

Sustaining and Advancing Indigenous Cultures: Developing an Action Plan

Association of Tribal Archives, Libraries & Museums

STAKEHOLDER COMMENTS/RECOMMENDED ACTIONS (Draft, 2/10/21)

With funding from the Doris Duke Charitable Foundation, the Association of Tribal Archives, Libraries, and Museums is conducting a strategic planning initiative to develop a unified approach to strengthening indigenous cultural institutions. The plan is directed by a **National Planning Council** and is informed by virtual **Summits**, **Public Hearings**, and **National Needs Assessment Surveys**. For more information on the project, visit www.atalm.org.

The information below is from responses to the “Sustaining and Developing Indigenous Cultures” needs assessment survey, responses to a question on the Summit Registration Form asking for key issues, Focus Group discussions, and recommendations from previous plans. It is a working document and will be updated as new information becomes available.

Please use this form to identify priorities, stakeholders, tasks, and notes. You may also use the space provided to insert additional actions/priorities.

The document is divided into sections. Sections may be consolidated or expanded throughout the planning process.

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1. ADVOCACY

How can government leaders and funders be engaged in strategically supporting indigenous cultures? How can indigenous peoples better advocate for more protections of irreplaceable culture?

Category	Suggestion	Priority 1-5 1=Essential 5=Not needed	Stakeholders	Tasks	Notes
Advocacy	1.1 Host a White House Conference on Preserving and Sustaining Indigenous Cultures for the purpose of engaging federal agencies, foundations, and others in defining how the Strategic Plan recommendations can be implemented.				
Advocacy	1.2 Work with States to adopt statutes patterned after New Mexico's and other states that authorize permanent support for the advancement of Native culture.				
Advocacy	1.3 Establish an advocacy network to respond to legislation impacting Native culture, keep government officials informed of needs, recognize supportive government officials, and advocate for more financial support.				
Advocacy	1.4 Determine which organizations advocate for cultural heritage and join forces with them. Create a big, loud voice that cannot be ignored.				
Advocacy	1.5 Support the United Nations Declaration on the Rights of Indigenous Peoples, especially the Article that deals with culture. ATALM should adopt a formal resolution at its next conference and have other national/regional organizations adopt similar resolutions				
Advocacy	1.6 Advocate for a federal agency that specializes in the protection and preservation of irreplaceable resources and works to "safeguard the patrimony" of the USA. The United States Department of State, Bureau of Education and Culture/Cultural Heritage Center performs this function in other countries. Why not in the USA?				
Advocacy	1.7 Work with the Biden administration to evaluate how federal agencies are supporting tribal cultures. How can programs be improved? How are indigenous people engaged in the decision making process?				
Advocacy	1.8 Engage more tribal leaders in supporting culture by creating a				

	national organization similar to the Business Committee for the Arts. Recognize tribal leaders fulfilling their commitment to sustaining and advancing culture.				
Advocacy	(Use these spaces to add action items or amend any of the above)				
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2. INDIGENOUS ARTISTS (AUTHORS, VISUAL ARTISTS, AND PERFORMERS)

ATALM’s focus is on building community-based support for artists. For example, what is the role of cultural organizations in supporting creative endeavors that help perpetuate indigenous cultures? (Note: The term “artist” references all creative endeavors.)

Category	Suggestion	Priority 1-5 1=Essential 5=Not needed	Stakeholders	Tasks	Notes
Artists	2.1 Identify model programs of how cultural institutions support community artists and create toolkits that allow other communities to replicate the programs.				
Artists	2.2 Create a funding mechanism to help Native communities build infrastructure to support artists.				
Artists	2.3 Work with State Arts Agencies to be more inclusive of Native communities and artists.				
Artists	2.4 Support the work of Native communities to develop Cultural Plans that include a comprehensive community assessment/inventory and a plan for providing support for artists while addressing the economic development and social needs of the community.				
Artists	2.5 Develop national databases of Native artists, authors, filmmakers, and performers to promote the work of artists and connect them to markets/vendors.				
Artists	2.6 Work with major Native art shows to digitize artist records and create a database of contemporary Native artists.				
Artists	2.7 Support the formation of Native Artist Cooperatives that provide the business structure helpful to artists entering the marketplace of expanding existing markets.				
Artists	2.8 Encourage non-Native art museums to support Native cultures through				

