


Moving Beyond “Doing No Harm” to Being a Good Relative:
Responsive and Effective Evaluation Policies and Practices for Supporting Indigenous Children and Tribal Nations

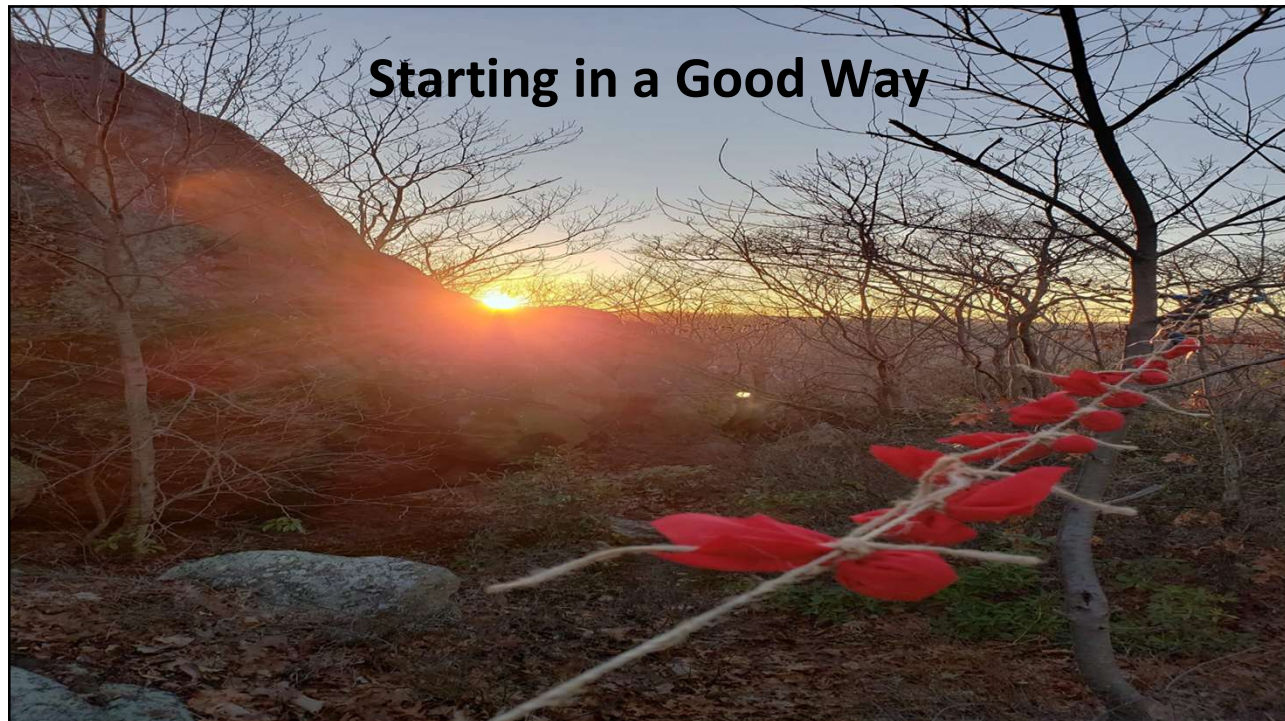
*Prepared for The Commission on Native Children
Virtual Hearing January 13, 2023 (2-4 p.m. CST)*

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The logo for Bowman Performance Consulting features the word "bowman" in a bold, lowercase sans-serif font. The letter "o" is stylized with a circular graphic element containing a grid of colored squares. Below the name, the words "PERFORMANCE CONSULTING" are written in a smaller, all-caps sans-serif font.

1



2

**Life has many
pathways. Let's
find new ones
together**



**Frontal
lobes &
footnotes
can only
take you so
far.**

NICOLE BOWMAN



3

**Wuliit Eelaangoomaatiit:
Good Relations Are Roots
for Making Good Medicine
in Research and
Evaluation**

- Traditional teachings, ceremonies, and language are our roots
- Kinship connections are our sacred responsibilities to past, current, and future generations
- These roots are the foundation to Good Medicine in research and evaluation supporting our youth



4



How can evaluation contribute to the charge of the Commission? *Let us count the ways!*

