In these stakeholder meetings, I am seeking input on MPA curriculum, scheduling, recruiting, and community engagement:

1) Skills and experiences a person graduating with an MPA should have to succeed in state and local government in Washington state

2) Skills and experience a person graduating with an MPA with tribal concentration should have to succeed in tribal government and administration in Washington state

3) Skill deficits state, local, and nonprofit employers are seeing with recent graduates in entry-level professional positions (particularly in tribal administration).

4) What ways can courses be scheduled better in order to serve MPA students, and tribal concentration students?

5) Who are we not reaching in the MPA program’s recruiting?

6) In what ways can we mobilize faculty expertise to address public problems in Washington state?

**State Sen. John McCoy**

**August 7, 2019**

Sen. McCoy identified three governance challenges facing tribal authorities in Washington:

1) Poverty and low tax base: The implication is that tribal governments need to recognize how to be creative in identifying funding sources. This suggests that grant-writing, intergovernmental finance, and economic development are crucial skills and knowledge areas.

2) Electoral and leadership turnover: makes it difficult to plan over the long-term since new leaders come in with new priorities, resulting in wasted effort on projects that never come to completion. [Note that the problem can also be framed of one as a policy process that is too open to tribal politics, with less scope for professional administrative action.] Suggests a need for administrative professionals who can communicate ideas well, mobilize public support around a project, and adapt to change quickly. Skills and tools for strategic planning and in managing civic engagement and public participation may be important. It also means professional tribal administration is often caught in a position where they need to manage relationships at two levels: i) constituents in the tribal community and ii) constituents in tribal leadership and authorities outside of the tribal community. Navigating those differences may pose challenges for tribal administration professionals.

3) Rejecting of public administration expertise: many elected tribal leaders believe they have all the expertise needed to manage tribal government and so fail to recognize the value of professional public management. Creates challenges in getting these governments to support members who want to seek an MPA.

Noted the following deficiencies:

--- Generally, state and local government employees today need to know more about Indian law and tribal governance than they do. Often they are in a position where they must interact with tribal authorities, but lack important information on how they function and thus how to interact effectively.

--- Tribal administration professionals need to become more aware of the differences in communicating with a tribal constituency and public, business, and nonprofit organizations outside of a tribal community.

Student recruiting and retention: Need to keep in mind that for some people, leaving a tribal community is difficult. Need to find ways to help keep connected to a tribal community while in a graduate program, maintain support.

Other potential contacts:

Chris (enrolled as police chief for Squaxin Island). Now working for DCYF in tribal relations.

Audrey Goodjel: working for City of Port Gamble.

**Will Saunders, Office of the Chief Information Officer, State of Washington**

**August 8, 2019**

1) Experience with student capstone projects in the past has been mixed. Teams vary in how well they are supervised by faculty and how well they function. Product is often student-driven rather than client driven. What has tended to work well is a well-defined project that results in a product that fits in with a larger effort by the agency. A team that has good communication with the client, i.e. interaction in terms of needs and process, tends to get a useful product at the end. The best time for an agency to take on this sort of project is the summer (though often that won’t work well for timing a capstone project).

2) An on-going issue with data management in Washington is the state’s Public Records Act. It makes the process of requesting records much easier and the penalties for non-compliance in even a small way are harsh. Has encouraged inmate requests and fishing expeditions from disgruntled employees. Has also encouraged agencies to dump a lot of records into open data portals in order to protect themselves from lawsuits resulting from non-compliance with a records request.

3) Will mentioned a project that supports libraries as intermediaries in open data portals. Libraries are taking on a role in helping citizens navigate open data records.

4) Another open data project is centered at Eastern Washington University (Scott Richter). Aim is to provide community indicators (though seems to be aimed at the county level). Example page is <http://skagitcountytrends.org/>. The aim is to organize data in ways that are useful to the public. The project covers counties mostly in Eastern Washington.

5) Strong mayor cities have tended to be more friendly to open data initiatives.

6) An on-going challenge is sharing data with tribal authorities. Some have tended to be distrustful and secretive.

7) Some areas where better training for state professionals is needed:

--- Contract management: how to navigate the contractual and informal norms of a contract relationship

--- Procurement

--- Public Records Act: implications and how to manage requests

8) Some additional websites:

State GIS portal: geo.wa.gov

State open data portal: data.wa.gov

Democracylab.org

Openseattle.org

Csvconf.com: open-source data users conference

9) Some additional contacts:

WSU Extension, Shelton: Justin Wright

Olympia: Sean Kreier

Port Orchard: Joann Markard

**Barbara Smith, Native Cases Institute Director, August 19, 2019**

1) Possible project is to update a 2010 report on pathways to college/higher ed for native students in Washington State.

2) There is a case to be made for keeping tribal governance as a separate entity in the MPA program: opportunity for community building among the students in an environment that is not white-dominated; tailored curriculum to tribal governance.

3) Possible idea: a tribal governance equivalent to a CPM program

4) Urban Indians tend to be more difficult to reach

5) Some ideas on outreach that could assist recruiting:

--- Alumni network for Native Pathways and MPA Tribal Governance

--- Indian Health Service (Seattle) (we may have some alumni there)

--- Office of Indian Affairs (Craig Bill): has contact information for tribal officials responsible for higher education.

--- Office of Native Education

--- Melvin Askit (?) and Ron Allan (Jamestown S’Klallam Tribe)

--- Attend Centennial Accord meeting (see Native Case Institute Case on this)

--- National Indian Gaming Conference (Squaxin Island)

--- American Indian Health Association

--- Use tribal newsletters, encourage alumni to write about their experiences

--- Northwest Indian Applied Research Institute (NIARI)

--- Indian Land Tenure Foundation

--- Port Gamble: tribal re-entry program

**4) Tina Kuckkahn-Miller, VP of Indigenous Programs, Evergreen State College, August 22, 2019**

Tina noted a desire to see tribal governance integrated throughout the curriculum. There is a particular need for public administration professionals in Washington state to understand tribal governance and relationships with tribal authorities.

Also indicated several areas in which future tribal administrators will need expertise:

--- Federal-tribal relations: managing the Trump administration and uncertainty in the federal-tribal relationship (e.g. Dakota Access pipeline)

--- Cultural management: managing cultural resources and institutions

--- Economic development and institutions specific to tribal governance

--- Environmental management and climate change

**5) Alan Parker, Leonard Forsman (President of Affiliated Tribes of Northwest Indians and Chairman of Suquamish Tribe), Ron Allen (Chairman of Jamestown S’Klallam Tribe), October 7, 2019**

The conversation focused mostly on how the public administration and tribal leadership needs for tribal governments have changed in the past 20 years. Some particularly notable needs include:

1. Ability to engage in collaborative governance. Everyone noted the increased complexity in addressing problems facing tribal governments and the need for collaboration with local governments, state government, federal agencies, and nonprofits to get solutions.
2. Related to the above, everyone noted the increased complexity of the policymaking process and a need for tribal leaders to know how to navigate policy process at all levels of government in order to solve problems facing tribal territories.
3. Natural resource management: a large number of problems revolve particularly around land and resource management. Incoming tribal leaders need expertise in these sorts of issues [PERHAPS CONSIDER GOVERNING THE COMMONS]
4. Economic development: Tribal leaders need to be able to analyze local economic problems and develop solutions. Ron Allen emphasized the importance of credible legal and property rights institutions in attracting outside investment to tribal areas [ALONG THE LINES OF HERNANDO DESOTO IN MYSTERY OF CAPITAL].
5. Capital budgeting: skill in managing capital projects, including debt management, developing financial statements, capital budgeting.