.
- Place stories and contribute opinion pieces to the Chronicle of Philanthropy.

5. Build a "kitchen cabinet" of funders; engage to grow foundation relationships and commitments.

- Quantify giving in Indian Country across all major foundations; issue a "report card."
- Create and present the case for increasing Native program officers and decision-makers and increasing overall commitments of funding to Indian Country — potentially building on gathering of 60 funders organized around Standing Rock.



Community of Practice

As defined earlier in this document, a community of practice is a group of people who share a concern or a passion for something they do and learn how to do it better as they interact regularly.

This section describes a collaborative, networked community composed of Native organizations, tribes and individuals, as well as allies, and committed to narrative change. These pages also describe the support structures envisioned for the community.

Establishing this virtual community and its support structures has been identified as a top priority in the next phase of the initiative. For detailed design concepts for the community's virtual network, see pages 88-91 in the Appendix.

Community of Practice Overview

Community of Practice Description

Collaborative Support Structure

Community of Practice Description

The community of practice is a collaborative and social online networked community of Native organizations, tribes and individuals — as well as allies — committed to narrative change and advancing Native interests across a variety of issues through a movement of movements approach. The community is a learning environment where members generously support, collaborate and learn from each other and together. Learnings are used to evolve and refine the paths ahead. Community members receive and share information and take timely actions in moments of rapid response while leading and advancing their own work and priorities.

The community is made up of two profiles: anchor organizations and participants.

- **Anchor organizations** help advise and recruit other core organizations and community members. Core organizations provide training, possibly subcontracting with the network for providing services to others based on their expertise and capacity. They commit to aligning their messaging with the new narrative, where feasible, and participating in shared communication activities, forming the movement of movements. A few (with media and policy expertise) are members of a rapid response team. They are key advisors in driving, guiding and supporting the community of practice so it remains relevant and effective based on the needs of all participants and responsive to changing political and social trends and needs.
- **Participants** are organizations and individuals who join the community, may choose to engage with working groups based on issue areas, can freely access tools available through the community and may opt to share messages and action alerts from the initiative.

Collaborative Support Structure

Once the community of practice takes shape, it will be necessary to determine the best way to provide coordination and support to its community members and any working groups that emerge to work on shared priorities.

As a starting point for consideration, the specific support needs for the community of practice that have been identified to date by the diverse stakeholders that have shaped this strategy are listed below:

RECRUITMENT AND COORDINATION OF VIRTUAL NETWORK

- Establish a system for inviting community members to join the community and training core organizations to recruit community members.
- Develop and cultivate cross-sector relationships.
- Bring to bear the assets of other participants in the network.
- Coordinate content development and cultivate engagement with the content.

RESOURCE DEVELOPMENT: FUNDING THE NETWORK AND KEY INITIATIVES

- Develop and implement resource development plans.
- Fundraise around key initiatives.
- Re-grant resources, as appropriate.

COLLABORATION

- Facilitate engagement, communication and collaboration of movement of movements leaders across working groups and organizations.
- Update and inform participants, funders and allies on advances and challenges across the initiative.
- Facilitate recruitment, shared/collaborative selection, engagement and collaboration with organizations and coalitions needed to lead future strategies and levers of change.

- Facilitate periodic review and community updates of governance and collaboration structures, principles and practices to ensure effective collaboration and working relationships of trust and evolution over time to meet changing needs.

COMMUNICATION

- Coordinate rapid response team and tools for community members and organizations to use in moments of opportunity to engage and influence media and to influence policy and respond to key events/issues; bring in subject experts as needed.
- Manage general and working group/issue-specific listserves.
- Drive select components of the narrative change strategy and ensure elements are infused in community content.
- Respond to media inquiries and connect media to expert sources from the community.

EVALUATION

- Establish and monitor community benchmarks and milestones (see Evaluation section pages 65-68).
- Facilitate annual evaluation of accomplishments across goals and objectives and refinement of goals and strategies moving forward; annually map and prioritize stakeholders that can most help advance levers of change.

TECHNICAL

- Work with site host to address technical issues as they arise.





Evaluation

The evaluation of the initiative is guided by Indigenous practices for assessing change and measuring success. In designing and leading our evaluation, we have three guiding principles:

- **Respect the wisdom of community members to continually shape and refine their collaborative experience.** Evaluation will be conducted as an ongoing, iterative process using a variety of methods, inviting members of the community to engage and share their diverse perspectives and experiences.
- **Be generous with what is learned.** Lessons learned will be widely shared. This is particularly important to maintain a community that lives and is guided by its values, as well as to ensure that it is maintaining a pulse of the changing political climate and what it requires to continue to advance narrative change. This also allows community members to use the information to guide their individual work and priorities within this bigger movement of movements.
- **Continuously apply what we learn.** Lessons learned will guide the ongoing refinement and evolution of strategies and approaches.

Jessica Dominy, Tlingit;
Melinda Garay, Yaqui;
Elyas Garay, Yaqui & Ojibwa
Photo source: TONL

