

Muscogee (Creek) Nation Higher Education Scholarship Foundation
Program Evaluation, September 23, 2015

Program Evaluation

Muscogee (Creek) Nation Higher Education Scholarship Foundation

Okmulgee, OK

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Evaluation Date: September 23, 2015

Evaluator: Todd Fuller, PhD

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1) Executive Summary:

The Muscogee (Creek) Nation Higher Education Scholarship Foundation's MNHESF vision / motto includes: "Exercising Sovereignty and Self-Determination through Traditional Gift Giving," which is certainly evidenced in the numerous activities, events, and day-to-day work carried out by the stakeholders involved with the organization. My recommendations, findings, and reflections all confirm the laying of a solid, well-thought-out organizational foundation.

The external evaluator met with a number of key stakeholders with the Higher Education Scholarship Foundation Program on September 23, 2015 at the Muscogee (Creek) Nation complex for the purpose conducting an annual evaluation of the program.

Dr. Pete Coser, director of the program, initiated contact with the evaluator to discuss the scope of work on September 1, 2015. The evaluator discussed the proposed project with his supervisor and received clearance to carry out the work on September 2, 2015.

Once an agreement to carry out the work had been reached, Dr. Coser began sending the evaluator the necessary documents to conduct the program review. The evaluator began reviewing documents immediately.

Dr. Coser and the evaluator then identified a date on which the evaluator was to visit the program's offices. During the day of September 23, 2015, the evaluator met with nine (9) different individuals involved with the Program. Stakeholders included: the Secretary for Education & Training, Members of the Foundation, the Program Director, the Program Administrative Assistant, Donors, and Scholarship Recipients.

Based on those conversations and on reviewing the documents for the evaluation period, recommendations are provided below.

Recommendations:

- Connecting the Foundation's story to more people – that is, a broader public (within and outside of the Muscogee Nation); this can be accomplished by:
 - Creating an expanded use of social media
 - Distributing the newsletter to more people (across the expanse of the Muscogee (Creek) Nation and to other strategic locations or sites)

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- Updating the website on a more frequent basis (monthly or every other month)
- Developing a brochure (and making it available electronically) that clearly articulates the difference between the Nation's Higher Ed scholarships and programs versus the Foundation's scholarship programs
- Moving to a new location (within the Muscogee [Creek] Nation complex)
 - Allowing the organization to grow and operate out of an autonomous space would create a positive identity for the Foundation
- Hiring additional staff
 - Considering budget constraints within the Nation, a funded position was initially cut, but Director Coser plans on hiring another assistant as soon as funds are available, which will allow more fundraising efforts to be carried out
- Creating a separate governing body for the Foundation
 - Doing as much is standard practice for a foundation, especially one with the means (and budget) available to the MNHESF
- Considering purchasing a subscription to the Foundation Directory Online,
 - Doing so will provide the Foundation with information about both local, domestic, and international foundations as well as funding priorities and areas of giving
- Becoming more deliberate about conducting fundraising events in Tulsa
 - Speaking with the evaluator, Dr. Coser stated that he would like to conduct an information session during which the Foundation would invite a number of Tulsa-area funders to attend and learn about various activities carried out by MNHESF
- Convening the appropriate committees to carry out the work assigned to each
 - Encouraging committees to meet regularly and discuss creative ways to conduct work and achieve successful fundraising activities

Though those who work for / with the Foundation honestly expressed pleasure with the Foundation's work during its first two-and-a-half years of existence, each participant also made it clear that much more remains to be done. In other words, no sense of self-satisfaction or overt pride permeated any of the conversations. This is an extremely positive sign that the Foundation's staff are still eager to achieve much larger goals and objectives.

2) Evaluation Methodology:

As a result of the external evaluator's experience – both as a fundraiser and as an educator in Indian Country – and the evaluator's training (as a qualitative researcher / critical theorist) the evaluator chose a method that aligns with Muscogee (Creek) traditions. Namely, when meeting with stakeholders, I asked the following questions:

- What positive impact has the Foundation had on you, on the Muscogee (Creek) Nation / community, the students? (Do you have a story about a specific impact?)
- What challenges have you noticed, if any, regarding the function of the Foundation?
- What recommendations for improvement would you suggest?

Other considerations associated with the evaluation of the Program include the following:

- Are the Foundation's goals and objectives being met (in a timely fashion)? If not, what solutions are being considered?
- Are the Foundation's goals and objectives reasonable and aligned with standard best practices for non-profit organizations?
- Is the Foundation fulfilling its mission of serving the members of the Muscogee (Creek) Nation?

