

2020

Organizational Capacity-Building to Battle Addiction in the Oneida Community

Anita F. Barber
Walden University

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Walden University

College of Social and Behavioral Sciences

This is to certify that the doctoral study by

Anita F. Barber

has been found to be complete and satisfactory in all respects,
and that any and all revisions required by
the review committee have been made.

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Walden University
2020

Abstract

Organizational Capacity-Building to Battle Addiction in the Oneida Community

by

Anita F Barber

MS, Marian University, 1999

BA, St. Norbert College, 1996

Professional Administrative Study Submitted in Partial Fulfillment

of the Requirements for the Degree of

Doctor of Public Administration

Walden University

August 2020

Abstract

Oneida Nation community members created a new and developing organization The Healing Society (fictitious name) operated by a volunteer board. The board needed strategic direction to build organizational capacity and sustainability to address the lack of awareness in the community about the increase in opioid and heroin abuse after a well-known community member died from an overdose. The purpose of this postpositivist constructionist qualitative case study was to gather empirical data from the perspectives of internal and external stakeholders through a SWOT analysis focused on their perspectives. Their answers addressed: (a) the organizational strengths and weaknesses of The Healing Society to ensure short-term strength and long-term growth, and (b) the opportunities and threats impacting short-term strength and long-term growth of The Healing Society. A facilitated focus group exercise was used to gather an internal perspective from board members. Volunteers, community elders, and the parent organization staff were targeted to provide an external perspective through a semi structured interview process. Data collected from stakeholders was entered into Microsoft office 365 and NVivo 12 software to be analyzed. The analysis identified critical success factors in the form of themes, categories, priorities, and action items to consider when developing short- and long-term strategic plans. Implementing the recommendation to enlist interns or volunteers to complete the strategic plan elements would free up time for the board members to increase networking activities to meet the needs of the community, ensure public trust, and enhance perception as a model service agency.

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Dedication

This study is dedicated to my family by blood, heart, clan, and lodge. Always giving thanks for good health, happiness, and a good life.

To the struggling and recovering addict, their families, and communities overcoming the devastating effects of addiction.

To the memory of those who shared their wisdom, kindness, respect, and humor to help others recover and leaving a lasting impact for positive social change through verbal chronicles and documented research.

Acknowledgments

I would like to acknowledge the suffering addict. I hope you find your way to a peaceful life.

I want to take this opportunity to express my gratitude to the people who supported me through this part of my life journey. First and foremost, my mom, Shirley who is always there with a compassionate ear and encouraging words. My sister Teresa with her contagious sense of humor, inspiration and unforgettable car rides where we take time to vent or overdramatize and end up laughing hysterically with tears running down our faces. Keith, the man in my life who is always there to calm my spirit and feed my soul. All three along with my brother-in-law Jerry supported me and prevented me from falling when I struggled financially, emotionally, and mentally. We all need a great support system, they are mine.

My children Tyrone, Jasper, Desiree', and Standing Wolf along with my grandchildren Takenya, Genesis, Pharrell, Dakaya, Skye (Oscar), Spencer, and Luca, I love you all. I hope you are happy, safe, and thriving. You inspire me and motivate me in ways you may never know. Always do what you know is right and do your best to forgive. Forgiveness frees you more than them.

Dr. Jim Castleberry, Dr. Mark Gordon, Dr. Gary Kelsey, Dr. Victoria Landu-Adams, and Steve Lehman, thank you for believing in me and guiding me through the doctoral process. Your assistance proved to be invaluable.

To the late Dr. Bob Antone, I appreciated his genuine interest in my topic and looked forward to getting his feedback, but he left too soon.

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Section 1: Introduction to the Problem

Introduction

On October 15, 2017, Oneida Nation members lit a fire as a symbol of a spiritual battle against fatal opiate and heroin overdoses in the Oneida community when a well-known Oneida Nation member died of an overdose. The fire itself represents life and has as many interpretations as there are people tending to it. This was a community effort conducted by volunteers, not the Oneida Nation government or employees. Primary goals of the group were to (a) bring awareness about the rampant use of dangerous drugs like heroin and opioids, (b) fill a gap not met by formal alcohol and other drug abuse service providers, (c) gain knowledge of and implement culturally based healing practices, and (d) engage community members as volunteers. The group offers a place for individuals, their family members, or community members concerned about or suffering from the effects of drug or alcohol addiction to go for moral support, guidance, and experiences in making positive lifestyle changes for a healthier community.