Evaluation Overview

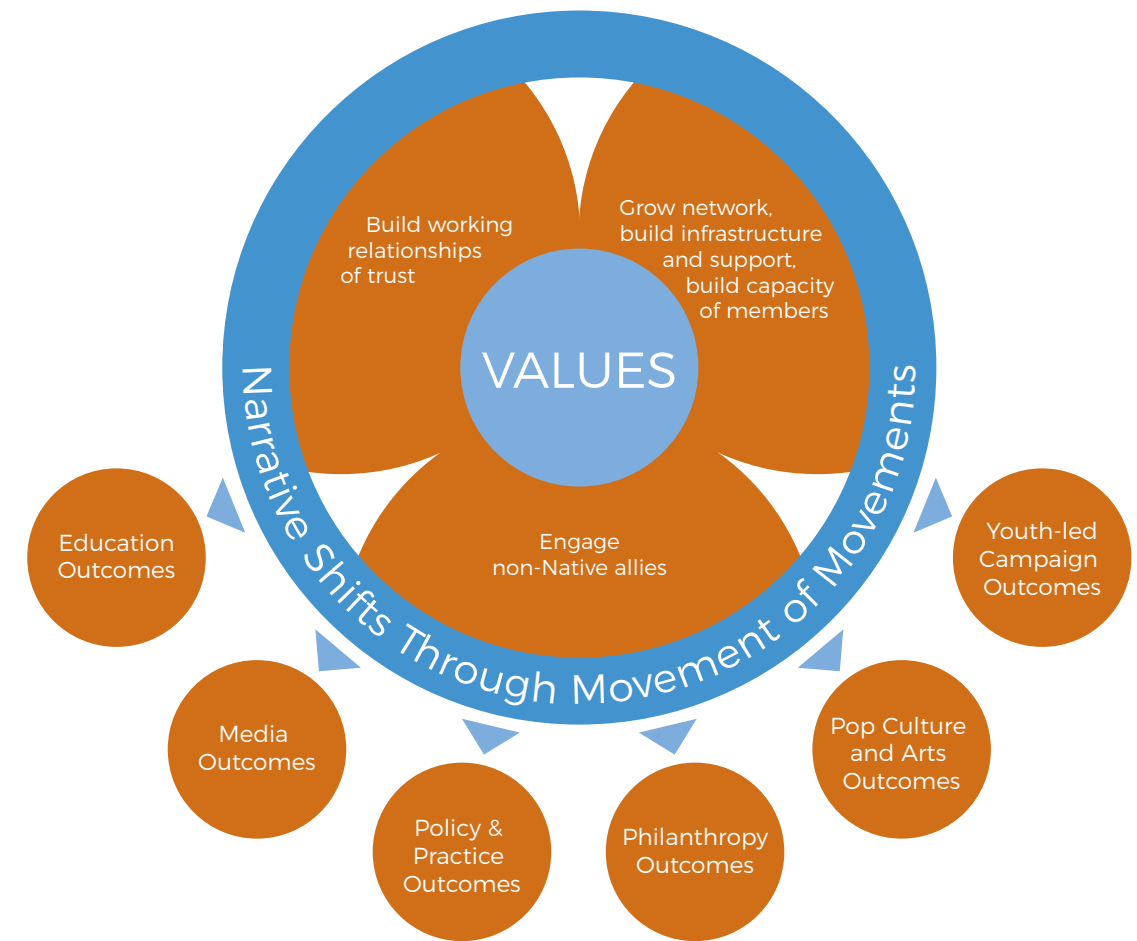
Evaluation Approach Guiding Principles

Evaluation Approach

As a community of practice guided by values of generosity, authenticity and transparency and deeply committed to authentic relationships based on reciprocity and collaboration—among Native peoples, tribes and organizations as well as with our non-Native-allies—we will measure success not just by how well we advance goals and objectives but also by how well we work together.

To this end, as illustrated by the infographic that follows, annual evaluations will look at measures of success from three levels:

1. How well we live our values in our collaborations across our collective work, within our interactions in working groups and across the community of practice;
2. How effective we are at growing the network, meeting our infrastructure and support needs, building the capacity of community members to advance narrative change and how successful we are at bringing in and working with non-Native allies;
3. How well we are advancing our measurable objectives across each of our strategies



In the first three years of the initiative, with limited funding and staffing, evaluation will be conducted in all three levels of learning in ways that information can be captured simply, efficiently and as broadly as possible, following our guiding principles. Results will be posted on the network for all to access.

Evaluation Approach

LEARNING LEVEL ONE

1. Every six months, we will send out a brief, five-question survey to everyone in the network. The initial survey will establish a baseline, and subsequent surveys will demonstrate how well we are advancing. The questions might be:
 - Which partners in the network are you collaborating with? Please list.
 - To what extent do these collaborations reflect our values? Rate each (pull down list of the community's agreed-upon values)?
 - What would strengthen your ability to best collaborate with your partners.
 - In what ways have you experienced support from other organizations in the network?
 - In what ways have you grown your capacity for narrative change this year?

By asking five simple questions, we want to encourage as many members of the community of practice to respond as possible. We will demonstrate effect size through the number of collaborations and the consistency and improvement in living our values. We will learn what else can be done to keep strengthening our ability as a community to live and work with our values. Through higher-order analysis, we can even determine the different combinations of organizational partnerships.

LEARNING LEVEL TWO

2. Set up a tracking mechanism against established goals and look at change over time for indicators such as bringing new members into the network, intentionally bringing in non-Native allies and raising bridge funding.
3. Every six months or at the conclusion of a working group (if its work is completed in a shorter time frame), ask working group members to briefly discuss and capture the extent to which people in the network have been willing to work together, give each other feedback on work and help analyze data.
4. Any convenings, gatherings or workshops will use a similar post session evaluation that will ask process questions, content questions and values-based questions. This will establish a baseline and the ability to track improvements over time.

LEARNING LEVEL THREE

5. On an annual basis, working groups across strategy areas will be asked to review and discuss advancements and identify opportunities for the following year and pass these to the core (anchor) organizations to have a higher-level discussion and assess progress across all strategy areas.



Miguel Echo-Hawk Lopez, Pawnee
Photo source: TONL

Budget Considerations and Funding Needs



Jet Thomas, Osage
Photograph by Thomas Ryan RedCorn

Budget Considerations and Funding Needs Overview

Budget Considerations

Short-Term Funding Needs

Longer-Term Funding Needs

Budget Considerations

Implementing the work described in this strategy requires two discrete pools of resources:

- 1. Human capital**, including full-time equivalent (FTEs) hours to organize and facilitate the community of practice itself and to take on various tasks to help advance and support the movement of movements. This could be provided as a contribution by core (anchor) organizations or other members of the virtual community (potentially working together in working groups), it could be funded as dedicated positions and/or it could be funded via grants to augment participant organizations' work.

For this initial budget, human capital needs are indicated but not budgeted, since as part of initial work in the first year, core organizations will be building relationships, getting to know each other's capacity and strengths and building and bringing in new members into the community of practice. As part of this process, they will be best equipped to more specifically define the needs and how to resource these hours.

- 2. Direct costs** for items that will need to be purchased by the community of practice or funded/donated by its members. For this initial budget, these costs are ballparked; final bids will need to be obtained once the strategy and timing are determined.

The broad brush budget that follows is arranged to align with the strategies detailed in this plan. It is not precise but rather a roadmap for consideration of human and financial needs that should be taken into account as the community of practice and collaborative narrative change work gets underway.