	lectures, shows, exhibits, and other programs led by Native curators and artists.				
Artists	2.9 Provide support for artists through MakerSpaces to help serve the needs of entrepreneurs in the arts industry. An example is the Indian Pueblo Cultural Center which received a \$1 million grant from the Department of Commerce to build a MakerSpace featuring equipment and materials to support textiles, woodworking, pottery, and jewelry making.				
Artists	2.10 Create a national Native Arts Agency that provides services and programs for Native artists. Similar agencies exist in all states, regions, and counties. Programs include raising community awareness, create resources for artists, supporting arts programming, making grants to artists and arts organizations, and providing centralized administrative services such as online databases, event calendars, artist directories, etc.				
Artists	2.11 Start better enforcing the Arts and Crafts Act. Collect fines and use them to support programs for Native Artists.				
Artists	(Use these spaces to add action items or amend any of the above)				
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3 STANDARDS OF OPERATION

Standards help Native cultural organizations become stronger, more effective, and more resilient. They also help organizations fund raise, engage the community, and inspire tribal leadership.

Category	Suggestion	Priority 1-5 1=Essential 5=Not needed	Stakeholders	Tasks	Notes
Standards	3.1 Develop standards and a path to accreditation that are Native centric.				
Standards	3.2 Provide funding and resources for tribal cultural institutions to develop and implement standards, including personnel certification and staffing standards (good, better, best).				
Standards	3.3 Standards of collections care do not always apply to indigenous collections. How can this be emphasized?				
Standards	(Use these spaces to add action items or amend any of the above)				

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4. COLLECTIONS CARE, ACCESS, SHARING

How can Native communities gain access to their materials held in other repositories? How can Native communities provide culturally appropriate care of collections?

Category	Suggestion	Priority 1-5 1=Essential 5=Not needed	Stakeholders	Tasks	Notes
Collections Funding	4.1 Establish a Collections Care Fund to help tribal cultural institutions care for collections. Deterioration of resources and lack of access/cataloguing is contributing to the loss of collections.				
Collections Repatriation	4.2 Develop procedures/protocols to encourage international cooperatives to facilitate access to appropriate foreign collections.				
Collections	4.3 Require tribal libraries and archives receiving IMLS funds to establish and maintain an inventory of holdings.				
Collections Repatriation	4.4 Require all Federal and Federally funded programs which hold information about a specific Tribe to provide copies of that material to the Tribe of origin, or, where adequate facilities exist, that arrangements be made for the return of the original materials.				
Collections	4.5 Develop programs and funding opportunities to help Native communities provide culturally appropriate digital access to collections.				
Collections	(Use these spaces to add action items or amend any of the above)				
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5. COMMUNITY OUTREACH

How can Native cultural institutions better serve their communities?

Category	Suggestion	Priority 1-5 1=Essential 5=Not needed	Stakeholders	Tasks	Notes
Community Outreach	5.1 Establish a replicable public relations campaign that promotes cultural continuity as the responsibility of every tribal member. Develop programs that can be implemented in tribal communities to empower all tribal members to learn about the best				

	practices and provide training and higher levels of learning and engagement into the challenges of language and culture preservation and transmission.				
Community Outreach	5.2 Ensure a strong Native presence as America prepares to celebrate its 250 th year. Work with the America250 commission to ensure indigenous perspectives in all celebrations. Showcase Native cultures and emphasize that we are still here.				
Community Outreach	5.3 Develop community outreach programs to promote the services of cultural institutions, build audiences, and ensure recognition as essential organizations.				
Community Outreach	5.4 Help Native communities provide more programming by designing top notch travelling exhibits, film programs, and other public programs that busy staff can easily replicate.				
Community Outreach	5.5 Establish a national “Friends of Indigenous Cultures” group to provide financial and volunteer resources as well as raise awareness.				
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6. NATIONAL COORDINATING ORGANIZATION