3) Program Description

The MNHESF serves to meet Muscogee (Creek) values by giving to those who are seeking to make a better life for themselves, their family, and their community. Giving is reciprocal (and cyclical, as well as generational). In the near future, a number of students who benefitted from the Foundation's generosity will become contributors to the program.

The Muscogee (Creek) Nation passed the National Council Ordinance NCA 12-239 on December 15, 2012. Section 7871 of the IRS Code states "in certain specific areas, section 7871 of the Internal Revenue Service Code (IRC) places tribal government of the same footing as State and local governments that provide similar services to their citizens." Further, "tribal governments can be the recipient of

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income tax deductible charitable gifts, as well as the recipients of funds deductible from estate and gift taxes.”

The Foundation qualifies the Muscogee (Creek) Nation to raise money to provide scholarships, community education, and research to benefit its citizens.

Foundation 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 scholarships, 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.

As well, the Foundation’s Core Values, as identified in a number of locations (brochure, website, etc.) include:

- Spiritual Belief / *Vkvsymkv*: to acquire a spiritual understanding of life
- Community / *Emetvl’hvmke*: to place community interest and benefits ahead of individual and personal gain
- Humility / *Eyasketv*: to be kind . . . and to unconditionally help one another through initiative efforts
- Respect / *Vrakkueckv*: to help one another in time of need
- Integrity / *Fvtcetv*: to take responsibility for our performance and commitments
- Responsibility / *Emenhonrvke Tayat*: to be loyal, reliable, and diligent in all tasks
- Wisdom / *Hoporrenkv*: to achieve a happy, healthy and self-sustaining life
- Higher Education / *Nakcokv Mvhakv Svhlwecat*: to bring a sustainable future to Muscogee (Creek) Nation
- Leadership / *En’homvttetv*: to promote that every individual has the potential to achieve success

As evidenced in interviews and meetings with stakeholder / participants, the Foundation practices both its mission and applies its core values on a daily basis. All involved in the effort, including members, donors, staff, and students play a role in bringing the mission and values to fruition.

The evaluator also provided status updates of the goals and objectives – this, based on discussions, interviews, reviewing materials, and asking follow up questions.

4) Findings and Reflections

Interviews

At the beginning of each interview / meeting, the evaluator thanked interviewees for letting him visit Muscogee (Creek) land, the Nation. In addition, he also provided context for the meeting and told each participant what he wanted to discuss – namely, those questions identified above in the evaluation methodology. (For the purposes of this evaluation, the names of each participant have been withheld – except for the Foundation Director and administrative assistant.)

In order to assure the anonymity of all participants, I included below their responses to the questions (in no particular order):

- What positive impact has the Foundation had on you, on the Muscogee (Creek) Nation / community, the students? (Do you have a story about a specific impact?)
 - Generally speaking, the students found the application process to be quite easy to navigate
 - Dr. (Pete) Coser has been outstanding getting the Foundation established and “off the ground”
 - Setting up and / or contributing to a specific scholarship program is a powerful way to honor the memory of those you love (several times)
 - Note: one of the participants provided an extremely powerful story / connection to one of the scholarship programs (Cancer for Kat), which I would strongly recommend using in the program’s literature and social media; the participant acknowledged that she would be willing to share her story; Nathan participated in the interview, so he knows who she is
 - The organization’s effectiveness is phenomenal
 - Pete does a great job modeling the Foundation’s mission through his management style

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- They've all done a good job researching how to put a foundation together
- So many of the special events have been well-attended and full of good energy
 - Participants specifically discussed the golf tournament and the big "gala" event at River Spirit Casino, which was the Hall of Fame event
- Reports indicate that Dr. Coser is doing a great job and that he has helped many tribal members who might not have been able to attend college otherwise
- The strategic plan is taking shape
- The program is helping us preserve our sovereignty; now, if we didn't have it, it would hurt the Muscogee (Creek) Nation psyche; so, we can rely on our own people raise funds for sending our kids to college, graduate schools, and professional schools; it's immense
- Dr. Coser goes out and talks to people all the time; he goes to trainings and meetings on a regular basis; he does an excellent job keeping up with the times; his reporting is always done in a timely manner
- Pete does a splendid job; he is always prompt; and his staff is always "on the ball"
- One student who was able to go to medical school (University of Arkansas) because of the money she received from the Foundation
- Pete has a good way of getting employees to feel good about themselves and to feel confident
- The Foundation has both executive and legislative support
- One participant said, as a result of Foundation scholarships, they had no debt when graduating from college (*the significance of this point cannot be overstated*)
- What challenges have you noticed, if any, regarding the function of the Foundation?
 - Streamlining the Work Place Giving Program with Human Resources; more information regarding this specific opportunity could be provided both on the website and through a brochure; follow up with new MN employees after they have completed their 90-day probationary period; request donations from new employees when their energy is high / good; this program could be more collaborative
 - The Work Place Giving Program needs to be expanded; a more assertive follow up activity needs to be considered and implemented