Short-Term Funding Needs

STRATEGY A

Establish a collaborative support community that will build relationships of trust while collaborating on the design and building of the network.

Tactic	Human capital considerations – volunteer or funded	Hard cost considerations
Design a virtual network that serves as a community of practice	<ul style="list-style-type: none"> Manage development of virtual network Create tools for outreach and engagement Conduct outreach to bring in members Manage member list and communication to members 	Design and build out virtual network: \$200K-\$300K
Coordinate the community of practice	Support the community: ongoing communication, meeting in person, phone or virtually, annual stakeholder gathering for face-to-face relationship building	Costs for annual stakeholder convening: \$150K (refer to cost of stakeholder gathering; seek host facility that will donate costs)
Secure funding, manage ongoing resource development	<ul style="list-style-type: none"> Create a prospect list Develop fundraising “asks” and materials Conduct outreach to secure funding 	Potential travel costs to meet with funders

STRATEGY B

Build a cohesive, integrated, visible presence for the initiative, building on the momentum of the past year and setting up relationships and a base to build on in future years.

Tactic	Human capital considerations – volunteer or funded	Hard cost considerations
Design a new name and refreshed brand	Coordinate process for input and brand development	Branding firm: \$100K
Apply brand to basic tools	<ul style="list-style-type: none"> Coordinate development, reviews and approval of all materials Write and design materials (could be done within the network or could hire writer/designer as noted to right) 	<ul style="list-style-type: none"> Website development: \$100K Video: \$75K Writer and designer: \$75K Printing: \$25K
Build the capacity of network participants	<ul style="list-style-type: none"> Create and deliver training Continually develop and share content 	None

Short-Term Funding Needs

STRATEGY C

Disseminate research narrative and messages through multiple platforms that drive people to take action. Initiate limited, coordinated/collective field building and advocacy efforts across key levers for narrative change.

Tactic	Human capital considerations – volunteer or funded	Hard cost considerations
Maintain website	Develop new content Monitor and update	(Site build included in virtual network) Web maintenance: \$3K/month Ongoing hosting fees: TBD
Earned media	Develop network media list Coordinate outreach among network members Develop and coordinate spokesperson list	None
Social media	Create social channels for CoP/ movement of movements Maintain social presence and manage online community	
Conferences	Create list of key conferences Coordinate conference submissions by CoP members Leverage conference appearances	Fees to attend conferences: TBD Production of conference materials: TBD
Listserves	Develop and maintain listserves	E-mail marketing platform: \$1500/month

STRATEGY D

Initiate limited, coordinated/collective field building and advocacy efforts across key levers for narrative change.

Tactic	Human capital considerations – volunteer or funded	Hard cost considerations
Activate and engage the network	Create and manage rapid response team Identify and plan for “next Standing Rock” Provide ongoing content for CoP members Support working groups Evaluate and manage emerging opportunities	TBD

Longer-Term Funding Needs

STRATEGY A

Continue to grow and coordinate the network and central communication function.

Tactic	Human capital considerations – volunteer or funded	Hard cost considerations
Recruit and engage new members	<ul style="list-style-type: none"> Identify gaps in membership Identify potential participants to fill gaps and strengthen network Collaborate to identify leads and conduct outreach 	
Assess and augment communication tools	<ul style="list-style-type: none"> Analyze current suite of tools Design and implement enhancements Prioritize website maintenance and updates Position website as a core resource 	<ul style="list-style-type: none"> Web maintenance: \$3K/month Ongoing hosting fees: TBD
Continue building capacity	<ul style="list-style-type: none"> Provide and expand training and technical assistance Create and disseminate strategies, content and tools Create database of other capacity-building resources Connect network members to relevant opportunities 	
Continue implementing funding strategy	<ul style="list-style-type: none"> Package strategies into funding opportunities Identify and cultivate prospects Conduct outreach to secure funding Explore other funding sources 	<ul style="list-style-type: none"> Potential travel costs to meet with funders

STRATEGY B

Engage, support and mobilize allies on our own terms, in language that advances Indigenous power, sovereignty and equity.

Tactic	Human capital considerations – volunteer or funded	Hard cost considerations
Clarify value proposition to non-Native allies	<ul style="list-style-type: none"> Identify offer and value propositions Develop communication strategies and tools 	
Engage allies in social justice	<ul style="list-style-type: none"> Identify and connect with supportive allies Invite to join the network Strategize to stay engaged with key Standing Rock allies 	
Build solidarity with other communities of color	<ul style="list-style-type: none"> Build capacity to work with these communities Build relationships with local + national organizations Identify common threats + shared objectives Identify opportunities to request and lend support Seek partnership on shifting multiple narratives 	

Longer-Term Funding Needs

STRATEGY C

Create, produce and distribute well-crafted news and social content at a high level.

Tactic	Human capital considerations – volunteer or funded	Hard cost considerations
Coordinate and activate rapid response network	<ul style="list-style-type: none"> Monitor and coordinate response to media, policy, etc. Evaluate need for (and potentially deploy) listserve Assess, build and enhance model for media relations, including non-Native allies' PR resources 	
Train and deploy Native spokespeople	<ul style="list-style-type: none"> Provide trainings with focus on positive narrative shift Develop core narrative-based talking points Build, maintain and use database of spokespeople Deploy spokespeople Assess opportunity, learnings, potential next steps, potential new allies/funders/priority stakeholders that were in attendance 	<ul style="list-style-type: none"> Travel costs for speaking engagements Stipends for speakers (fund partially through speaking fees?)
Amplify Native media content/channels	<ul style="list-style-type: none"> Create publicly accessible hub for Native media Launch campaign to get FNX on local PBS stations Secure channel to aggregate all Native podcasts 	<ul style="list-style-type: none"> Build hub (fund by selling ads?)
Shape and influence media coverage	<ul style="list-style-type: none"> Launch phase two via outreach to news media Establish Top 250; share narrative and build relationships; prioritize in pitches; provide updates Develop editorial calendar and content for community of practice Establish proactive PR resource Create thunderclap to reactivate Standing Rock energy 	

Tactic	Human capital considerations – volunteer or funded	Hard cost considerations
Create news coverage and increase influence	<ul style="list-style-type: none"> Build pipeline of Native reporters and news executives Pursue agreements/MOUs with media conglomerates regarding coverage, hiring, decision-making Pursue dedicated Native news source/channel Learn from Canada and replicate successful strategies Support and promote <i>Indian Country Today</i> 	<ul style="list-style-type: none"> Fund dedicated Native news source/channel
Elevate Native voices + issues in social media	<ul style="list-style-type: none"> Launch phase two via social media Create and coordinate social media plan Provide consistent, narrative-aligned monthly content Amplify all voices 	
Consider centralized mass media campaign	TBD	TBD

Longer-Term Funding Needs

STRATEGY D

Change the narrative in pop culture and the arts.