While ATALM provides many of these functions, it does so on an ad hoc basis as its activities are dependent on grant support. While ATALM can fulfill the role of the National Coordinating Organization, it will gladly support the formation of a new organization if necessary.

Category	Suggestion	Priority 1-5 1=Essential 5=Not needed	Stakeholders	Tasks	Notes
Coordinating Agency	6.1 Establish and permanently fund a national organization to provide technical assistance, training, consultations, cooperative programming, bulk purchasing, regranting of funds, and other services as recommended by the field.				
Coordinating Agency	6.2 Coordinating Organization and its members should work with Federal agencies, State Library Agencies, and				

	others to ensure the needs of Native communities are being met.				
Coordinating Agency	6.3 Provide training through workshops, conferences, webinars, and other delivery methods.				
Coordinating Agency	6.4 Collect data and conduct research relevant to the information needs of Native peoples and tribal libraries.				
Coordinating Agency	6.5 Advocate development and improvement of Native cultural institutions to ensure quality programs and services.				
Coordinating Agency	6.6 Maintain communication networks through email lists and social media.				
Coordinating Agency	6.7 Negotiate agreements with vendors and other information providers, i.e., electronic books and databases, collections care supplies, etc.				
Coordinating Agency	6.8 Orchestrate cooperative projects for collection development, public programming, and technology.				
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7. COVID-19 RESPONSE

While response to COVID-19 is seen as more of a short-term issues, people are concerned about it and how they can continue to serve audiences.

Category	Suggestion	Priority 1-5 1=Essential 5=Not needed	Stakeholders	Tasks	Notes
COVID	7.1 Native cultural institutions need help to transition services to remote or digital access. Is it possible to establish a fund to help organizations fulfill this need? For example, digitizing collections and creating online exhibits. Developing hotspot lending programs. Adding more eBooks.				
COVID	7.2 With COVID-19 and the economic crisis, the bottom line of adequate financial/operational/physical plant support and community support is challenged in relation to priorities in policy and need and funding sources. This may pose a threat to ongoing cultural operations.				

COVID	7.3 Emphasizing that maintaining cultural continuity and retention in times of stress and challenge are important to well-being now and in the future, as well as art, storytelling, healing and spiritual mechanisms.				
COVID	7.4 COVID has greatly affected tribes and taken many cultural practitioners, language speakers, story tellers, artists, etc. Develop a program to document the stories of COVID and remember those lost, perhaps an oral history program. COVID has stolen so much and it is imperative to be diligent in preserving and documenting as much as possible NOW. Before more is lost.				
COVID	(Use these spaces to add action items or amend any of the above)				
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8. DIGITAL INCLUSION (TRIBAL LIBRARIES)

Tribal libraries have the potential to narrow the digital divide. What resources are needed to help tribal libraries meet or exceed the digital inclusion standards of public libraries?

Category	Suggestion	Priority 1-5 1=Essential 5=Not needed	Stakeholders	Tasks	Notes
Digital Inclusion	8.1 Prioritize digital equity funding for tribal libraries as well as coordinate with the FCC and other federal agencies that provide funding and/or technical assistance for digital inclusion programs. The lack of access to affordable high-capacity broadband and the technical expertise (or access to it) to secure and manage necessary broadband networks limits services tribal libraries can provide and thus limits opportunities for learning, economic development, healthcare, and cultural preservation , among other issues. A lot of this comes down to funding and understanding better the current needs, what priorities libraries have and how broadband can help address them can inform policy and advocacy priorities for institutions that work on behalf of libraries.				
Digital Inclusion	8.2 Provide technical training for library staff to adapt and develop culturally				

	appropriate tools to meet the specific needs of Native patrons.				
Digital Inclusion	8.3 Develop major funding initiatives through E-Rate or other programs to enable tribal libraries to purchase equipment, software, broadband connections, and other state-of-the-art technology.				
Digital Inclusion	8.4 Help tribal libraries establish viable digital literacy programs.				
Digital Inclusion	(Use these spaces to add action items or amend any of the above)				
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9. FACILITIES

