

## **PROGRAM EVALUATION**

**Muscogee (Creek) Nation Higher Education Scholarship Foundation  
Okmulgee, OK**

**Tax Identification Number 73-0932018**

**Evaluation Date: August 21, 2013**

**Evaluator: Janice Edmiston, M.A., CFRE**

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**PROGRAM EVALUATION**  
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**Executive Summary**

The Muscogee (Creek) Nation Higher Education Scholarship Foundation (HESFP) brochure aptly and succinctly articulates HESFP's purpose: *exercising sovereignty and self-determination through traditional gift giving.*

The purpose of this evaluation was to assess if HESFP met the objectives listed in its strategic plan updated May 29, 2013. HESFP began with an aggressive plan, which resulted in outstanding outcomes executed by an exemplary staff of two individuals and a committed committee. Of the plan's 18 objectives, 16 (89%) were fully achieved; the remaining two objectives (11%) will easily be met by September 30, 2013, the end of the fiscal year.

By executing the methodical plan, HESFP simultaneously built, within its first year, an infrastructure based on best practices, gained fund raising momentum and awarded seven scholarships. All positioned HESFP for future success.

***Findings***

1. The director and administrative assistant possess the hard and soft skills that match the responsibilities of their respective positions. Both capably think *big picture* and aptly execute detailed, customer-service tasks without getting bogged down.
2. Marketing materials, offices, website and publications are attractive and professionally done without giving the impression that funds are used frivolously.
3. The initial fundraising methods successfully used best practices by soliciting first those "closest" to the Muscogee (Creek) Nation – committee members, employees and tribal citizens.
4. A number of giving programs were established, providing more than one vehicle for donors to contribute.
5. Donor identification, cultivation, solicitation and stewardship were well integrated into the plan's activities resulting in 10 funded, named scholarships and seven scholarships awarded.
6. As a 7871 program with few peers, HESFP can be innovative and creative.
7. HESFP has strong support from the Muscogee (Creek) Nation.

### Recommendations

1. Invest in a fundraising, inter-relational data base that allows staff to segment and link donors, assign hard and soft credit gifts, track pledges and pledge payments, generate campaign analysis, financial and donor-giving reports and more.
2. Contract with a prospect research service to prioritize prospects and donors entered in the data base. With objective research results, staff will be able to efficiently focus their efforts and program resources on prospects/donors that appear to have the greatest giving potential. Staff will need to allocate time to qualify the prospect, usually through a personal visit. Program funds must be allocated for staff to travel to meet with prospects.
3. Train committee members to advocate for and act on behalf of the program. Committee members can identify and share opportunities to build donor relationships, facilitate introductory meetings with prospects, help qualify prospects, accompany staff to cultivation, solicitation and stewardship meetings and participate in donor recognition and grant awards events.
4. Invest in additional training for staff or contract services as the program advances to planned giving.
5. Obtain a legal opinion of the statement *all contributions to the Muscogee (Creek) Nation Higher Education Scholarship Foundation Program are tax deductible* to determine if all contributions are tax deductible or if all donations are eligible for a tax deduction.
6. Associate the web address [www.creeknationfoundation.org](http://www.creeknationfoundation.org) more with the HESFP name enabling the public easier access to program information.

## Program Overview and Description

The roots of the **Higher Education Scholarship Foundation Program (HESFP)** begin with section 7871 of the Internal Revenue Service Code (IRC). This code states "in certain specific areas, section 7871 of the Internal Revenue Service Code (IRC) places tribal governments on the same footing as State and local governments that provide similar services to their citizens." Furthermore, "tribal governments can be the recipients of income tax deductible charitable gifts, as well as the recipients of funds deductible from estate and gift taxes" ([http://www.irs.gov/Government-Entities/Indian-Tribal-Governments/FAQs-for-Indian-Tribal-Governments-regarding-IRC-Section-7871-\(Tribes-Treated-Like-States-for-Federal-Tax-Purposes\)](http://www.irs.gov/Government-Entities/Indian-Tribal-Governments/FAQs-for-Indian-Tribal-Governments-regarding-IRC-Section-7871-(Tribes-Treated-Like-States-for-Federal-Tax-Purposes))).