Tactic	Human capital considerations – volunteer or funded	Hard cost considerations
Assess, connect and amplify Native voices	Identify Native pop culture creators, influencers, allies Identify and achieve “quick wins” Expand strategy Provide platform for collaboration and support	
Create, produce and distribute Native stories	Secure day of programming on major network Coordinate crowdfunding for a \$1 million movie Partner with non-Native allies Create platform to elevate visibility Disseminate tribal college media-department content Develop nationwide programs and fellowships	Fellowship funding
Build infrastructure to finance Native projects	Create a Native media fund Establish funding criteria Distribute grants	
Influence pop culture content creation	Set priorities for targeted change Create and deliver guidelines + narrative-change kits Conduct educational tours for pop culture influencers	
Eliminate racist mascots and team names	Develop and disseminate “playbook” Assess past successes + identify replicable strategies Develop strategy for Washington Redskins, including public demand + player/agent pressure Amplify tribal support of other teams Promote and secure voluntary change by team owners	
Secure policy changes on inclusion + accuracy	Develop strategy to influence pop culture institutions Build partnerships with non-Native allies Host influencers’ and writers’ salons	

STRATEGY E

Continue to grow and coordinate the network and central communication function.

Tactic	Human capital considerations – volunteer or funded	Hard cost considerations
Promote adoption of accurate curricula	Compile existing curricula and give teachers access Promote NMAI’s curricula, workshops, other assets Identify national pool of Native experts; connect with districts/teachers for consultation + training	
Address gaps in teacher education (accuracy and cultural relevance)	Work with NEA, NIEA, state agencies, others to identify and address gaps Engage education majors and professors to influence practice and policy Ensure quality training in states with Indian Education for All or equivalent legislation Identify pool of teachers to train and coach others	
Coordinate state policy-change efforts	Organize working group/coalition Create and maintain coordination infrastructure Map emerging legislation + identify priority states Draw on successful state case studies Develop legislative template and toolkit Develop mobilization plan to activate supporters Build relationships with key legislative organizations	

Longer-Term Funding Needs

STRATEGY F

Shift policymaking and policy outcomes.

Tactic	Human capital considerations – volunteer or funded	Hard cost considerations
Build pipeline of Native people to be elected	<ul style="list-style-type: none"> Identify and promote Native candidates at all levels Partner with candidate-recruitment organizations Train candidates + campaign managers Train, guide and fund tribal college students with interest in congressional intern/staff positions 	
Build pipeline of clerks and judges	<ul style="list-style-type: none"> Leverage prior work by NARF Provide training for Native attorneys interested in judicial positions Identify, cultivate, coach and position Native law students or attorneys for clerkships 	
Create and fund Tribal super PAC	TBD	
Engage and educate current officials	<ul style="list-style-type: none"> Organize coalition for engagement strategy Create and promote informational resource bank Consider developing a nonpartisan legislators' membership organization to share information 	
Increase Native civic participation	<ul style="list-style-type: none"> Support Native get-out-the-vote efforts Create network to endorse and support Native and non-Native ally candidates Partner with NGOs to promote Native civic engagement, voter registration 	

STRATEGY G

Support youth in planning and implementing a youth-led initiative focused on establishing Indigenous People's Day across the country.

Tactic	Human capital considerations – volunteer or funded	Hard cost considerations
Identify and support powerful youth voices	<ul style="list-style-type: none"> Identify 20-30 powerful youth voices Identify youth organizations and adult mentors Convene youth-led meeting and planning committee Offer support and resources 	\$50K to convene and organize youth, including stipends
Provide technical assistance and support	<ul style="list-style-type: none"> Create opportunities to learn from/with youth leaders Assess successful prior efforts Adapt and expand existing strategies and messages Make communication resources available to leaders Make resources highly visible in leaders' networks TA providers (youth and adults) 	<ul style="list-style-type: none"> TA sessions and stipends for providers Pay youth presenters/coaches
Uplift powerful youth voices and create platforms for youth to celebrate victories		
Support youth in evaluating impact and capturing lessons learned		
Position youth and create platforms for youth to share what they have learned and accomplishments		Travel costs

Longer-Term Funding Needs

STRATEGY H

Continue to communicate with philanthropic communities – individual donors as well as corporate, community, family and other private foundations – to educate and advocate for a greater understanding of, respect for and investment in Native-led organizations and causes.

Tactic	Human capital considerations – volunteer or funded	Hard cost considerations
Support research and communication on underinvestment in Native-led organizations and causes	<ul style="list-style-type: none"> Support researchers and communicators Disseminate data, reports, stories Arm grant seekers with key information Present information at targeted national meetings Provide data and reports to Native program officers Conduct workshops for mainstream program officers 	
Increase Native staff and leadership in mainstream foundations	<ul style="list-style-type: none"> Build pipeline for program officers + board members Provide mentoring experiences Facilitate internships and fellowships Promote philanthropy job listings via website Help build a supportive community for Native program officers and board members 	
Establish an investment challenge	<ul style="list-style-type: none"> Identify potential lead foundations Inspire one to spearhead the initiative 	
Drive collaboration among tribal and mainstream funders	<ul style="list-style-type: none"> Create opportunities for mainstream and tribal foundations to connect Support and promote co-funded initiatives Assess and report giving in Indian Country across all major foundations Present the case for increasing Native program officers, decision makers, funding in Indian Country 	