The ATALM Needs Assessment Survey identified inadequate facilities as one of the biggest impediments to cultural institutions fulfilling their missions.

Category	Suggestion	Priority 1-5 1=Essential 5=Not needed	Stakeholders	Tasks	Notes
Facilities	9.1 Establish a robust fund dedicated to constructing, expanding, repairing, or renovating cultural facilities. Construction and building repairs. Address the type of funding currently allocated through federal grants.				
Facilities	9.2 Create a program similar to the “Culture Builds Communities” program to help Native communities develop archives and libraries.				
Facilities	9.3 Develop build-ready plans.				
Facilities	9.4 Form partnership with IMLS, ICDBG, Department of Commerce, BIA and others to pool funding to support the construction or renovation of facilities.				
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10. FUNDING

Tribal cultural institutions have always been underfunded. How can adequate support be provided to ensure they can meet community needs?

Category	Suggestion	Priority 1-5 1=Essential 5=Not needed	Stakeholders	Tasks	Notes
Funding	10.1 Work with foundations to establish regranting programs to help Native institutions preserve and advance culture. Tribal cultural organizations are often small and located in remote areas on reservation lands without a tax base. Foundation and corporation support for individual cultural institutions is almost impossible. A possible solution is to plan cooperative programs or regrant programs, seek major funding, and then distribute the funds to small communities.				
Funding	10.2 Some Tribes have financial issues due to the COVID virus and may not be able to fund cultural programs. Establish a dedicated emergency fund to provide direct and immediate support to cultural institutions.				
Funding IMLS	10.3 Work with IMLS to develop Basic Grants for museums and archives like the one for Libraries. Increase the amount to \$20,000 a year and increase the number of years to three before having to reapply.				
Funding Tribal leaders	10.4 Work with tribal governments to establish permanent funding mechanisms to support culture. One of the biggest threats is the ebb and flow of financial support. How can Indigenous cultural institutions remain stable and viable in a chaotic economic environment? Use successful programs as a guide, i.e., the Cherokee Nation's set aside of construction budgets to fund culture.				
Funding	10.5 Encourage grant making institutions to not require matching funds or establish a fund that will provide the match.				
Funding Tribal Leaders	10.6 Encourage tribal government leaders to streamline the approval process for allowing cultural institutions to submit grant applications. Perhaps not require				

	approval for grants under a certain dollar amount and grants that require no commitment of funds from the tribe.				
Funding	10.7 Encourage federal funders, especially IMLS, to consult with tribal cultural entities when shifting program priorities. We are often forced to design programs according to the available funding and not have funding for needed programs.				
Funding	10.8 Evaluate federal funding programs and find ways to ensure they are addressing the needs of Native cultural institutions. Appoint Native advisory boards to address program changes and evaluate grant applications. Provide more support for potential grantees by reviewing proposals in advance and working to correct deficiencies rather than outright rejecting a proposal because of a technicality.				
Funding	10.9 Many tribes are not eligible for funding because they are not recognized as non-profit organizations. Can ATALM serve as a fiscal sponsor for Native cultural institutions?				
Funding	10.10 Seek the \$2,000,000 per year allocated in the originating legislation for NMAI.				
Funding	10.11 Establish a fund to help Native cultural institutions repatriate or borrow material items. The cost of loans is prohibitive for many small organizations. Include facility improvements in the funding categories.				
Funding	10.12 Establish IMLS funding categories to support small and emerging organizations that do not need six figure grants and cannot compete against larger organizations with professional fundraising staff. If managing smaller grants is a problem, subcontract it to another organization and let them manage the regranting program.				
Funding	10.13 Encourage Federal agencies to coordinate when grant applications are due. Many are due within days of each other.				