Using section 7871 and exercising its self-determination, the Muscogee (Creek) Nation passed the Muscogee (Creek) Nation National Council Ordinance NCA 12-239 on December 15, 2012. This action created a tribal government, nonprofit program known as the **Higher Education Scholarship Foundation Program**. HESFP is a fundraising and grant-making arm of the Muscogee (Creek) Creek Nation, specifically for academic scholarships, community educational initiatives, and research that benefit of its citizens and townships. Accordingly, HESFP follows section 7871 statues more than the regulations applicable to 501(c) (3) charitable organizations, and its mission underscores the Nation's sovereignty, self-determination and commitment to its citizens and its tribal communities.

**HESFP Mission:** The central purpose and role of the Muscogee (Creek) Nation Higher Education Scholarship Foundation Program established by the Muscogee (Creek) Nation National Council is to promote self-sufficiency, proactive community participation, self-reliance, self-determination, exercise the proficiency of tribal sovereignty, and provide a sustainable future for Muscogee (Creek) Nation citizens through academic scholarship, community educational initiatives, and research that benefit the growth and prosperity of Muscogee (Creek) Nation communities. The Muscogee (Creek) Nation Higher Education Scholarship Foundation Program is a Muscogee (Creek) Nation tribal government non-profit program qualified under Section 7871(a) of the Internal Revenue Service Code. All contributions to the Muscogee (Creek) Nation Higher Education Scholarship Foundation Program are tax deductible.

## HESFP Activities

Within a month of passing of NCA 12-239, an HESFP program director was hired followed by the hiring of an administrative assistant two months later. HESFP employees, aided by committee members and Creek Nation resources, prepared an aggressive, first-year strategic plan that focused simultaneously on building the program's infrastructure, raising money and awarding scholarships. The plan's goals, objectives and evaluations for this first year of operation are listed individually in **Section 4, Findings and Reflections**.

The fundamental activities performed to achieve this plan's goals and objectives included, but were not limited to,

- a. Completing a strategic planning session and involving committee members and volunteers.
- b. Developing a logical, strategic fundraising action plan.
- c. Implementing a donor database capable of listing gift restrictions.
- d. Entering 56,000 viable, prospective donors' names and contact information into the data base.
- e. Offering giving opportunities that incorporate elements of a "moves-management" approach: *moving* donors from a one-time gift, to multiple gifts per year, to a major gift and ultimately, after staff receives additional training, a planned/estate gift.
- f. Identifying, cultivating and soliciting individual donors resulting in 10 funded, named scholarships.
- g. Developing and implementing of a Workplace Giving Program that engaged Creek Nation employees.
- h. Educating the public and promoting the program's dual purpose of raising money and awarding mission-driven scholarships/grants that benefited Muscogee (Creek) Nation citizens and communities.
- i. Participating in professional fundraising educational opportunities, such as *The Fund Raising School*, Indiana University Lilly Family School of Philanthropy.
- j. Developing a user-friendly website and creating an on-line presence with *scholarship.com* and *Facebook*.
- k. Implementing an unbiased scholarship program that utilized contributions per donors' restrictions/designations to award seven scholarships.
- l. Acknowledging donors according to Internal Revenue Service regulations and continuing the donor cultivation process by publically recognizing and honoring them, when appropriate.
- m. Acting as a responsible steward of funds by establishing internal controls to process and account for contributions and reporting to an "oversight" committee.

## Evaluation Methodology

The evaluator was able to assess 11-months of the 12-month plan. The evaluation period began on August 21 with a site visit and culminated with a findings report to the HESFP committee and tribal leadership on September 13, 2013. The plan's end date was September 30, 2013, the last day of its fiscal year.

The evaluator used a straightforward evaluation method. Goals, objectives and evaluations stated in HESFP plan updated May 29, 2013 were compared to documents provided by staff and information found on the HESFP website and internet. During the site visit the evaluator also spoke with the individuals listed below. A meeting with a donor was scheduled but did not occur. Statements from staff and committee members were used either to verify documents and internet information or to enhance the evaluator's understanding of the program.

1. Mr. Bill Fife, President (HESFP Executive Committee Member)
2. Mr. Rob Daugherty (HESFP Member)
3. Dr. Wayne Johnson (HESFP Member)
4. Dr. Pete G. Coser (HESFP Director)
5. Ms. Elsa Fraser (HESFP Administrative Assistant)

In the **Finding's Section**, objectives were reviewed and documents located to verify if the objective was either *fully met*, *progressing* or *not met*.