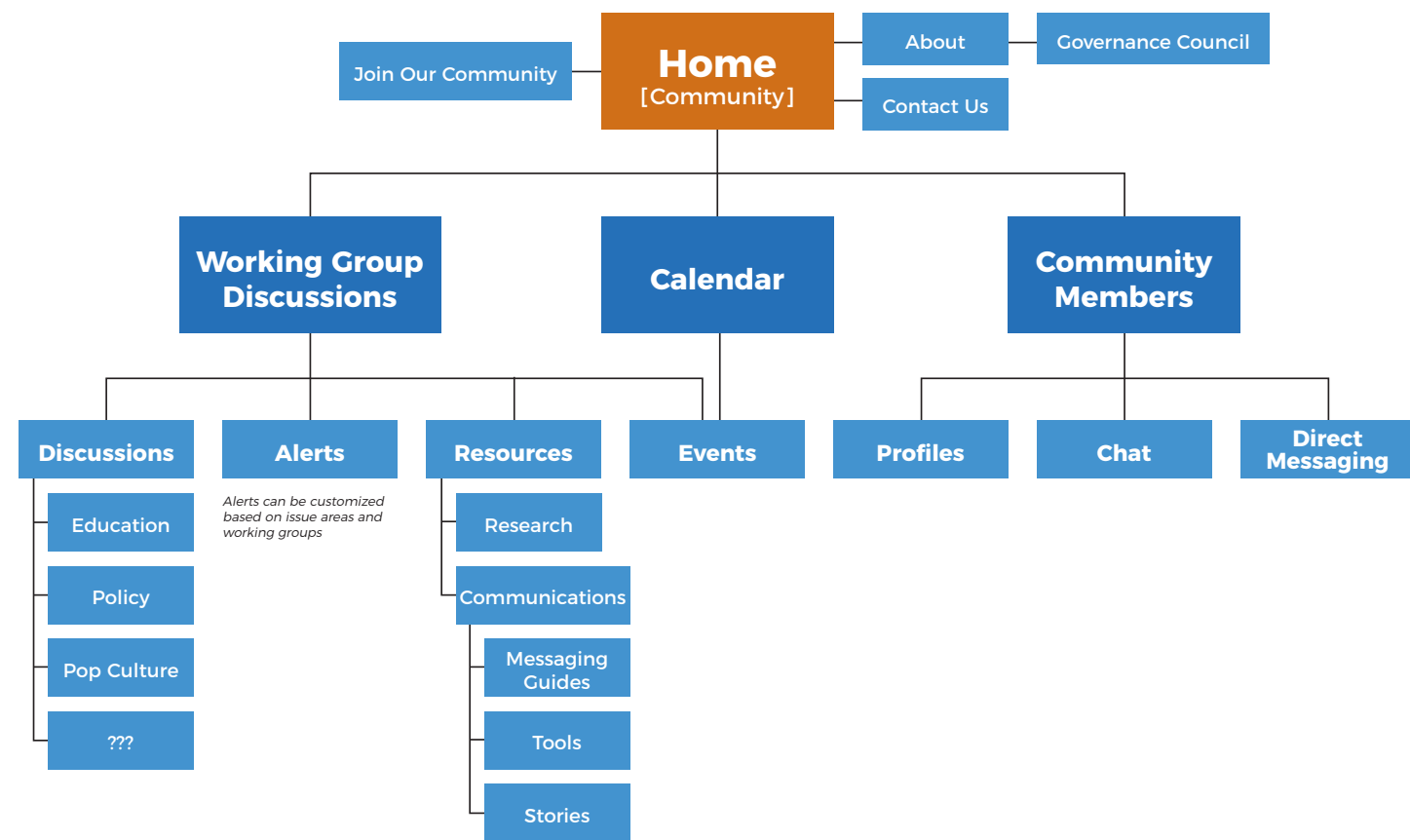
Appendix: Virtual Network Design

Virtual Community of Practice Sitemap

The following pages describe and illustrate how the community might function, look and feel. As is standard practice with website and digital tool development, all mock ups are intended to provide guidance and ideas for consideration. Final designs and concepts will be worked through in the next phase of the initiative.

The virtual community of practice sitemap below illustrates what the community experience might look like. It allows us to work out details before going into development.

The example below shows how a user could enter through the homepage and then move into working group discussions, a central community calendar and member profiles.

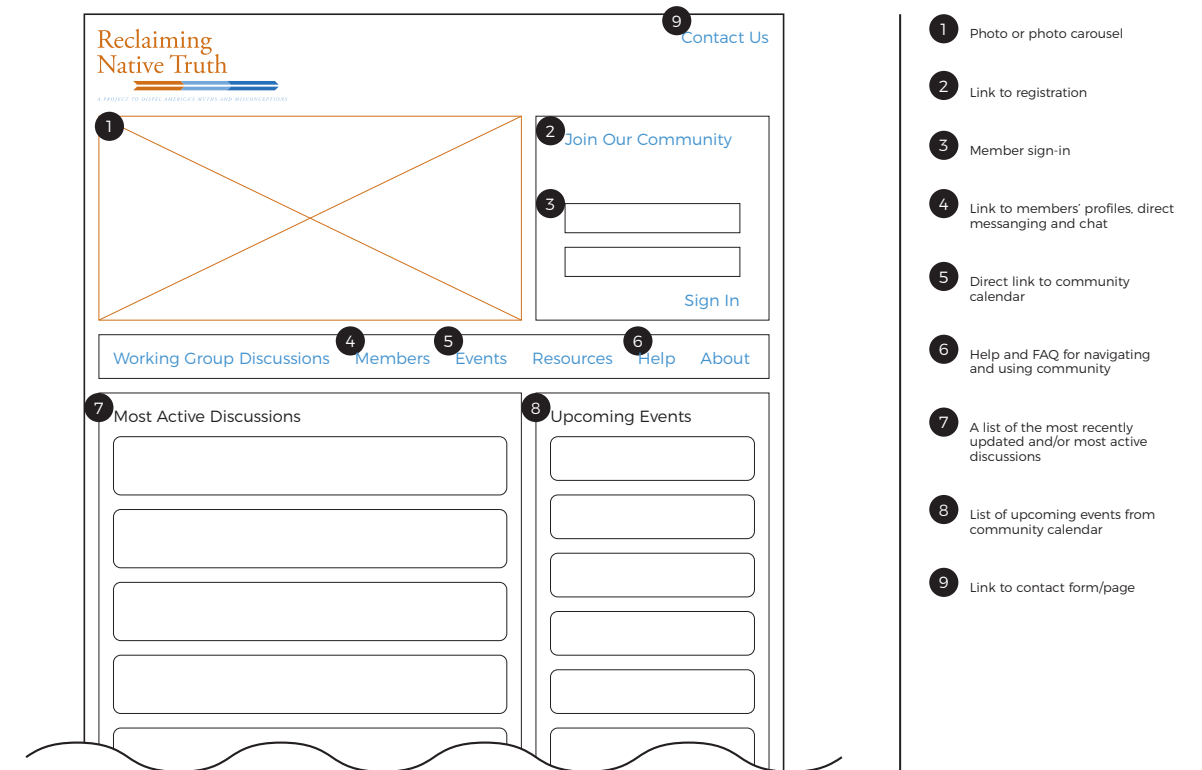


Virtual Community of Practice Homepage

The virtual community of practice homepage wireframe below highlights a few key elements:

- (1) A prominent image that amplifies storytelling. This section, which will be used for eye-catching, high resolution photos that reflect the guiding principles of the initiative, can also be used to promote video content.
- (2) and (3) Prominent sign-in prompts to emphasize that this is a closed network and invite people to subscribe as a community member.

The homepage will serve as an entry point for core organizations and community members while also providing those who have yet to join the community with a glimpse into how working group discussions are organized and access to events and resources.



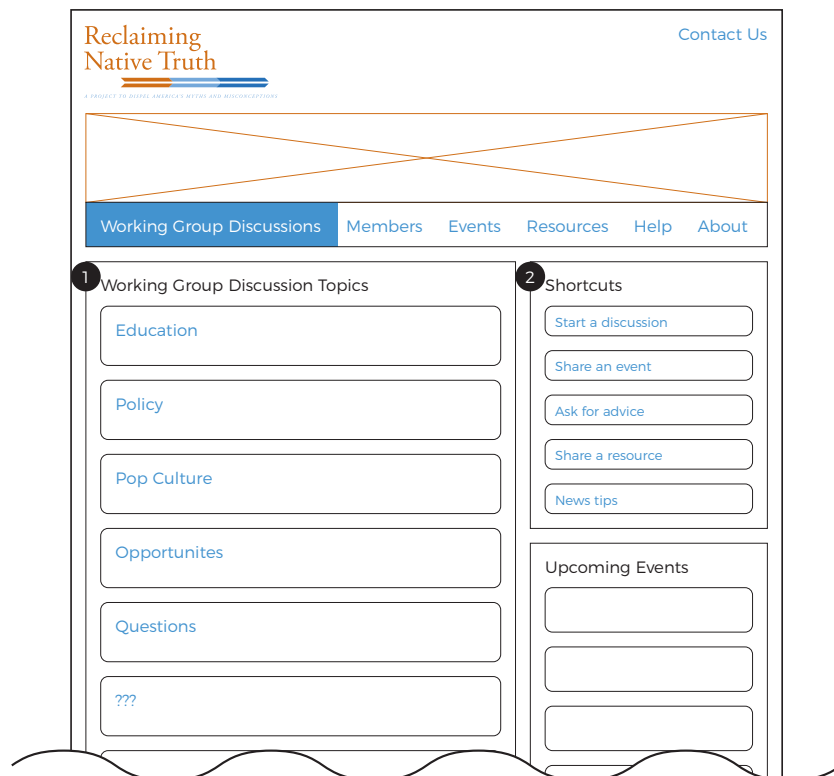
Virtual Community of Practice Working Groups

The wireframe below shows how the working group discussions will be organized inside the community. Working groups are the subject and content experts in one or more of the initiative’s levers for change. They facilitate a deeper level of collaboration and coordinated action and serve as conduits for broader “grassroots” engaging, feeding information to and from the community of practice from the various movements, and help drive strategic activities.

Working groups will operate like many standard discussion forums and chat boards do, allowing core organizations and community members to participate in working groups based on issue areas. These groups will be created on an as-needed basis according to a key need that any community member can initiate and operate until the life of that work is complete. Community members are able to participate in as many working group discussion forums as they feel appropriate for advancing their work.

The wireframe shows a shortcut experience that allows community members to start their own discussion groups based on current issues that have a foreseeable end date. Community members can also create events and share resources.

The “Ask for Advice” option allows community members to ask questions or share scenarios related to their work to crowdsource resources not found in the Help and Resources sections of the site.

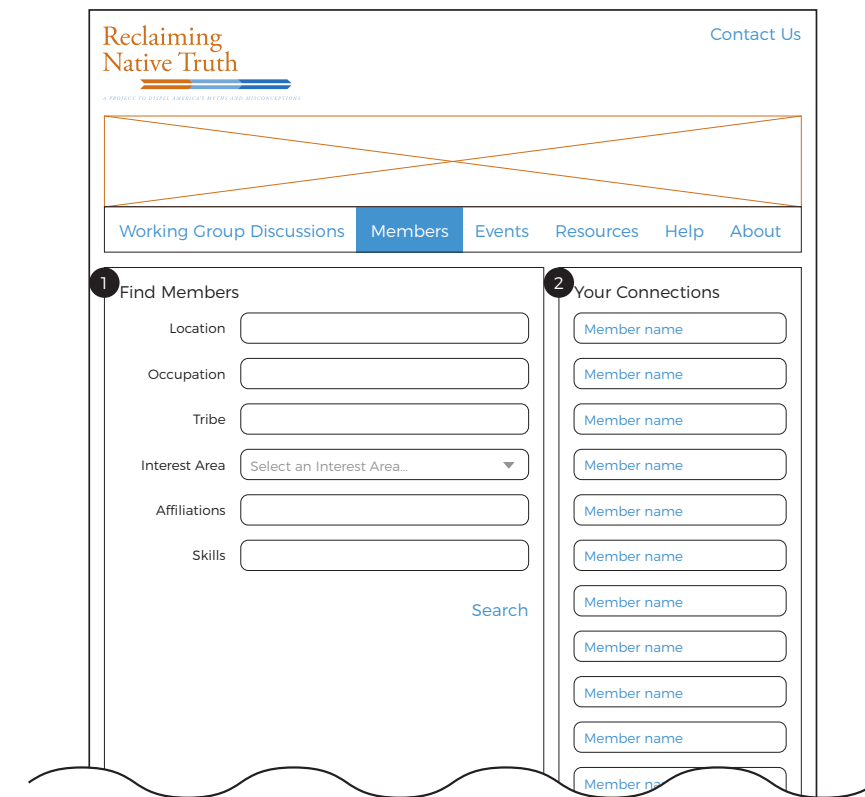


- 1 List of forum topics. Each forum can contain an unlimited number of individual discussions.
- 2 Shortcuts to common functions

Virtual Community of Practice Profile

The draft wireframe that follows illustrates the community member profile experience. In the community, members will be able to create profiles similar to a standard social media website. They will also be able to search for and connect with other community members.