The Oneida community as described in this document has a vast and complex infrastructure to include the Oneida Nation, cities, counties, school districts, townships, and a village all with their own governing principals sharing the land base within the boundaries of the Oneida. The Oneida Nation is considered a sovereign government with an established land base of over 65,000 acres whose members need to meet certain criteria to be considered citizens. Throughout history, the Oneida Nation experienced several adverse policies administered by the U.S. government and actions of different religious factions that created polarization and paralysis of individuals, families, communities, and nations (Antone, 2013;

Antone, 2015; Campisi & Hauptman, 1988; McLester & Hauptman, 2010; Paterson, 2017; Pevar, 2002; Porter, 2008; Prucha, 2000). In addition to these barriers for possible unification efforts, the establishment of two cities, two counties, six school districts, three townships, and one village within the borders of the Oneida land base creates multiple jurisdictional issues to establish security and wellness.

The Healing Society is a grassroots organization established by members of the Oneida community, not the government of the Oneida Nation, that has taken on the role of servicing people struggling with addiction. The Healing Society board started as members of a larger group unified in a national movement to fight against the deadly effects of dangerous drug use, specifically fentanyl laced heroin and opioids. In December of 2017, The Healing Society (a fictitious name for the purpose of this study adhering to confidentiality requirements) became a more formalized group by establishing a board of directors. The Healing Society board members completed preliminary work to establish a mission, vision, and short-term goals. The board is now ready to take steps to improve the organizational infrastructure, build capacity, and enhance sustainability.

The Healing Society Board of Directors desired to expand services and incorporate cultural learning opportunities as an independent organization within the Oneida reservation boundaries servicing people from a variety of backgrounds. Like many First Nation communities, Oneida members and The Healing Society board are questioning the significance of their cultural identity in building strong functioning communities and are seeking opportunities to learn (Alfred, 2009; Antone, 2013; Cajete, 2015; Churchill, 2004; House, 2008; Kimmerer, 2013; LaDuke, 2016; Sasakamoose, Scerbe, Wenaus & Scandrett,

2016; Rodriguez & Wakerahkats: teh, 2017). Oral tradition and long-standing practices indicate individuals and groups use fire to cleanse, purify, or heal. According to verbal accounts, individuals are instructed to write down traumatic events then burn the paper as a part of the healing process. The Oneida Nation uses the term fire to describe one of their core values, “Our fire, our spirit within each of us” (Belisle, 2018, p. 4). In this instance fire represents life. The Healing Society members started their fire as a part of a movement to create awareness about the fatal results drug abuse had in the Oneida community. Just as fire has significant meaning to individuals and groups, cultural healing practices have for different First Nations based on their environment and verbal chronicles (Ackley, 2013; Ackley-Christensen, 2015; Alfred, 2009; Antone, 2015; Administration for Children & Families, 2016; Kimmerer, 2013; LaDuke, 2016; Rodriguez & Wakerahkats:teh, 2017; U.S. Department of Health and Human Services, 2017, p. 33). First Nation practices take into consideration spiritual, mental, emotional, and physical development (Cajete, 2015; House, 2008; LaDuke, 2016, Rodriguez & Wakerahkats: teh, 2017). Some common practices, such as, building a physical fire, or smudging are incorporated in what The Healing Society board members and volunteers do when working with an individual or their families. The use of fire, smudging and/or herbal tea helps ground people seeking assistance. The identification of other healing practices will enhance the ability of the board members and volunteers in helping people.

The Healing Society board is now in the process of defining how they will meet their goals of building community awareness about dangerous drug use, incorporating Oneida or other First Nation cultural activities, recruiting volunteers, and filling a gap in alcohol and

other drug abuse services. Board members understand the need to make data driven decisions. The organization's board president submitted a letter of agreement to participate in this study. During my initial visit to discuss the possibility of doing a study, The Healing Society board members recognized the need to improve organizational infrastructure, fund development measures, and step up volunteer recruitment. The board members also mentioned the idea of forming their own 501(c)(3) in the future. The outcome of this study provides an organizational analysis identifying the internal strengths and weaknesses as well as external opportunities and threats. Barry (1997), Bryson (2004), Bryson & Alston (2011) and The Institute of Cultural Affairs in the U.S.A (ICA-USA, 2016) defined this process as a SWOT analysis and have thoroughly explained the steps to take in completing one. I used NVivo 12 and Microsoft Office 365 software to sort and organize data for a synopsis of themes, categories, priorities, action steps, and critical success factors that can be implemented by The Healing Society board as they develop strategies to build capacity and sustainability.