- *Fully met* indicated the objective was achieved/completed entirely by the projected deadline. One exception to this criterion was Objective 3.1. The evaluator listed 3.1 as *fully met* even though the objective was not completed by the projected deadline. Objective 3.1 was achieved fully a short time after its listed deadline.
- *Progressing* indicated an objective was being worked on but had not been completed fully at the time of the evaluation.
- *Not met* indicated that no evidence could be found to verify the objective was being worked on.

The evaluator also included *comments* and *reflections* in the **Findings Section**. Comments were meant to be informative and unbiased by calling attention to or clarifying an evaluation criterion. A reflection was the evaluator's opinion, offered to assist the program.

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Goals, objectives and evaluations refer specifically to the

**MUSCOGEE (CREEK) NATION HIGHER EDUCATION SCHOLARSHIP FOUNDATION PROGRAM (HESFP) PLAN, updated May 29, 2013.**

**OVERALL FINDINGS:**

**Total Number of Objectives: 18; 16 (89%) were fully met; two (11%) were progressing and should be fully met by September 30, 2013, and none (0%) were found to be not met.**

Goals, Objectives and Evaluations per Plan Updated May 29, 2013	Level	Evaluator's Comments and Reflections
<p><b>Goal 1.0 Initiate, develop, maintain, and evaluate a Muscogee Nation Higher Education Scholarship Foundation Program.</b></p> <p><b>Objective 1.1</b>                      By the end of the fiscal year, the Muscogee Nation will have implemented a Muscogee Nation Higher Education Scholarship Foundation Program to support academic scholarships, community initiatives, and research that benefit the Muscogee Nation and communities according to documented results.</p> <p><b>Evaluation:</b>                      1.1.1.1.1 Copy of Ordinance NCA 12-239                      1.1.2.1.1 Director &amp; Administrative Assistant/Copy of Budget                      1.1.3.1.1 Copy of Ordinance NCA 12-239/Copy of By-Laws</p>	<p>Fully Met</p>	<p><b>Objective 1.1 has been met as evidenced by</b></p> <p>a. Muscogee (Creek) Nation National Council Ordinance NCA 12-239 passed on December 15, 2012.</p> <p>b. Director hired January 2013 followed by the hiring of an administrative assistant in March 2013. Copy of budget summary and budget justification provided to evaluator.</p> <p>c. Copy of HESFP by-laws provided to evaluator.</p>

Goals, Objectives and Evaluations per Plan Updated May 29, 2013	Level	Evaluator's Comments and Reflections
<p><b>Goal 2.0 Research public and private foundations, agencies, and grant opportunities to identify potential sources of funding.</b></p> <p><b>Objective 2.1</b> By the end of this fiscal year, the Muscogee Nation Higher Education Scholarship Foundation Program will have identified and stored on a data base 500 potential funding resources that will fiscally support Muscogee citizens through academic scholarships, community initiatives, and research that benefit the Muscogee Nation and communities according to a data base.</p> <p><b>Evaluation:</b> 2.1.1.1.1 List from Data Base 2.1.2.1.1 Data Base</p>	Fully Met	<p>Objective 2.1 has been met as evidenced by</p> <ol style="list-style-type: none"> <li>the addition of 56,000 names and addresses of Tribal members stored by HESFP in an excel file, exceeding the targeted number of 500.</li> <li>an excel file used as a data base to store prospects and donor records.</li> </ol> <p><u>Comments</u> Per the Director, an additional 100 vendors will be entered in the excel donor base file.</p> <p><u>Reflection</u> The HESFP program plan wisely included Strategy 2.1.2 - to identify and implement data base by the end of the fiscal year. Excel allows the user to store and analyze data but not manage it. With the existing volume of records, HESFP would be served well by investing in an inter-relational donor database capable of segmenting and linking records, attributing hard and soft credit gifts, generating standard reports, among other functions not possible with excel.</p> <p>As funds allow, HESFP may wish to invest in a prospect research service to objectively screen and prioritize the 56,000+ prospective donors. Prioritizing prospects will enable staff to efficiently and effectively target their revenue-generating efforts. Contract prospect research services begin around \$3,000 per year.</p>



