

MEMORANDUM OF UNDERSTANDING

Between

The United States Department of the Interior

and

The Harvard Project on American Indian Economic Development
John F. Kennedy School of Government
Harvard University

I. STATEMENT OF PURPOSE

The purposes of this Memorandum of Understanding (MOU) between the Harvard Project on American Indian Economic Development of the John F. Kennedy School of Government at Harvard University (the Harvard Project) and the Department of the Interior (DOI), are to identify areas of possible future collaboration by which the respective parties can work together effectively to enhance practical knowledge concerning economic development for Indian tribes and tribal communities. This MOU does not create any legally binding obligations on the parties and is not a fiscal or funds obligating document.

The missions of the Harvard Project and the DOI are both focused on creating a basis for facilitating economic opportunities for, and improving the health, safety, and welfare of, Indian tribes and American Indian and Alaska Native (AI/AN) people:

Mission of the Harvard Project: The mission of the Harvard Project is to bring world-class research and teaching to bear on the challenges of contemporary Native nations and leaders for the purpose of enhancing the ability of officials and other to advance” the well-being of those nations through sound management, government and policy.

Mission of the DOI-Indian Affairs: Indian Affairs supports the missions of its two bureaus:

1. The Bureau of Indian Affairs (BIA) mission is to “enhance the quality of life, to promote economic opportunity, and to carry out the responsibility to protect and improve the trust assets of American Indians, Indian tribes, and Alaska Natives.”
2. The Bureau of Indian Education (BIE) mission is to “provide quality education opportunities from early childhood through life in accordance with the tribes’ needs to cultural and economic well being in keeping with the wide diversity of Indian tribes and Alaska Native villages as distinct cultural and governmental entities. The Bureau considers the whole person (spiritual, mental, physical, and cultural aspects.)”

II. INSTITUTIONAL CAPACITIES

In entering into this MOU, the Harvard Project and the DOI seek to collaborate and cooperate on areas of mutual concern, within the capabilities and competencies of each organization. Specifically:

- **The Harvard Project:** Founded in 1987, the Harvard Project on American Indian Economic Development is housed within the Malcolm Wiener Center for Social Policy at the John F. Kennedy School of Government, Harvard University. Through applied research, teaching and service, the Harvard Project aims to understand and foster the conditions under which sustained, self-determined social and economic development is achieved among American Indian nations. The Harvard Project's core activities include research, advisory services, mid-career executive education, and the administration of a tribal governance awards program. In all of its activities, the Harvard Project collaborates with the Native Nations Institute for Leadership, Management and Policy at the University of Arizona. The Harvard Project is also formally affiliated with the Harvard University Native American Program, an interfaculty initiative supporting Native students, as well as research and teaching on indigenous issues across Harvard University.
- **DOI:** The Department of the Interior includes the Office of the Assistant Secretary – Indian Affairs (AS-IA) and ancillary offices, the Bureau of Indian Affairs (BIA), and the Bureau of Indian Education (BIE). The AS-IA discharges the duties of the Secretary of the Interior with the authority and direct responsibility to strengthen the government-to-government relationship with Indian tribes; advocate policies that support Indian Self-Determination; protect and preserve Indian trust assets; and administer a wide array of laws, regulations, and functions relating to Indian tribes, Alaska Natives, individual Indian tribal members, and Indian Affairs that are vested in the Secretary by the President and the Congress of the United States.

The BIA carries out its core mission to serve 565 federally recognized tribes through four offices. The Office of Indian Services operates the BIA's general assistance, disaster relief, Indian child welfare, tribal government, Indian Self-Determination, and reservation roads programs. The Office of Justice Services directly operates or funds law enforcement, tribal courts, and detention facilities on Federal Indian lands. The Office of Trust Services works with tribes and individual American Indians and Alaska Natives in the management of their trust lands, assets, and resources. Finally, the Office of Field Operations oversees 12 regional offices and 83 agencies which carry out the mission of the BIA at the tribal level.

The 183 BIE-funded elementary and secondary schools, located on 64 reservations in 23 states, serve approximately 42,000 Indian students. The BIE also funds or operates off-reservation boarding schools and peripheral dormitories near reservations for students attending public schools. Additionally, the BIE serves American Indian and Alaska Native post secondary students through higher education scholarship and support funding for tribal colleges and universities. The fiscal year 2009 funding is provided to 26 tribal

colleges and universities. The BIE directly operates two post secondary institutions: the Haskell Indian Nations University (HINU) in Lawrence, Kansas, and the Southwest Indian Polytechnic Institute (SIPI) in Albuquerque, New Mexico.

III. AREAS OF COLLABORATION

The Harvard Project and the DOI have identified areas of possible collaboration:

1. **Research:** The Harvard Project seeks to promote practical research of the highest quality directed towards issues of economic development, improved performance and management by tribal governments, and sound Federal policy. The Project and its scholars serve critical roles in organizing interfaculty and interdisciplinary research endeavors, seeding new endeavors with funding, disseminating research results to policy, practitioner, and scholarly communities. The Project's research agenda and activities are developed in intensive consultation with tribes and other relevant policy organizations. The DOI possesses and/or can access large amounts of data, experience, research talent, and research resources. The DOI values the contributions that relevant research can make to its missions. The parties to this MOU agree that their research efforts will focus on improving economic opportunities in tribal communities, facilitating tribal development of legal and political infrastructure that will promote economic development in tribal communities, and addressing disparities in economic indicators. Research in and among AI/AN communities will be conducted in a manner that will build trust and credibility, collaborate with the community, include available and interested AI/AN investigators, and adhere to sound scientific principles.
2. **Outreach:** Through its constant presence "in the field" and its associated tribal and institutional advisory services, the Harvard Project has worked with hundreds of tribes and organizations, on topics ranging from economic development to social service provision, from tribal constitutional reform to education, from environmental protection to law enforcement. The Project provides consultation, training, and technical assistance to promote economic development and improved social conditions in tribal communities. The DOI is engaged in outreach in its management of the BIA, the BIE, and ancillary offices within AS-IA. A possible area of collaboration includes the identification and development of outreach efforts, focusing on those with high potential impact on economic development initiatives in tribal communities, the capacity of AI/AN communities to promote economic development, and the opportunities for productive research in accord with the missions of the DOI and the Harvard project. Another possible area of collaboration is the development of curriculum programs addressing economic development and improving the management capacities of tribal governments.
3. **Leadership Education:** The John F. Kennedy School of Government at Harvard University is a world leader in the provision of senior executive and leadership education for the public and non-profit sectors. Similarly, its graduate public policy and public administration degree programs address the leadership education of pre-career and mid-career professionals. The Harvard Project itself works with its partners to provide senior executive and leadership education to professionals working the field of Indian affairs.

providing tailored programs in economic development and public administration and management for tribal, Federal, state and non-profit decision makers. The Project also recruits qualified candidates for enrollment in executive and degree programs, and develops content relevant to established and emerging leaders in Indian Country economic development policy. Finally, the Project develops multi-media curriculum on economic development and public administration and management in Indian Country for use in schools, colleges, and universities serving substantial populations of Native students. As a large Federal institution, the DOI confronts compelling challenges in identifying, preparing, and promoting capable leaders, managers, educators, and other professionals. Under this MOU, a possible area of collaboration could be expanded outreach and recruitment opportunities for graduate education at Harvard University (subject to Harvard's standard admissions policies and procedures) and allied organizations in leadership, management, and other professional fields relevant to Indian Country economic development policy. Another possible area of collaboration could be the orientation and training of managers within the Department of the Interior -- Indian Affairs to focus efforts on fostering a climate of economic growth in tribal communities. The parties have identified the following as priority areas:

- Executive training for key DOI-Indian Affairs employees to bring greater attention to the impact of decision making on economic development in Indian Country, and to re-orient the decision making process to focus on its impact on economic development in tribal communities;
- Educational opportunities and curriculum for AI/AN professionals who are or aspire to be involved in community, regional, and national efforts to promote economic development in Indian Country;
- Cultivating national efforts to strengthen AI/AN student retention in professional training programs.

IV. SEPARATE AND BILATERAL AGREEMENTS

The DOI may award assistance for carrying out the areas of mutual interest identified in the MOU only to the extent authorized by law and available appropriations, and only in response to an appropriate proposal and budget submitted by the Harvard Project to the DOI in accordance with standard Harvard sponsored programs and administrative procedures. The terms and conditions of any such assistance awards will be in accordance with the program authorities and all applicable DOI grants, regulations, and policies. Any grants or cooperative agreements which may be awarded must comply with applicable authorizing statutes and regulations as well as Departmental grants policies. All contracts must comply with the Federal Acquisition Regulations or, if applicable, the Indian Self-Determination and Education Assistance Act, 25 U.S.C. §250 *et seq.* The parties to this MOU agree that separate individual agreements may be executed to pursue the goals of this MOU, and, consistent with the nature of the instrument utilized, those individual agreements will contain provisions that will govern issues such as payment terms, sharing of information, dispute resolution, and any other terms and conditions

that the parties determine shall be necessary and appropriate, as well as consistency with governing law.

V. TERM

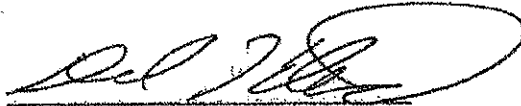
The term of this MOU is 3 years, subject to renewal by mutual agreement of the parties. Either party may terminate this MOU at any time on 6 months' written notice to the other, provided that any such termination shall not affect any specific grant, agreement, project or program then under way pursuant to Section IV.

VI. RESPONSIBLE PARTIES

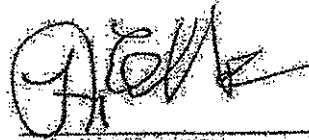
The responsible parties for each partner under this MOU are:

John F. Kennedy School of Government
Harvard University

U.S. Department of the Interior



David Ellwood
Dean, Kennedy School of Government
Harvard University



Larry Echo Hawk
Assistant Secretary - Indian Affairs
U.S. Department of the Interior

Date: JULY 12, 2011

Date: JUN 21 2011

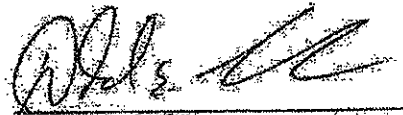
VII. RESPONSIBLE PARTIES PROJECT OFFICERS

Senior Project Officers designated for this MOU are:
Harvard Project on American Indian
Economic Development

U.S. Department of the Interior



Professor Joseph P. Kalt
Director, Harvard Project



Donald E. Laverture
Principal Deputy Assistant Secretary
Indian Affairs

Date: JULY 12, 2011

Date: JUN 21 2011