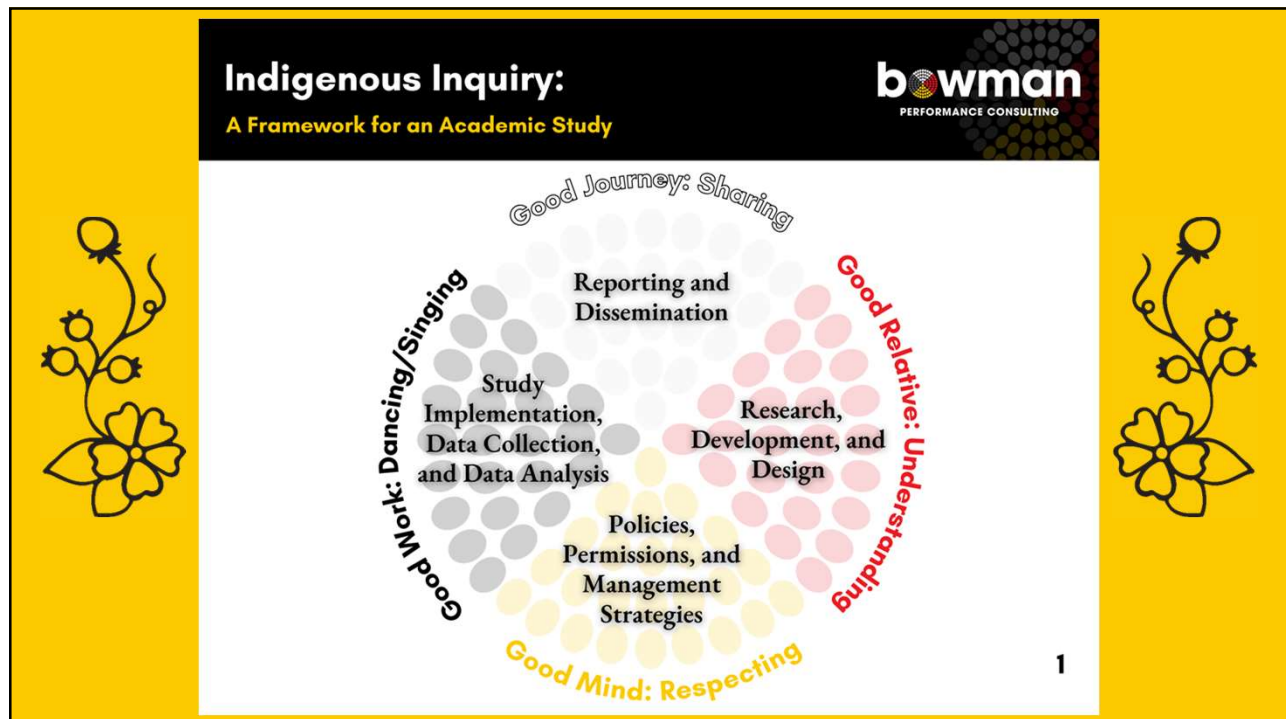
Commission

1. Improve outcomes
2. Improve across disciplines, programs, and governments
3. Improve current system by building on Indigenous strengths and leadership
4. Share cross system best practices for data collection and evaluation
5. Sustainable and meaningful system to support effective and culturally appropriate wraparound services for Indigenous children

Evaluation

1. Developmental and Outcome Evaluation
2. Process and Implementation Evaluation
3. Needs Assessment and Evaluation Capacity Readiness Assessments
4. Evaluation Capacity Building and Emergent Technical Assistance
5. Impact Evaluation, Systems Evaluation, and Complexity Systems Evaluation (Multi-jurisdictional Evaluation or Nation to Nation Evaluation)

5



6

1. Improve outcomes for Indigenous children and young adults 0–24 years.

- **Developmental Evaluation (DE):** Like product development in the private sector, DE creates flexible framework for evaluation within context, for real world and dynamic complexities, and is flexible by using continuous feedback loops to take on evaluation for program, organizational, policy and systems change.
- **Outcome Evaluation:** Measures program effects on the participants in the program by assessing progress in the outcomes that the programming is designed to address.
- **Other Considerations:** What gets defined and funded gets measured. Who is making the definitions are about power, politics, and funding? It is typically the same people. Example: Evidence Based Policy Act 2018. We need to get upriver!