Funding	10.14 Simplify grants administration and reporting requirements, especially for smaller grants. But also hold people accountable.				
Funding	10.15 Establish a fund to help Native cultural organizations become more energy efficient and green.				
Funding	10.16 Most grants are for special projects. Funding is needed for stabilizing operations.				
Funding	10.17 For federal agencies that require applications be submitted through the tribe, please consider allowing the cultural institution to apply directly. The layers of bureaucracy involved in getting tribal approval makes it impossible to apply. And they also keep so much in indirect costs.				
Funding	10.18 Consult with tribes to determine funding priorities. Many times, it is non-natives funding their ideas of who we are as natives.				
Funding	10.19 Offer more than one grant cycle per year. The layers of bureaucracy involved in seeking tribal government approval sometimes makes us miss deadlines.				
Funding	10.20 Changing funding priorities from federal agencies is a problem.				
Funding	10.21 Prepare Native cultural institutions to position themselves ahead of grant applications, from project planning to evaluation. Be grant ready.				
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11. TRIBAL LIBRARY COOPERATIVE PROGRAMS

How can Native libraries gain access to the same programs and services as public libraries?

Category	Suggestion	Priority 1-5 1=Essential 5=Not needed	Stakeholders	Tasks	Notes
Libraries, Cooperative Programs	11.1 Similar to State Library Agencies that provide training, services, and resources to public libraries, form an organization that understands and responds to the needs of tribal libraries.				
Libraries, Cooperative Programs	11.2 Work with public libraries in non-tribal areas to better serve Native patrons. Follow the Cultural Responsive Library Protocols established by the				

	Alaska State Library. Provide funding to help public libraries better address the needs of Native patrons.				
Libraries, Cooperative Programs	11.3 Create cooperative programs between tribal and public libraries, between tribal and school libraries.				
Policies, Libraries	11.4 Conduct a survey to determine what services are provided to tribal libraries by State Library Agencies.				
Policies, Libraries	11.5 Require state library agencies to address programs for tribal libraries as part of their LSTA strategic planning activities, if tribal libraries are present within their service areas.				
Policies, Libraries	11.6 Encourage State libraries to ensure Native representation on policy and planning committees/boards.				
Policies, Libraries	11.7 Compile a list of support provided and by what states to serve as a resource for other states.				
Policies, Libraries	11.8 Encourage State Library Agencies to provide training to public libraries on culturally relevant programs and services for Native populations.				
Policies, Libraries	11.9 Encourage State Library Agencies in states in which Reservations or tribal communities are located to implement legislation similar to New Mexico, California, Arizona, and other states.				
Policies, Libraries	11.10 Encourage State Library Agencies to recognize tribal libraries as public libraries regardless of hours of operation, collection size, staffing qualifications or other requirements.				
Libraries, Cooperative Programs	(Use these spaces to add action items or amend any of the above)				
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12. POLICIES

What federal policies should be addressed? Which agencies can support Native culture?

Category	Suggestion	Priority 1-5 1=Essential 5=Not needed	Stakeholders	Tasks	Notes
Policies	12.1 Work with the Biden administration to encourage all federal agencies to provide support for indigenous cultural programs, when appropriate and feasible.				
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13. PROFESSIONAL DEVELOPMENT

How can Native cultural organizations ensure a well-trained workforce?