- Market the Foundation's scholarship program as completely separate from the regular MCN scholarship program; too often, people seem to be confused
- What recommendations for improvement would you suggest?
 - I wonder if we could do a women's golf tournament (mentioned twice)
 - The website could be updated more frequently; needs to be streamlined
 - Highlight student / recipients in the National tribal newsletter
 - More people – other than Pete – need / could be the face of the Foundation; he's done a fantastic job getting everything going, but others need also help advance the foundation's mission – this could be elected officials, notable tribal members, other tribal administrators, etc. The point is to let others lead the way too.
 - Create opportunities for other institutions of higher learning to subsidize Muscogee (Creek) student learning – via partnerships
 - For those reviewing the student applications, some would like to see more of the application and see the stories from the students; reviewers would like to get a sense of the overall narrative; by not having all of the information, it felt restrictive to one reviewer; as a result, it was necessary to “read between the lines,” as it were regarding the students' applications – this is for both high school and college students; when there wasn't enough information, the reviewer deferred to students who were already attending college, especially since they already had a track record; the reviewer felt like more information would be helpful
 - Have more students come back and give testimony about the impact of the program
 - Develop videos of students' testimonies for the website – even the Muscogee (Creek) Nation website
 - Direct mail campaigns in Oklahoma, Arkansas, and California would be good
 - One person wondered if the casino employees can participate in the Work Place Giving Program
 - One participant suggested the Foundation might advertise by obtaining and displaying car magnets on the director's personal vehicle
 - Encourage more of the members of the different Muscogee (Creek) communities to establish scholarships in the name's of loved ones

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- who have passed on; they could even pool their resources to form a single scholarship
- Concerning the item mentioned above, one participant suggested conducting more community meetings; there are plenty of Muscogee (Creek) communities to reach out to
 - Establish more scholarships through the various companies with whom the Nation works
 - Create Public Service Announcements – especially video and audio spots – (using students, staff, and other stakeholders [politicians]) to promote the Foundation; use *Native News Today*, the radio show, and Mvskoke Media as a vehicle to educate the community about the Foundation, its scholarship opportunities, and giving opportunities – how it all ties to traditional Muscogee (Creek) values; market in Tulsa and Oklahoma City
 - One participant asked that the phones be answered
 - Have students submit video applications
 - One participant wondered if an endowment could be established with the cell tower revenue (via the Eufaula Boarding School); if an endowment were created, could it generate more resources
 - Compensate committee members for mileage
 - Use OSU marketing students as interns (unpaid) to push out social media, create PSAs, update the website (all the while, the students can gain valuable work experience)
 - One participant stated that they would like to see a greater amount of money going to the unrestricted category, especially with the direct mailing campaign
 - One participant, who set up a scholarship, shared the story about a relative who had been sent off to Carlisle (and was forced to learn English / not speak Mvskoke), and, when he returned to Oklahoma, he had a great farm / garden; when whites from the county wanted some food, they'd go see him; but he made them talk Mvskoke if they wanted to trade / barter; he believed in education
 - Scholarship recipients should be required to 1) go to the award banquet and 2) provide some kind of (community) service to the Foundation for receiving an award / scholarship

Goals and Objectives

1.0 Continue to develop, maintain, and evaluate a Higher Education Scholarship Foundation Program.

1.1 By the end of September 2015, the Muscogee (Creek) Nation will have continued to develop, maintain, and evaluate a Higher Education Scholarship Foundation Program that supports academic scholarships, community initiatives, and research that benefit the Muscogee (Creek) Nation communities according to documented results.

1.1.1 Review Ordinance NCA 12-239.

1.1.1.1 Director

1.1.1.1.1 Copy of Ordinance NCA 12-239/Review

Status Update: Completed.