7

Evidence-Based Policy Making Act: Foundations of P.L. 115-435

- Senator Paul Ryan (R-WI) introduced it on 10/31/2017
- Signed into law 1/14/19
- Systemic effort for collaborative and coordinated US federal legislative mandate for evidence building for policy, research, and evaluation studies and activities
- Title I: Federal Evidence Building
- Title II: Open Government Data Act
- Title III: Confidential Information Protection and Statistical Efficiency
 - Part A: General
 - Part B: Confidential Information Protection
 - Part C: Statistical Efficiency
 - Part D: Access to Data for Evidence
- Title IV: General Provision

8

2. Improvements across disciplines, programs, and governments

- **Process or Implementation Evaluation:** Determines completion of activities and evaluates the supports / barriers to program, policy, or project implementation
- **Other Considerations:**
 - **Formative Evaluation:** Data is used regularly (quarterly, semi-annually, and annually) to strengthen program, policy, or project implementation. Data is used in real time in an intentionally structured and planned way for modifications and decision making.
 - **Data Visualization and Utilization:** What we see (visual / graphics), what we read (text), what we hear (fine arts in evaluation), and what we feel (socio-emotional components of evaluation) all communicate values in evaluation. Example: Logic Models and Data Graphs (Indigenous wisdom, knowledge, and scholarship)
 - **The Medicine Wheel** has four colors representing the four colors of the human race (Elder teaching to Nicky). Find allies and co-conspirators within the systems and agencies! Examples: Indigenous logic models and American Evaluation Association

9

LUMMI SYSTEM OF CARE LOGIC MODEL

STRATEGIES

- Service Coordination (Pulling Together)
- Comprehensive and Community-based Assessment and Service Planning
- Culturally-grounded Wraparound
- Extended Family-Driven Care
- Youth-Driven and Indian People's Own Determination (YDDO)
- Strengths-Based, Data-Driven

INPUTS

- Coordinated Case Management
- Cultural Art Therapy
- Trauma-Informed Care
- Healing Language Towers
- Healthy Healers
- Local Evaluators

RESOURCES

- "Si-Analizer" (Lummi Way of Life) Blocks
- Lummi Tribal Business Council
- Lummi Behavioral Health Division
- Lummi Nation Schools
- Lummi Youth Academy
- Lummi Youth Recovery
- Lummi Family Services
- Children in Care Unit
- TAAU

OUTPUTS

- Service sites, like waids, are removed
- Increased access to services
- Increased number of referrals
- Reduced rate of avoidable hospital care
- Increased use of culturally-grounded and evidence-based practices
- Increased attendance at school
- Increased number of family, community and cultural supports for Lummi children with complex needs
- Increased positive Indian identification

VISION

ONE CHILD, ONE NATION, STANDING TOGETHER

Si-Analizer

ULTIMATE OUTCOMES

Systems Transformation

Lummi children are meaningfully connected to family, community, culture & one healing language create hopeful futures for all Lummi children

PROXIMAL OUTCOMES

In-structure changes transform systems. Info vehicles and pulling together moves us all closer to wellness

NATIONAL CHILD WELFARE WORKFORCE INSTITUTE
Learning, Leading, Changing

Culturally Responsive Logic Model

Indian Health Care Resource Center of Tulsa

Expected outcomes

- Ensure needed mental/behavioral health services are available
- Increase families' access to these services
- Improve quality of services so that they are acceptable to American Indian youth and their families
- Promote knowledge of youth issues and community strengths
- Support building a strong urban Indian community that offers natural support to youth and families

www.nccwii.org A Service of the Children's Bureau, a member of the TTA Network 63

10

American Evaluation Association: Evaluation Policy Task Force – Our ITEK Letter to OMB (February 2022)



February 9, 2022

THE HONORABLE ERIC LANDER
The White House
Office of Science and Technology Policy
Eisenhower Executive Office Building
1650 Pennsylvania Avenue
Washington, DC 20504

THE HONORABLE BRENDA MALLORY
The White House
Council on Environmental Quality
730 Jackson Place
Washington, DC 20504

Transmitted via Electronic Mail

Re: White House Commitment to Include Indigenous Traditional Ecological Knowledge in Federal Policymaking

Dear Director Lander and Chair Mallory:

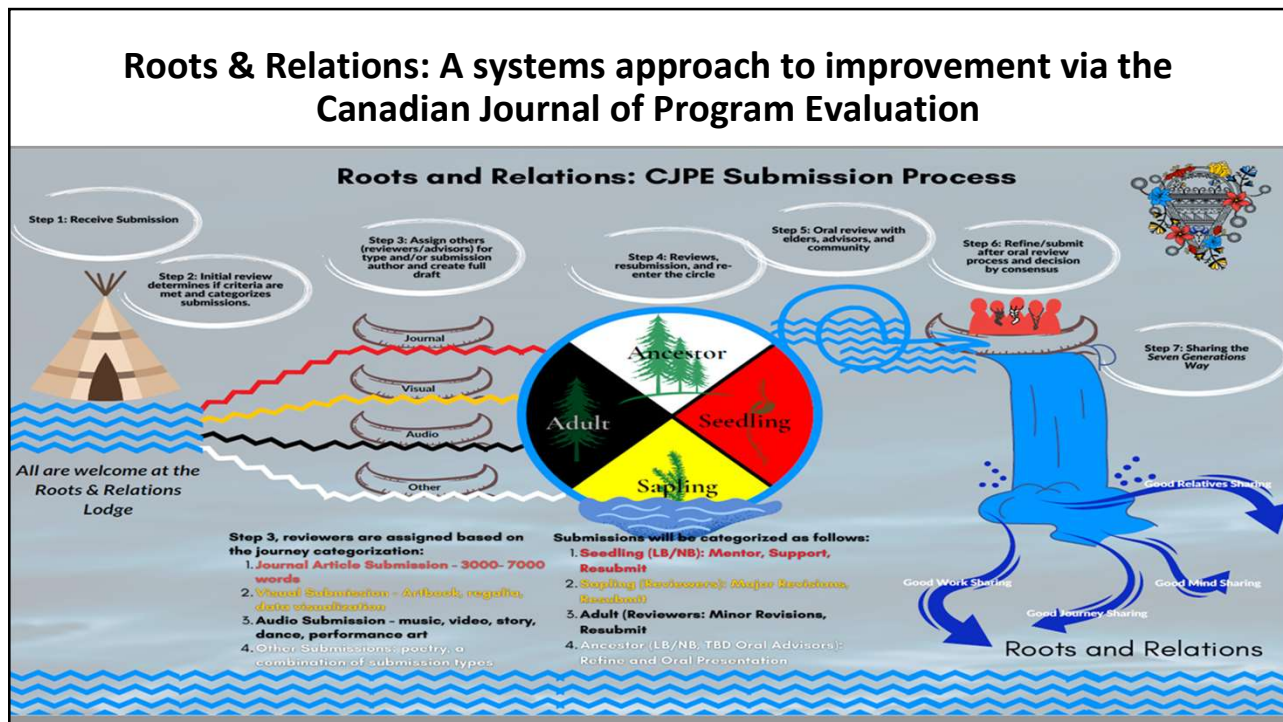
On behalf of the American Evaluation Association (AEA), we welcome the November 15, 2021, joint memorandum from the White House Office of Science and Technology Policy and the Council on Environmental Quality to federal agencies, recognizing the role of Indigenous Traditional Ecological Knowledge (ITEK) in federal policymaking and decision-making. In particular, AEA has a commitment to diversity and inclusion in evaluation practice and AEA recognizes that Tribal/First Nations are sovereign governments. AEA is excited about the potential activities highlighted in the joint memorandum to contribute to such values in