Category	Suggestion	Priority 1-5 1=Essential 5=Not needed	Stakeholders	Tasks	Notes
Professional Development	13.1 Work to improve access to higher education programs for Native people interested in pursuing careers in archives, libraries, and museums. Culturally relevant programs similar to Knowledge River in Arizona are highly desirable.				
Professional Development	13.2 Address infrastructure limitations in higher education institutions by engaging in conversations on how to amend their current museum, archive and library programs so that they are more considerate and inclusive of the needs of indigenous cultural preservation and perpetuation practices.				
Professional Development	13.3 Develop an online clearinghouse to promote fellowship, internship, and employment opportunities for Native people. Help tribal cultural institutions develop internship programs.				
Professional Development	13.4 Provide training programs to develop Indigenous leadership in cultural institutions. There is a need for more confident and competent leaders.				
Professional Development	13.5 Provide more scholarships for GLAM staff to participate in conferences and training opportunities.				
Professional Development	13.6 Encourage IMLS to work with ATALM to design training programs that support the funding programs. For example, if digitization is a program				

	priority, offer training in how to conduct successful digitization programs.				
Professional Development Tribal Leaders	13.7 Work with tribal leaders to understand the importance of a trained workforce when it comes to cultural continuity. Tribes often place employees in charge of areas who have little or no training or guidance for that area. This hurts the tribe's history, language, and cultural resource. If an untrained person is expected to do professional work, it is the tribes obligation to ensure that the staff person seeks training and demonstrates skill development.				
Professional Development	13.8 Employees need credentials. Tie virtual training to some type of badge or certificate program. Develop more distance learning and on-demand library training programs with certificates or some type of badge system.				
Professional Development	13.9 Provide resources and funding for continuing education and professional development of cultural personnel, particularly in the areas of oral history, preservation, audiovisual production, and library administration.				
Professional Development	13.10 Encourage MLIS programs to include training on culturally responsive programs and services for Native populations				
Professional Development	13.11 Encourage permanent funding for MLIS programs that are tailored to the specific needs of indigenous populations.				
Professional Development	(Use these spaces to add action items or amend any of the above)				
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14. PROGRAMS AND SERVICES

Programs and services connect cultural institutions to the people they serve. What programs are most effective?

Category	Suggestion	Priority 1-5 1=Essential 5=Not needed	Stakeholders	Tasks	Notes
Programs And Services	14.1 Encourage Indigenous Communities to revive their Community/Bio -regional food systems. Cultural institutions can be at the forefront of this endeavor, from exhibits to collections to community gardening.				
Programs And Services	14.2 Work with cultural institutions to develop dynamic school programs that meet educational standards. Encourage all states to adopt learning standards like those in states that require an indigenous perspective.				
Programs And Services	14.3 Develop programs that enable Indigenous cultural institutions to engage community members in cultural preservation. Programs should appeal to families including Indigenous knowledge workshops, oral history interviews, mentoring programs etc. to maintain and perpetuate culture and inspire Tribal Youth.				
Programs And Services	14.4 Develop model programs that can be replicated in tribal libraries. For example, Summer Reading Programs targeted to Native readers, hotspot lending programs, Family Activities with Science and Math kits, oral history projects, and others.				
Programs And Services	14.5 Develop a national model for aiding tribal libraries in establishing and implementing literacy initiatives. Funds need to be appropriated to support the program. Develop culturally based programs which incorporate the oral tradition, Native cultural materials, and the utilization of elders for intergenerational impact.				
Programs And Services	14.6 Develop a national model to enable tribal libraries to implement STEAM and MakerSpaces.				
Programs And Services	14.7 Develop a national model to enable tribal libraries to become centers of economic development and job training.				

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15. REPATRIATION/HISTORIC PRESERVATION

How can the repatriation process be improved?