The “Find and Connect” function will allow community members to filter their searches by criteria, which includes location, occupation, tribe, issues of interest, affiliation and skills. The search criteria can be adapted during site development.



- 1 Search fields to enable identifyin members by location, occupatio interests, affiliations, etc.
- 2 List of “favorites,” members you’ve connected with and wish to follow.



Acknowledgments

Rebekah HorseChief, *Pawnee/Osage*
Photograph by Thomas Ryan Redcorn

Reclaiming Native Truth is immensely grateful to the W.K. Kellogg Foundation for its vision, partnership and investment in this vital work and greatly appreciates the many supporters who made this work a reality.



Advisors

We could not have done this work without the guidance and support of our advisory committee, a broad cross-section of Indian Country leaders and non-Native allies who set a tone of consensus, generosity, inclusion and grounding in Native cultures.

We are grateful for your collective leadership:

Chad Boettcher, Founder and President,
True North Media

Dr. Carew Elizabeth Boulding
University of Colorado Boulder, Political Science

Cheryl Crazy-Bull (*Sicangu Lakota*),
President, American Indian College Fund

John Govea
Program Director, Immigrant Rights and Integration,
Evelyn and Walter Haas, Jr. Fund

Ray Halbritter (*Oneida*)
Oneida Indian Nation Representative & CEO of Oneida
Nation Enterprises

Suzan Shown Harjo (*Cheyenne & Hodulgee Muscogee*)
President, The Morning Star Institute

Dr. Sarah Kastelic (*Alutiiq*)
Executive Director, National Indian Child
Welfare Association

Dr. Adrienne Keene (*Cherokee*)
Scholar, Writer, Blogger, Activist, Assitant Professor of
American Studies and Ethnic Studies, Brown University

Judith LeBlanc (*Caddo*)
Director, Native Organizers Alliance

Denisa Livingston (*Diné*)
Slow Food International Indigenous Councilor of the Global
North, Community Health Advocate, Diné Community
Advocacy Alliance

Nichole Maher (*Tlingit*)
Vice President, National Urban Indian Family Coalition;
President, Northwest Health Foundation

Senator John McCoy (*Tulalip*)
Washington State Senator

Floripa Olguin (*Pueblo of Isleta*)
Youth Advocate, Brown University

Jacqueline Pata (*Tlingit*)
Executive Director, National Congress of American Indians

Ken Ramirez (*San Manuel Band of Mission Indians*)
Tribal Secretary, Business Committee for San Manuel Band
of Mission Indians

Erik Stegman (*Assiniboine*)
Executive Director, Center for Native American Youth

Nick Tilsen (*Oglala Lakota*)
Executive Director, Thunder Valley Community
Development Corporation

Mark Trahant (*Shoshone-Bannock*)
Editor, Indian Country Today

Brian Walker
Manager, Enterprise Diversity and Inclusion,
The Walt Disney Company

Kevin Walker
President & CEO, Northwest Area Foundation

We are very grateful to the many contributors to *Reclaiming Native Truth*. (Many even gave their time and creative ideas to more than one category.) THANK YOU!

Project Team

First Nations Development Institute

Randy Blauvelt, Senior Communications Officer

Alice Botkin, Development Officer

Mary K. Bowannie (*Zuni/Cochiti*),
Communications Officer

Stephanie Cote (*Anishinaabe*),
Program Assistant

Dr. Sarah Dewees, Project Director & Senior Director of
Research, Policy and Asset-Building Programs

Dr. Raymond Foxworth (*Navajo*),
Vice President — Grantmaking, Development &
Communications

Jackie Francke (*Navajo*),
Vice President — Programs & Administration

Benjamin Marks, Senior Research Officer

Marian Quinlan, Writer

Tom Reed, Finance Officer

Yadira Rivera, Grants and Program Assistant

Michael E. Roberts (*Tlingit*), President & CEO,
Co-Project Leader

Patrita “Ime” Salazar (*Taos Pueblo/Santa Ana Pueblo*),
Program Officer

Echo Hawk Consulting

Jodi Gillette (*Hunkpapa/Oglala Lakota*),
Consultant

Isabelle Gerard, Policy and Opinion Research Manager,
American Heart Association

Crystal Echo Hawk (*Pawnee*),
President & CEO, Co-Project Leader

Carter Headrick, Director of State and Local Policy, Voices
for Healthy Kids, American Heart Association

Janie Simms Hipp (*Chickasaw*),
Advisor, Native Solutions

Shirley LaCourse Jaramillo
(*Oglala Lakota/Yakama/Umatilla/Oneida*),
Project Manager

Mary Kathryn Nagle (*Cherokee*),
Pipestem Law

Wilson Pipestem (*Otoe-Missouria*),
Attorney and Government Relations, Pipestem Law

Ryan RedCorn (*Osage*), Red Hand Media

Betsy Theobald Richards (*Cherokee Nation*),
The Opportunity Agenda

Researchers

Greenberg Quinlan Rosner Research

Aida Bibart

Jiore Craig

Anna Greenberg

David Walker

Dr. Stephanie Fryberg Research Team

Arianne Eason

Dr. Stephanie A. Fryberg, (*Tulalip*)