11

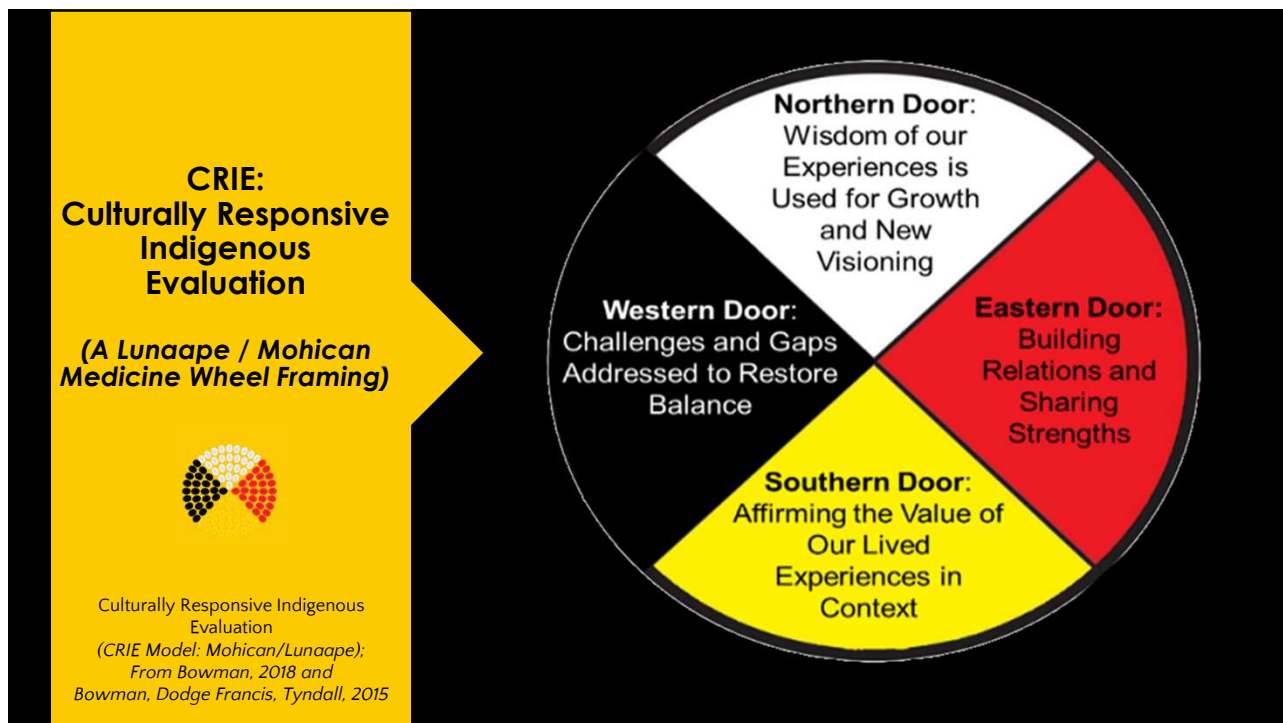
3. Improve current system by building on Indigenous strengths and leadership*

- **Needs Assessment:** Gathers information, determines needs/gaps between a current state and a desired state, uses gaps analysis methods to provide insights/findings, potential priority areas, and/or informs going forward to desired state
- **Evaluation Capacity / Readiness Assessment:** Focuses on understanding and documenting the level of readiness of people, programs, policies, organizational processes, infrastructure, and resources available for evaluation. It can be done in many different ways.
- **Other Considerations:**
 - It is always best to understand what data/evaluation will be used for before investing in an evaluation. Similarly, what someone wants to do or can do, may not necessarily be supported by evidence.
 - Leaning on only Indigenous strengths and leadership (including Indigenous scholars) – this may not be feasible or appropriate based on current community and other conditions. Balance is needed.
 - ***Have we asked non-Indigenous partners, governments, funders, and contractors about their level of readiness, capacities, resource allocations, and competencies and skills regarding evaluation with Tribal Nations and Indigenous populations? It should not be a “one way” systems street... #reciprocity**

12



13



14

4. Share cross system best practices for data collection and evaluation

- **Evaluation Capacity Building/Development:** ECB/D should be an equitably resourced investment and part of a strategic plan/direction. It develops the foundation for shared responsibility, mutual accountability, and sustainable and transformative change.
- **Emergent Evaluation Technical Assistance** (Bowman, In Press): This provides for real time and in context flexibility in the contracting and budget to intentionally build in emergent supports that are co-created and developed to strengthen any aspect of the evaluation project (direct evaluation, developing systems evaluation in an agency, building the skills/capacities of partners or stakeholders, etc.)
- **Other Considerations:** Speak into the listening (Dr. Hazel Symonette). Cultural and academic humility have helped me tremendously on this path. They have opened many doors or created new pathways that I never imagined were there.