Category	Suggestion	Priority 1-5 1=Essential 5=Not needed	Stakeholders	Tasks	Notes
Repatriation	15.1 Work with “faith based” institutions and their congregations to make reparations and provide copies of all archival documents. If they are holding materials items, return to the originating communities.				
Repatriation	15.2 Establish a clearing house so individuals holding indigenous cultural artifacts have a way of returning them to the appropriate community. No questions asked.				
Repatriation	15.3 Create a public awareness campaign so individuals and institutions know the issues with illegally possessing certain cultural items and human remains. Perhaps partner with the FBI and the Department of the Interior.				
Repatriation	15.4 Work with organizations holding unidentified human remains to find solutions for reburial.				
Repatriation	15.5 Develop procedures for ensuring more accountability for NAGPRA compliance.				
Repatriation	15.6 Address/create protocols for how non-indigenous institutions should handle private donations of sensitive items.				
Repatriation	15.7 Address funding disparities between repatriation and other museum programs as a reflection of museum priorities.				
Repatriation	15.8 Address retention of repatriation staff, especially when many positions are grant funded and offer no job security or long term work.				
Repatriation	15.9 Create training programs that establish pathways and provide				

	support for the next generation of repatriation practitioners.				
Repatriation	(Use these spaces to add action items or amend any of the above)				
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16. RESPECTFUL CONSIDERATION/DECOLONIZATION

How can non-Native institutions improve how they work with Native communities? How can they be transformed into powerful allies?

Category	Suggestion	Priority 1-5 1=Essential 5=Not needed	Stakeholders	Tasks	Notes
Respectful Consideration	16.1 Develop protocols that inform universities, museums, researchers, government agencies, and others on the need to consult with Indigenous Communities prior to publishing or developing products. Provide guidelines for scholars, students, professionals, etc., to contact Indigenous Communities to offer insight, knowledge, request permission, or begin a working collaboration.				
Respectful Consideration	16.2 Develop public awareness programs that educate the general population that each Native community is unique.				
Respectful Consideration	16.3 Evaluate roadside historical markers to ensure they are reflective of indigenous perspectives. If they are not, work to remove them or change them or provide an addendum. especially those that are offensive in nature.				
Respectful Consideration	16.4 Provide more opportunities for national organizations and indigenous cultural institutions to collaborate. Recognize the non-indigenous institutions that are successfully working with indigenous cultural institutions. Establish a clearing house of respected indigenous cultural workers that national organizations can consult when seeking indigenous archival, museum and library professionals to be members of their Boards, committees, and staff.				
Respectful Consideration	16.5 Develop protocols to help guide non-indigenous institutions to				

	recognize the authority of Indigenous peoples.				
Respectful Consideration	16.6 Work with Congress to enact more robust cultural appropriation laws, especially relevant in the age of digitization. Establish fines for misuse of culturally sensitive information, sacred materials, traditional knowledge and related information. Require consultation with communities of origin and written permission to use culturally restricted materials.				
Respectful Consideration	16.7 Develop protocols and guidelines for non-indigenous museums to interact respectfully with Native communities. What cultures are represented in the collections? What has the museum done to reach out to the originating communities? If outreach has not occurred, there should be dialogue expressing why the nation is not represented. Encourage museums housing Native culture to hire Native people to work with the collections and ensure that person refers to other community leaders when speaking on behalf of outside own culture knowledge. Having a deeper connection to these varied facets will help to create bridges from past and current times.				
Respectful Consideration	16.8 Review NCAI's new resolution to stop ethnic fraud.				
Respectful Consideration	16.7 Require applicants for federal grants, and those receiving other federal dollars, to explain how they will involve and work with indigenous cultural organizations and leadership to effectively and meaningfully include the indigenous perspective. Funder should ask why the initiative isn't Native led. Prioritize funding for Native led projects.				
Respectful Consideration	16.8 Address the lack of representation at higher levels of governance to facilitate decisions that impact Native communities. The answer isn't limited to representation but control and ownership of Indigenous data that accurately represents Indigenous				

	populations to create change and policy. Why are Native populations left out of so many national surveys? Why are black and Hispanics referenced but not Native people?				
Respectful Consideration	16.9 Encourage partnerships between tribal and non-tribal cultural institutions on the development of collaborative programs that benefit both communities. Lack of funding and infrastructure can plague Indigenous cultural institutions even more so than their non-Indigenous counterparts. Address this gap by co-writing grants and seeking private funding ventures in a mutually beneficial way that also prioritizes Indigenous needs.				
Respectful Consideration	(Use these spaces to add action items or amend any of the above)				
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17. SUSTAINABILITY

How can Native communities ensure long term sustainability?