2.0 Identify potential sources of funding by researching public and private foundations, agencies, and grant opportunities.

2.1 By the end of September 2015, the Higher Education Scholarship Foundation Program will have identified 250 potential funding resources that will fiscally support Muscogee (Creek) citizens through academic scholarships, community initiatives, and research that benefit the Muscogee (Creek) Nation communities according to a database.

2.1.1 Identify 250 potential funding sources and store on a database by the end of September 2015.

2.1.1.1 Director/Resource Development

Specialist/Administrative Assistant

2.1.1.1.1 List of Potential Sources

Status Update: Done; ongoing.

3.0 Organize and conduct a strategic planning session to review and update the 2015 fiscal year strategic planning document for fiscal year 2016.

3.1 By the end of March 2015, the Higher Education Scholarship Foundation Program will have conducted a strategic planning session to update the strategic plan that will guide the Foundation Program during the 2016 fiscal year according to an updated strategic planning document.

3.1.1 Plan, coordinate, and conduct a strategic planning session by the end of March 2015.

3.1.1.1 Director/Resource Development

Specialist/Administrative Assistant

3.1.1.1.1 Updated Strategic Planning Document

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Status Update: the strategic planning has commenced; ongoing

4.0 Sustain a data base of restricted and non-restricted donors.

4.1 By the end of September 2015, the Higher Education Scholarship Foundation Program will have solicited 100 restricted and/or non-restricted donors to support Muscogee (Creek) students through academic scholarships, community initiatives, and research that benefit the Muscogee Nation communities according to a list of donors.

4.1.1 Identify and solicit prospective restricted and non-restricted donors by the end of September 2015.

4.1.1.1 Director/Resource Development

Specialist/Administrative Assistant

4.1.1.1.1 List of Restricted and Non-restricted Donors

Status Update: Done; ongoing.

5.0 Ensure donors receive tax-exempt receipts.

5.1 By the end of December 2014, the Higher Education Scholarship Foundation Program will have provided tax-exempt receipts to 100% of the donors that provided donations for fiscal years 2014 and 2015 according to documented results.

5.1.1 Provide tax-exempt receipts to 100% of the donors that donated to the Higher Education Scholarship Foundation Program by the end of December 2014 for fiscal years 2014 and 2015.

5.1.1.1 Administrative Assistant

5.1.1.1.1 List of Donors/Copies of Donor Receipts

Status Update: Demonstrated evidence is ample; donors receive tax-exempt receipts in a timely and appropriate manner.

6.0 Update and maintain a Higher Education Scholarship Foundation Program website.

6.1 By the end of December 2014, the Higher Education Scholarship Foundation Program will have updated its website with current Foundation Program information and standards according to documented results.

6.1.1 Update the Higher Education Scholarship Foundation Program website by the end of December 2014.

6.1.1.1 Administrative Assistant/IT Department

6.1.1.1.1 Review Updated Website

Status Update: This needs to be done on a periodic basis; perhaps once a year or once every six months; constant activity on **Facebook** is recommended; set up **Twitter** account, if so inclined (if enough others have requested it, or if the staff thinks it would benefit the program and the students it serves).

7.0 Update program brochure and marketing material to enhance the Higher Education Scholarship Foundation Program personality and fundraising activities.

7.1 By the end of December 2014, the Higher Education Scholarship Foundation Program will have updated its program brochure for distribution to the general public according to documented results.

7.1.1 Distribute a Higher Education Scholarship Foundation Program brochure to the general public by the end of September 2015.

7.1.1.1 Resource Development

Specialist/Administrative Assistant

7.1.1.1.1 Copy of Updated Brochure

Status Update: This still needs to be done; or, if it has been done recently, it needs to be updated again. This is because more scholarship programs have been added.

7.2 By the end of December 2014, the Higher Education Scholarship Foundation Program will have updated its marketing material for distribution to the general public to complement the Higher Education Scholarship Foundation Program In its fundraising efforts according to documented results.

7.2.1 Distribute marketing material to the general public by the end of September 2015.

7.2.1.1 Resource Development

Specialist/Administrative Assistant

7.2.1.1.1 Copy of Marketing Material

Status Update: This activity has been completed.

8.0 Plan and coordinate fundraising activities.

8.1 By the end of September 2014 and 2015, the Higher Education Scholarship Foundation Program will have planned fundraising activities for fiscal years 2015 and 2016 according to a calendar of activities.