Perception Institute

Rachel D. Godsil

Alexis McGill Johnson

Hina Tai

Dr. Linda R. Tropp

Pipestem Law

Mary Kathryn Nagle

Wilson Pipestem

Narrative Change Advisors

Kathy Baird (*Sicangu Lakota/Oneida*)
Ogilvy Public Relations

Julianna Brannum (*Comanche*)
Producer/Director

Lucas Brown Eyes (*Oglala Lakota*)
Writer/Producer/Artist

Dr. Cheryl Crazy Bull (*Sicangu Lakota*)
President, American Indian College Fund

Dr. Jean Dennison (*Osage*)
University of Washington

Abigail Echo-Hawk (*Pawnee/Upper Athabaskan*)
Urban Indian Health Institute

Walter “Bunky” Echo-Hawk (*Pawnee/Yakama*)
Bunky Echo-Hawk Fine Art

Sterlin Harjo (*Seminole*)
Filmmaker/Writer/Comedian

Steven Paul Judd (*Kiowa/Choctaw*)
Screenwriter/Artist

Cannupa Hanska Luger
(*Mandan/Hidatsa/Arikara/Lakota*)
Multidisciplinary Artist

Dr. Jessica Metcalfe
(*Turtle Mountain Band of Chippewa*)
Beyond Buckskin

Simon Moya Smith (*Oglala Lakota/Chicano*)
CNN Contributor

Mary Kathryn Nagle (*Cherokee Nation*)
Pipestem Law

Migizi Pensoneau (*Ponca/Ojibwe*)
Screenwriter/The 1491s Comedy Club

Brenda Toineeta Pipestem
(Eastern Band of Cherokee Indians)
Associate Justice of the Eastern Band of Cherokee Indians Supreme Court

Heather Rae *(Cherokee)*
Iron Circle Pictures

Ryan RedCorn *(Osage)*
Red Hand Media/Echo Hawk Consulting

Bethany Yellowtail *(Northern Cheyenne/Crow)*
B.Yellowtail

Bobby Wilson *(Sisseton-Wahpeton Dakota)*
The 1491s Comedy Club

Authors, Strategists and Design

Metropolitan Group

Maria Elena Campisteguy

Jennifer Messenger Heilbronner

Corinne Nakamura-Rybak

National Stakeholder Convening

Marya Bangee, Harness

Vickie Benson, The McKnight Foundation

Carrie Billy, American Indian Higher Education Consortium

Amanda Blackhorse, Arizona to Rally Against Native Mascots

Johanna Blakely, USC-Norman Lear Center

Joseph Brown Thunder, Buffalo Nickel Creative

Annette Bryan, Puyallup Tribe

Sean Buffington, Henry Luce Foundation

Mikah Carlos, NCAI Youth Commission

Kitcki Carroll, United South and Eastern Tribes

Catalina Chacon, Pechanga Tribal Council

Thosh Collins, Photographer

Janeen Comenote, National Urban Indian Family Coalition

Robin Danner, Homestead Housing Authority

Ren Dietel, Dietel Partners

Wayne Ducheneaux, Native Governance Center

Zach Ducheneaux, Intertribal Agricultural Council

Benjamin Dupris, Akicita Documentary Film

Kendrick Eagle, Dream-Youth Ambassador of Standing Rock

Sarah Eagle Heart, Native Americans in Philanthropy

Lucille Echo Hawk, Independent Consultant

Sarah Echo Hawk, American Indian Science & Engineering Society

Beka Economopoulos, The Natural History Museum

Eileen Egan, Melvin Consulting PLLC

Bridgit Antoinette Evans, Pop Culture Collaborative

Anita Fineday, Casey Family Programs

Kathleen Fluegel, HRK Foundation

Anpao Duta Flying Earth, Native American Community Academy

Wizipan Garriott, Rosebud Economic Development Corporation

Jamie Gomez, National Congress of American Indians

Gita Gulati-Partee, Fund for Shared Insight

Mark Guy, Better Way Foundation

Carly Hare, CHANGE Philanthropy

Sarah Harris, Mohegan Tribe

Sarah Hernandez, The McKnight Foundation

Pat Hibbeler, Phoenix Indian Center

Allison Hicks, New World Environmental

Joe Hobot, American Indian OIC

Moana Palelei HoChing, The Harvard Project on American Indian Economic Development

Mia Hubbard, MAZON

Jennifer Humke, MacArthur Foundation

Ben Jacobs, Tocabe: An American Indian Eatery

Michael Johnson, Native American Rights Fund

Jacqueline Keeler, Native American Journalists Association

Kevin Killer, Native Youth Leadership Alliance

Paul Knepprath, American Heart Association

Steve Roe Lewis, Governor of the Gila River Indian Community

Robert Lilligren, Native American Community Development Institute

Chelsey Luger, Freelance Journalist

Fred Maahs, Comcast Corporation

Regis Pecos, Leadership Institute

Sonja Perryman, Wise Entertainment

Sarah Pharaon, International Coalition of Sites of Conscience

Janae Phillips, Harry Potter Alliance

Bryan Pollard, Native American Journalists Association

Lori Pourier, First Peoples Fund

Kris Rhodes, American Indian Cancer Foundation

Clara Rodriguez, Fordham University

Quinton Roman Nose, Tribal Education Departments National Assembly

Gyasi Ross, Author/Speaker/Attorney

Bird Runningwater, Sundance Institute

Martha Salazar, National Conference of State Legislatures

Edwin Schupman, National Museum of the American Indian

Benny Shendo Jr., State Senator, New Mexico

David Simmons, National Indian Child Welfare Association

Vicky Stott, W.K. Kellogg Foundation

Fawn Tahbo, Phoenix Indian Center

Valerie Taliman, Indian Country Media Network

Loris Taylor, Native Public Media, Inc.

Melinda Tuan, Fund for Shared Insight

Alvin Warren, W.K. Kellogg Foundation

Rory Wheeler, National Congress of American Indians

Matika Wilbur, Project 562

Nicole Willis, City of Seattle

Convening Facilitators

Shashyázhí Charley

Shelly Means

Daryl Melvin

John Phillips, Lead Facilitator

Stephine Poston

Convening Notetakers

Rachel Anderson

Marlena Robbins

Carolyn Taylor

Convening Staff Support

Lauren Cordova *(Taos Pueblo/Shoshone Bannock)*

Stephanie Cote *(Anishinaabe)*

Ashleigh Fixico *(Muscogee Creek)*

Convening Photographer

EllaMarie Quimby Photography

Convening Videographer

Buffalo Nickel Creative



www.firstnations.org



www.echohawkconsulting.com