Goals, Objectives and Evaluations per Plan dated May 29, 2013	Level	Evaluator's Comments and Reflections
<p><b>Goal 3.0 Organize a strategic planning effort to meet programmatic objectives and to assemble support for the Foundation.</b></p> <p><b>Objective 3.1</b> By the end of March 2013, the Muscogee Nation Higher Education Scholarship Foundation Program will have conducted a strategic planning session that supports Muscogee citizens through academic scholarship, community initiatives, and research according to a strategic planning document.</p> <p><b>Evaluation:</b> 3.1.1.1.1 Strategic Planning Document</p>	Fully Met	<p>Objective 3.1 has been met as evidenced by</p> <ul style="list-style-type: none"> <li>a. photographs, a strategic planning outline, strategic planning session held April 19, 2013.</li> <li>b. plan was provided to the evaluator.</li> </ul> <p><u>Comments</u> The objective target date of March 31, 2013 was delayed by three weeks.</p> <p><u>Reflection</u> A short delay in satisfying the deadline did not appear to significantly hinder the program in any way.</p>
<p><b>Goal 4.0 Sustain a data base of restricted and non-restricted donations.</b></p> <p><b>Objective 4.1</b> By the end of March 2013, the Muscogee Nation Higher Education Scholarship Foundation Program will have implemented a data base of identified restricted and non-restricted donations that support Muscogee citizens through academic scholarships, community initiatives, and research will benefit the Muscogee Nation communities according to a data base of documented results.</p> <p><b>Evaluation:</b> 4.1.1.1.1 List of Restricted and Non-restricted Donations 4.1.2.1.1 Data Base</p>	Fully Met	<p>Objective 4.1 has been met as evidenced by</p> <ul style="list-style-type: none"> <li>a. list of named scholarships with donor restrictions published on website and in print form.</li> <li>b. data stored in an excel file.</li> </ul>

Goals, Objectives and Evaluations per Plan Updated May 29, 2013	Level	Evaluator's Comments and Reflections
<p><b>Goal 5.0 Ensure donors receive tax-exempt receipts.</b></p> <p><b>Objective 5.1</b> By the end of December 2013, the Muscogee Nation Higher Education Scholarship Foundation Program will have provided tax-exempt receipts to 100% of the donors that provided donations according to a data base of documented results.</p> <p><b>Evaluation:</b> 5.1.1.1.1 List of Donors</p>	Fully Met	<p>Objective 5.1 has been met up as evidenced by</p> <p>a. gift acknowledgements/receipts: 1) example of a donor "thank you" letter inclusive of mandatory Internal Revenue Service language with copies to Muscogee (Creek) Nation, 2) end-of-year tax acknowledgement letter to employees that contributed through the <i>Workplace Giving Program</i> and 3) <i>Contribution Receipt</i> form.</p> <p><b>Reflection</b> Acknowledgment letters to donors contained language that "all contributions to the Muscogee (Creek) Nation Higher Education Scholarship Foundation Program are tax deductible". This statement may need a legal opinion to determine if <u>all</u> contributions are tax deductible or if all donations are <u>eligible</u> for a tax deduction.</p> <p>HESFP may want to consider adding language to letters regarding how donors' names will be listed publically. This addition gives donors the opportunity to inform HESFP if a correction needs to be made before names are published.</p>

Goals, Objectives and Evaluations per Plan Updated May 29, 2013	Level	Evaluator's Comments and Reflections
<p><b>Goal 6.0 Update and maintain a Foundation website and distribute marketing material to the public.</b></p> <p><b>Objective 6.1</b> By the end of March 2013, the Muscogee Nation Higher Education Scholarship Foundation Program will have updated its website to current Program information and standards according to documented results.</p> <p><b>Evaluation:</b> 6.1.1.1.1 Copy of Updated Website</p>	Fully Met	<p>Objective 6.1 has been met as evidenced by</p> <p>a. accessible public website using the URL <a href="http://www.creeknationfoundation.org">www.creeknationfoundation.org</a>.</p> <p>b. nine website pages contained detailed information and appropriate live links guiding "visitors" throughout the site. The on-line donation page is under construction per the Employee Contribution Form.</p> <p><u>Comments</u> Using a Google search, no direct link could be found on the internet to the above noted URL; the Director provided the web address to the evaluator. The Google search found HESFP is mentioned on <i>scholarships.com</i> and <i>Facebook</i>.</p> <p><u>Reflection</u> The website is attractive and user-friendly and appears to be nearly complete. A secure online donation page and easier website access will make giving to HESFP easier.</p>