15

American Evaluation Association: Evaluation Policy Task Force – Our Evaluation Capacity Building Letter to OMB



November 10, 2022

Transmitted Electronically Via Email

The Honorable Nani Coloretti
Deputy Director
Office of Management and Budget
Executive Office of the President
Washington, D.C. 20503

The Honorable Jason Miller
Deputy Director for Management
Office of Management and Budget
Executive Office of the President
Washington, D.C. 20503

RE: OMB Support for Evaluation Capacity

Deputy Director Nani Coloretti and Deputy Director for Management Jason Miller –

On behalf of the American Evaluation Association and the evaluation community, we want to offer our congratulations and thanks once again to the Office of Management and Budget (OMB) for its work to bolster federal evaluation capacity. Efforts over the last two years have been substantial, notable, and widely recognized by the evaluation community. As vocal supporters of OMB's ongoing efforts, we write to acknowledge this contribution and also encourage further progress on two fronts.

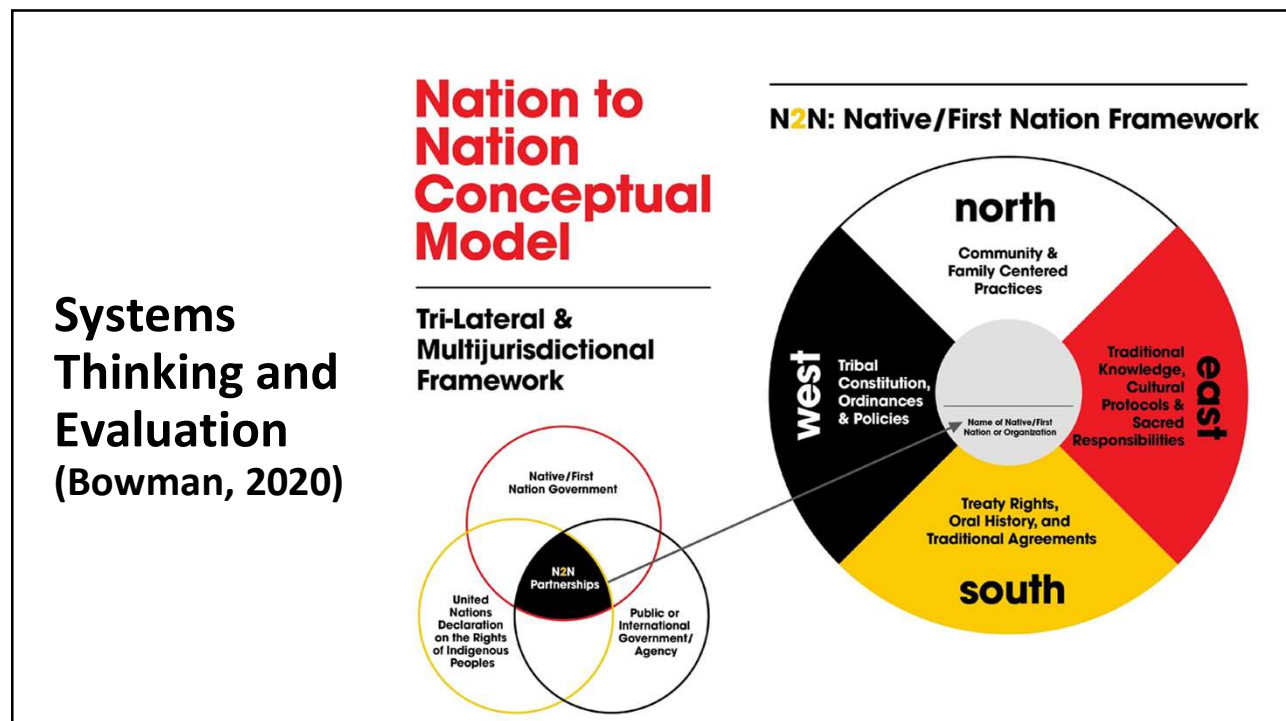
The first involves the recent movement of OMB's Evidence Team to the Office of Performance and Personnel Management (OPPM) under the leadership of Dustin Brown. We see this is an excellent move that helps to highlight the importance of evaluation capacity as a support for mission achievement of all federal agencies. OMB recognized this in a memorandum to agency heads designating evaluation as a critical mission function, and the move to OPPM aligns well with the designation in that OMB memo. We also encourage timely completion of another step in this reorganization, that is, the renaming of OPPM to signal OMB's recognition of the

16

5. Sustainable and meaningful system to support effective and culturally appropriate wraparound services for Indigenous children