Category	Suggestion	Priority 1-5 1=Essential 5=Not needed	Stakeholders	Tasks	Notes
Sustainability	17.1 Tribal institutions rely on administrative support from the top, and even though our existence is often codified in law, there's a big difference between existing and thriving. Grants help us grow and provide important programming in the short run, but we've never been able to plan for the future because long-range thinking is just not there.				
Sustainability, Elders	17.2 Develop and fund robust programs to document the knowledge of elders. Tribal Elders are passing away at an alarming rate. It is unfortunate that these traditional culture keepers that have lifelong commitment and experience in regard to artistic expression, ceremonies, dances, religion (way of life), star knowledge,				

	songs etc. will take with them their knowledge into the spirit world.				
Sustainability, Elders	17.3 Provide guidance and assistance to communities seeking to establish mentorship or intergenerational cultural programs. Tribal Elders often guide Indigenous cultural institutions by serving on the Board of Directors, Collections Committee, Repatriation Committee etc. Without their guidance it is difficult to maintain cultural practices and protocols on behalf of Tribal Communities and Indigenous cultural institutions.				
Sustainability, Elders	17.4 Develop programs similar to VISTA to fund the participation of elders in cultural sustainability. Provide travel funds and honorariums. There is a wealth of knowledge that is going untapped and elders can use the financial support.				
Sustainability, Youth	17.5 Create a program like the Future Farmers of America but tailor it to youth interested in sustaining culture. Provide training, mentorships, networking. Traditions are constantly in danger of not being communicated to younger generations.				
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18. TECHNICAL ASSISTANCE

How can professional consultations help augment current staff?

Category	Suggestion	Priority 1-5 1=Essential 5=Not needed	Stakeholders	Tasks	Notes
Technical Assistance	18.1 Update TRAILS library manual and make it available online, with links to training and other resources.				
Technical Assistance	18.2 Ensure succession plans are in place to ensure continuity as many retire which includes making space for the younger generation. Too often Indigenous professional and staff are burning out with so much to do so creating community champions and volunteers then giving them the				

	appropriate training to assist would be valuable.				
Technical Assistance	(Use these spaces to add action items or amend any of the above)				
Technical Assistance					
Technical Assistance					
Technical Assistance					

19. TRIBAL LEADERS

Cultural continuity is the key to tribal sovereignty. Tribal leaders should be aware of their responsibility to sustaining and advancing culture. How can they be brought in as valued and committed partners?

Category	Suggestion	Priority 1-5 1=Essential 5=Not needed	Stakeholders	Tasks	Notes
Tribal Leaders	19.1 Work with tribal governments of communities without cultural programs to develop ALMS. Provide funding and technical assistance.				
Tribal Leaders	19.2 Work with tribal leaders to include cultural preservation and advancement as basic services critical to overall community wellbeing.				
Tribal Leaders	19.3 Partner with the National Congress of the American Indian to issue a policy statement supporting the role of tribal archives, libraries, and museums.				
Tribal Leaders	19.4 Encourage the National Congress of the American Indian to formalize a standing committee on Cultural Preservation and Advancement.				
Tribal Leaders	19.5 Tribal Planning Departments can be obstacles, especially when they ask for 58% of any grant goes to indirect costs.				
Tribal Leaders	19.6 Tribal government policies for grant management creates a huge barrier in being able to carry out grants successfully.				
Tribal Leaders	(Use these spaces to add action items or amend any of the above)				
Tribal Leaders					
Tribal Leaders					
Tribal Leaders					