8.1.1 Plan fundraising activities for fiscal year 2015 and

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2016.

- 8.1.1.1 Director/Resource Development Specialist/Administrative Assistant
 - 8.1.1.1.1 Copy of Calendar of Activities for 2015 and 2016 Fiscal Years.

Status Update: It appears to the evaluator this has been completed, but the calendar on the website needs to include the activities as well.

- 8.2 By the end of September 2015, the Higher Education Scholarship Foundation Program will have planned, continued, conducted, and offered its Direct Mail Campaign to 4,000 Muscogee (Creek) citizens and other prospective donors according to documented results.
 - 8.2.1 Plan, coordinate, and conduct a Direct Mail Campaign by the end of September 2015.
 - 8.2.1.1 Director/Administrative Assistant
 - 8.2.1.1.1 Direct Mail Campaign Executive Summary

Status Update: In process; ongoing.

- 8.3 By the end of September 2015, the Higher Education Scholarship Foundation Program will have planned, continued, conducted, and offered its Workplace Giving Program to the employees of the Muscogee (Creek) Nation according to documented results.
 - 8.3.1 Plan, coordinate, and conduct a Workplace Giving Program by the end of September 2015.
 - 8.3.1.1 Director/Resource Development Specialist/Committee
 - 8.3.1.1.1 Workplace Giving Program Executive Summary

Status Update: Ongoing (see interviews).

- 8.4 By the end of September 2015, the Higher Education Scholarship Foundation Program will have planned, continued, conducted, and offered its Annual Benefit Golf Tournament to prospective donors.
 - 8.4.1 Plan, coordinate, and conduct a Benefit Golf Tournament by the end of September 2015.

- 8.4.1.1 Director/Committee
 - 8.4.1.1.1 Annual Benefit Golf Tournament Executive Summary

Status Update: Completed (for 2015); ongoing activity.

8.5 By the end of October 2014 and 2015, the Higher Education Scholarship Foundation Program will have partnered with the Tourism and Recreation Department and participated in the “Mvskoke Hall of Fame Induction Gala” fundraiser to benefit the Higher Education Scholarship Foundation Program.

8.5.1 Partner and participate in the Mvskoke Hall of Fame Induction Gala fundraiser by the end of October 2014 and 2015.

- 8.5.1.1 Staff/Foundation Membership
 - 8.5.1.1.1 Mvskoke Hall of Fame Induction Gala Program

Status Update: Completed; it appears this activity will be ongoing.

8.6 By the end of December 2014, the Higher Education Scholarship Foundation Program will have updated its Christmas Celebration to a “Christmas Celebration and Silent Auction” fundraiser to benefit the endowment of the Foundation Program.

8.6.1 Plan and update the Foundation Program’s to a “Christmas Celebration and Silent Auction” fundraiser by the end of December 2014.

- 8.6.1.1 Director/Staff
 - 8.6.1.1.1 “Christmas Celebration and Silent Auction” Program

Status Update: Completed; this will be an ongoing activity.

8.7 By the end of September 2015, the Higher Education Scholarship Foundation Program will have planned and conducted “Scholarship Foundation Telethon 2015” fundraiser to benefit the endowment of the Foundation Program.

8.7.1 Initiate, plan and conduct “Scholarship Foundation Telethon 2015” by the end of September 2015.

- 8.7.1.1 Staff/Mvskoke Media/Executive Office of the Principal Chief
 - 8.7.1.1.1 “Scholarship Foundation Telethon 2015” Video

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Status Update: Partially completed; to be completed (fully) at a later date.

8.8 By the end of September 2015, the Higher Education Scholarship Foundation Program will have initiated and planned a Major Gifts Program to help build the Foundation Program through scholarships, community initiatives, and research.

8.8.1 Initiate and plan a Major Gifts Program by the end of September 2015.

8.8.1.1 Director

8.1.1.1 Major Gifts Program Plan

Status Update: Ongoing; see recommendation to subscribe to the Foundation Directory Online (it's worth the investment).

9.0 Provide program information and special needs of the Higher Education Scholarship Foundation Program to prospective donors to encourage individuals, corporations, and foundations to establish trusts, contribute to the endowment, or provide donations of gifts.

9.1 By the end of September 2015, the Higher Education Scholarship Foundation Program will have sent information of documented needs to 500 potential donors of individuals, corporations, and foundations according to documentation.