- **Impact Evaluations:** Evaluate the long-term impacts based on an intervention or set of interventions. These long-term impacts can be intended or unintended and typically offer evaluation findings and longitudinal trends across decades of data.
- **Systems Evaluation:** Applying systems thinking (holistic) to an evaluation
- **Complexity Systems Evaluation:** Adding in various complexities such as programing that are not linear but dynamic, inclusion complex ideas and methods, diversity in stakeholder agencies participating, having many “moving parts” or sites of implementation, and even culture is considered “complex” system evaluation but can be done (Thomas & Parsons, 2016)
- **Other Considerations:**
 - Multijurisdictional Evaluation (Bowman, 2018)
 - Nation-to-Nation Evaluation (Bowman, 2020)


17



18



CARE PRINCIPLES FOR INDIGENOUS DATA GOVERNANCE




Global Indigenous Data Alliance, 2019.

19

FIRST EVER!

White House Indigenous Knowledge Guide for Federal Agencies (December 2022)



20

So, what has changed?

What are we missing?

Why are we missing it?

21

Bottom line: Culture, language, context, life, and sovereignty matters!

COLONIALISM VIA	POLITICAL COLONIALISM	SCIENTIFIC COLONIALISM
1. Removal of wealth	Colonial power explores and exploits raw materials and wealth from colonies for the purpose of 'processing' it into manufactured wealth or goods.	Colonial powers export raw data from a community for the purpose of 'processing' it into manufactured goods. (i.e. books, articles, wealth. etc.)
2. Right of access and claim	Colonial power believes it has the right of access and use to anything belonging to the colonized people.	Scientist believes she/he/they have unlimited right of access to any data source and any information belonging to the subject population.
3. External power base	The center of power and control over the colonized is located outside the colony itself.	The center of knowledge and information about a people or community is located outside of the community or people themselves.

22

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Sweetgrass thrives along disturbed edges...

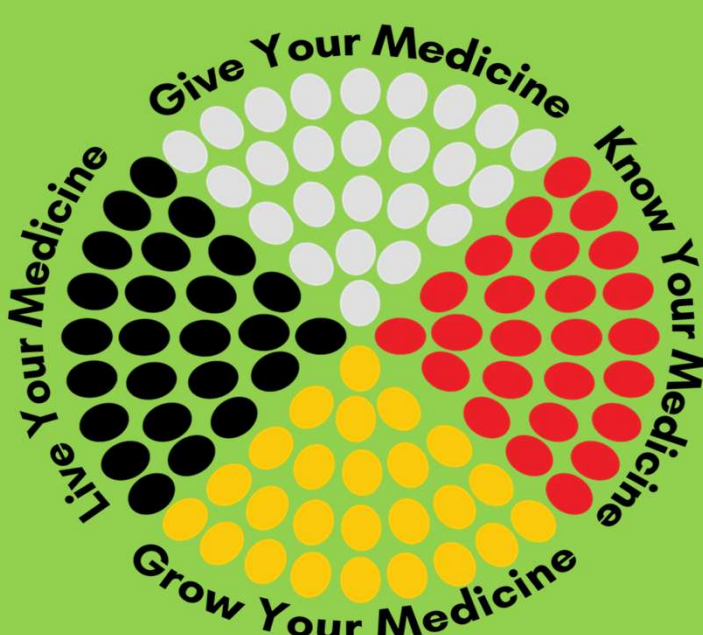
—R.Kimmerer, Braiding Sweetgrass (2013)

Nii ha waak kii ha Wingiimaskw (I am and you are sweetgrass)

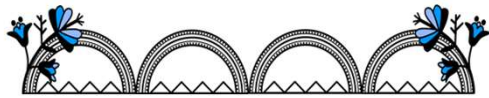


23

Ending in a good way as we come full circle...



24



Anushiik/Thank You

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 and You Tube)



25

Waapalaneexkweew (Lunaape/Mohican)

- AKA Nicole “Nicky” Bowman, PhD
- Lynx Clan, Eldest Sister, Best Vigil Auntie
- President, Bowman Performance Consulting, Wisconsin, USA
- Associate Scientist and Evaluator, University of Wisconsin-Madison, USA



bowman
 PERFORMANCE CONSULTING



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 Education Research
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26