Goals, Objectives and Evaluations per Plan Updated May 29, 2013	Level	Evaluator's Comments and Reflections
<p><b>Objective 6.2</b> By the end of the fiscal year, the Muscogee Nation Higher Education Scholarship Foundation Program will have developed and distributed marketing material to the general public according to documented results.</p> <p><b>Evaluation:</b> 6.2.1 brochure (per Director).</p>	Fully Met	<p>Objective 6.2 has been met as evidenced by</p> <p>a. a program brochure, television appearance by the Director on <i>Native News Today</i>, participation at career fairs and tribal activities, presentations to employees of the Nation, distribution of HESFP information to at least two classes taught by the Director and distribution of HESFP marketing materials, that include but are not limited to, backpacks, pens, business portfolio and to-go cups.</p>
<p><b>Goal 7.0 Design a program brochure and marketing material to augment the Foundation personality and to promote fundraising.</b></p> <p><b>Objective 7.1</b> By the end of March 2013, the Muscogee Nation Higher Education Scholarship Foundation Program will have developed a program brochure for distribution to the general public according to documented results.</p> <p><b>Evaluation:</b> 7.1.1.1.1 Copy of Brochure</p>	Fully Met	<p>Objective 7.1 has been met as evidenced by</p> <p>a. program brochure that lists the program's vision, mission statement, goals, core values, fund raising programs, names of executive committee members and the name and contact information for the director.</p> <p><b>Reflection</b> As HESFP matures, it may want to consider adding a call to action statement in the brochure, for example to make a contribution or to confidentially discuss a gift to HESFP, contact Dr. Pete Coser, 918.732.7755 and including the website.</p>

Goals, Objectives and Evaluations per Plan Updated May 29, 2013	Level	Evaluator's Comments and Reflections
<p><b>Objective 7.2</b> By the end of June 2013, the Muscogee Nation Higher Education Scholarship Foundation Program will have been developed and distributed marketing material to the general public to complement the Foundation and its fund raising efforts according to documented results.</p> <p><b>Evaluation:</b> 7.2.1.1.1 Copies of Marketing Material</p> <p><b>Goal 8.0 Plan and coordinate fundraising activities.</b></p>	Fully Met	<p><b>Objective 7.2 has been met as evidenced by</b></p> <p>a. marketing materials of backpacks, pens, business portfolio and to-go cups</p> <p><b>Reflection</b> The HESFP offices are decorated with attractive rugs that have the Program's logo.</p>
<p><b>Objective 8.1</b> By the end of March 2013, the Muscogee Nation Higher Education Scholarship Foundation Program will have planned fund raising activities for the fiscal year according to a Calendar of Activities.</p> <p><b>Evaluation:</b> 8.1.1.1.1 Copy of Calendar</p> <p><b>Goal 9.0 Plan and develop direct mail campaign for potential donors.</b></p>	Fully Met	<p><b>Objective 8.1 has been met as evidenced by</b></p> <p>a. event calendar.</p>
<p><b>Objective 9.1</b> By the end of June 2013, the Muscogee Nation Higher Education Scholarship Foundation Program will have conducted a direct mail campaign to 5,000 potential donors according to documentation.</p> <p><b>Evaluation:</b> 9.1.1.1.1 Direct Mail Campaign Documents</p>	P r o g r e s s i n g	<p><b>Objective 9.1 has not been met but is underway.</b></p> <p><b>Comments</b> Per the Director, this activity was postponed until September 30, 2013, the end of the fiscal year.</p> <p><b>Reflection</b> Postponing this activity until September does not appear to have a detrimental effect on the program. Some current fundraising literature states September solicitations garner significant contributions.</p>