9.1.1 Develop and send information of documented needs to prospective donors of individuals, corporations, and foundations by the end of September 2015.

9.1.1.1 Director/Resource Development

Specialist/Administrative Assistant

9.1.1.1.1 List of Individuals,
Corporations, and
Foundations

Status Update: Ongoing.

10.0 Sponsor and coordinate meetings with Higher Education Scholarship Foundation Program committees and volunteers and the Annual Celebration & Recognition of Higher Education Scholarship Foundation Program Donors.

10.1 By the end of the September 2015, the Higher Education Scholarship Foundation Program will have met with 100% of its committees and volunteers according to documented results.

10.1.1 Plan, coordinate, and meet with committees and volunteers by the end of September 2015.

10.1.1.1 Director/Resource Development Specialist/Administrative Assistant

10.1.1.1.1 Minutes of Meetings

Status Update: Partially completed, but ongoing.

10.2 By the end of the September 2015, the Higher Education Scholarship Foundation Program will have conducted an Annual Celebration & Recognition of Higher Education Scholarship Foundation Program Donors according to documented results.

10.2.1 Plan, coordinate, and conduct an Annual Celebration & Recognition of Foundation Donors by the end of September 2015.

10.2.1.1 Director /Resource Development Specialist/Administrative Assistant

10.2.1.1.1 Copy of Program

Status Update: Ongoing.

11.0 Refine the process for scholarship requests and awarding of scholarships.

11.1 By the end of September 2014 and 2015, the Higher Education Scholarship Foundation Program will have reviewed and refined a plan to process Higher Education Scholarship Foundation Program requests and the awarding of scholarships according to documentation.

11.1.1 Refine and implement a plan to process Foundation Program requests and the awarding of scholarships by the end of December 2014.

11.1.1.1 Director/Resource Development Specialist/Administrative Assistant

11.1.1.1.1 Copy of Forms

Status Update: See student comments in the interviews; several individuals provided extensive comments.

12.0 Monitor the effectiveness of the Higher Education Scholarship Foundation Program.

12.1 By the end of September 2015, the Higher Education Scholarship Foundation Program will have conducted an external evaluation of its program goals, objectives, and budget according to an assessment.

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12.1.1 Coordinate an external evaluation of the Higher Education Scholarship Foundation Program by the end of September 2015.

12.1.1.1 Director/External Evaluator

12.1.1.1.1 Copies of Contract/Assessment

Status Update: Completed and ongoing.

12.2 By the end of September 2015, the Higher Education Scholarship Foundation Program will have conducted weekly meetings; and produced semi-annual and annual reports to the Division of Education and Training and Executive Branch to monitor program effectiveness according to documented results.

12.2.1 Coordinate weekly meetings; produce semi-annual and annual reports by the end of September 2015.

12.2.1.1 Director/Resource Development Specialist/Administrative Assistant

12.2.1.1.1 Calendar of Meetings/Meeting Minutes/Copy of Semi-Annual Report/Copy of Annual Report

Status Update: Completed and ongoing.

13.0 Submit administrative reports in a timely manner to the Executive Committee and Members of the Higher Education Scholarship Foundation Program.

13.1 By the end of September 2015; the Higher Education Scholarship Foundation Program will have submitted all administrative reports in a timely manner to the Executive Committee according to documented results.

13.1.1 Submit all administrative reports in a timely manner.

13.1.1.1 Director/Administrative Assistant

13.1.1.1.1 Copies of Administrative Reports

Status Update: Completed.

Reflections:

Given the breadth and extent of activities completed by the Foundation during the evaluation period, the evaluator is impressed by the organization's progress. By every

measure, the program is achieving or working toward the completion of its goal and objectives – and doing so while employing best practices established for fundraising and non-profits. Further, the Foundation is creating positive impact for citizens of the Muscogee (Creek) Nation, all the while fulfilling its mission.

Note: regarding Dr. Coser’s question about reporting requirements under 7871, I found a document from the First Nations Development Institute that provides the necessary details and answers. I sent the a copy of the scanned document to Dr. Coser by email.

It was an honor and a pleasure for the evaluator to learn more about the program, to meet stakeholders, and to visit the Muscogee (Creek) Nation. I was delighted to meet so many members of the Muscogee (Creek) Nation who are highly invested in and motivated by the good work the Foundation consistently carries out. Both the Muscogee (Creek) Nation and its members are fortunate to have access to the Foundation.

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