Goals, Objectives and Evaluations per Plan Updated May 29, 2013	Level	Evaluator's Comments and Reflections
<p><b>Goal 10.0 Provide program information of special needs of the Foundations to potential donors to encourage individuals, corporations, trusts, or donations of gifts.</b></p> <p><b>Objective 10.1</b> By the end of June 2013, the Muscogee Nation Higher Education Scholarship Foundation Program will have sent information of documented needs to 500 potential donors of individuals, corporations, and foundations according to documentation.</p> <p><b>Evaluation:</b> 10.1.1.1.1 List of individuals, Corporations, and Foundations</p>	<p>P r o g r e s s i n g</p>	<p>Objective 10.1 has not been met but is in progress.</p> <p><u>Comments</u> Per the Director, this objective will be accomplished in conjunction with the direct mail campaign listed under objective 9.1. Objective will be accomplished by September 30, 2013.</p> <p><u>Reflection</u> This spirit of the objective was partially accomplished with the Director's appearance on <i>Native News Today</i>. Viewers contacted the Foundation office, resulting in a dissemination of information.</p>
<p><b>Goal 11.0 Sponsor and coordinate meetings with Foundation committees and volunteers and an Annual Celebration and Recognition of Foundation donors.</b></p> <p><b>Objective 11.1</b> By the end of the fiscal year, the Muscogee Nation Higher Education Scholarship Foundation Program will have met with 100% of its committees and volunteers according to documented results.</p> <p><b>Evaluation:</b> 11.1.1.1.1 Minutes of Meetings</p>	<p>Fully Met</p>	<p>Objective 11.1 has been met as evidenced by</p> <p>a. e-mail communications, reports and meetings, such as strategic planning meeting with members.</p>
<p><b>Objective 11.2</b> By the end of the fiscal year, the Muscogee Nation Higher Education Scholarship Foundation Program will have conducted an Annual Celebration and Recognition of Foundation donors according to documented results.</p> <p><b>Evaluation:</b> 11.1.1.1.1 Minutes of Meetings 11.2.1.1.1 Copy of Program</p>	<p>Fully Met</p>	<p>Objective 11.2 has been met as evidenced by</p> <p>a. October 2012 Creek Nation gala that contributed \$56,000 to the HESFP.</p> <p><u>Comments</u> A Celebration is set for September 28, 2013 to recognize donors, administration, members and seven awardees.</p>

Goals, Objectives and Evaluations per Plan Updated May 29, 2013	Level	Evaluator's Comments and Reflections
<p><b>Goal 12.0 Develop a process for scholarship requests and scholarship awards.</b></p> <p><b>Objective 12.1</b> By the end of March 2013, the Muscogee Nation Higher Education Scholarship Foundation Program will have developed a plan to process Foundation requests and the awarding of scholarships according to documentation.</p> <p><b>Evaluation:</b> 12.1.1.1.1 Copy of Forms</p>	Fully Met	<p>Objective 12.1 has been met as evidenced by</p> <p>a. forms: 1) HESFP application with instructions, 2) financial needs analysis and 3) photo release.</p> <p><u>Comments</u> Per the Director, the plan has been implemented and is awaiting acceptance by HESFP Executive members.</p>
<p><b>13.0 Monitor effectiveness of Foundation components.</b></p> <p><b>Objective 13.1</b> By the end of the fiscal year, the Muscogee Nation Higher Education Scholarship Foundation Program will have conducted an external evaluation of its program goals, objectives, and budget according to a documented assessment.</p> <p><b>Evaluation:</b> 13.1.1.1.1 Copy of External Evaluation</p>	Fully Met	<p>Objective 13.1 has been met as evidenced by</p> <p>a. Site visit in performance of the external evaluation by consultant Janice Edmiston on August 21, 2013 and report presented and provided to members and HESFP staff on September 13, 2013.</p>

Goals, Objectives and Evaluations per Plan Updated May 29, 2013	Level	Evaluator's Comments and Reflections
<p><b>Objective 13.2</b> By the end of the fiscal year, the Muscogee Nation Higher Education Scholarship Foundation Program will have conducted weekly meetings, a semi-annual report, and an annual report to monitor program effectiveness according to documented results.</p> <p><b>Evaluation:</b> 13.2.1.1.1 Calendar of Meetings/Copy of Semi-Annual Report/Copy of Annual Report</p>	Fully Met	<p><b>Objective 13.1</b> has been met as evidenced by</p> <p>a. event calendar.</p> <p><b>Comments</b> Per the Director, the annual report will be prepared after the fiscal year is completed.</p> <p><b>Reflection</b> The logical time for an annual report would be three to six months after the end of the fiscal year.</p>
<p><b>Goal 14.0</b> <i>Submit administrative reports in a timely manner to the Board of Directors.</i></p> <p><b>Objective 14.1</b> By the end of the fiscal year, the Muscogee Nation Higher Education Scholarship Foundation Program will have been submitted all administrative reports in a timely fashion to the governing board according to documented results.</p> <p><b>Evaluation:</b> 14.1.1.1.1 Copies of Administrative Reports</p>	Fully Met	<p><b>Objective 14.1</b> has been met as evidenced by</p> <p>a. Quarterly reports provided to Secretary of Education and Board.</p>