A postpositivist constructionist qualitative case study involving a focus group and semistructured interviews gathered empirical data through a SWOT analysis to provide an in-depth overview of The Healing Society. A convenience sampling targeted The Healing Society board members, volunteers, community elders, and Dar June administration as participants. Participants identified internal and external viewpoints to consider as the board moves forward in developing a comprehensive strategic plan. The Healing Society board members were selected as the internal participants to provide an internal perspective. Volunteers, community elders, and Dar June administration offered an external perspective.

Data gathered from the focus group and semi structured interviews provided a holistic perspective of successes, concerns, resources, and ideas to incorporate in the final SWOT analysis of The Healing Society. Data compiled and reported identified themes, categories, priorities, action items, and other critical success factors to consider when implementing the short-term action items and developing long-term strategic plans.

The Healing Society is a new and developing grassroots organization run by a volunteer board to increase the awareness of drug use and provide a safe place for people interested in recovering from the negative effects of addiction. Since the establishment of The Healing Society, activities by board members and volunteers served as a catalyst for formal programs to enact policies, such as extending hours for assessments and providing training to community members. A grant application was submitted and accepted to provide recovery coach training for anyone interested in learning the techniques of getting help for addicted people. As a result, approximately 25 people became certified recovery coaches in January of 2019. In April of 2019, the Oneida Behavioral Health Department enacted a policy to increase hours for conducting assessments and making referrals for intense therapy from 2 hours 1 day a week to 2 hours each workday. In October of 2019, Oneida Behavioral Health employed a full-time recovery coach to conduct outreach and provide training for addicts, their families, and eligible community members. There is more work to be done in the ever-changing needs of the Oneida community as reflected in the Oneida Tribal Action Plan (Belisle, 2018). Identifying perspectives and ideas for building organizational capacity and sustainability can potentially provide The Healing Society board with the ability to

further increase wellness opportunities for the Oneida community and establish an identity strong enough to combat any negative influence over their community members.

Problem Statement

The problem faced by The Healing Society board members is the lack of strategy to build capacity and sustainability. The Healing Society is a developing organization established by members of the Oneida community (not the Oneida Nation government) who need to start making data driven decisions. Their mission, vision, and short-term goals were established through facilitated meetings in the fall of 2018. Stages of organizational development was identified by Bryson (2004) and Kelsey (2015), according to their lists of stages, the board was ready to begin taking the next steps in the strategic planning process and determine their timelines for short- and long-term development.

The Healing Society was established by members of the Oneida Nation to continually build awareness and help the Oneida community to combat the devastating effects caused by the increased use of fentanyl-laced heroin and opioids. In 2018, The Healing Society became a 501(c)(3) nonprofit organization under the umbrella of Dar June, a community recovery center located in Green Bay, Wisconsin. The Healing Society board anticipated becoming their own 501(c)(3) in the future. In the fall of 2018, The Healing Society board obtained a building within the Oneida Nation boundaries after several months of using temporary teepee and yurt structures to keep the spiritual fire burning and visible in the Oneida community. Additional planning and outreach are needed to expand services and increase revenue.

In 2017, there were 61 overdose deaths in Brown and Outagamie Counties according to the 2019 data reported by the Wisconsin Interactive Statistics on Health (Wisconsin Dept. of Health Services, 2019). Sections of these counties are within the Oneida reservation boundary and make up the Oneida community for the purpose of this study. In the fall of 2017, The Healing Society board members and volunteers went into action of bringing awareness about the deadly effects and rampant use of opioids and heroin when a well-known Oneida member died from an overdose. As a part of their action steps The Healing Society board entered into collaboration with the Oneida Nation; while they are not an Oneida Nation program, they work to help support the battle against opioid and heroin addiction on the Oneida reservation along with jurisdictions inside and adjacent to the Oneida reservation. In the creation of the Oneida Nation Tribal Action Plan (Belisle, 2018), an environmental inventory was conducted to address Oneida's readiness to accept that there is a dangerous level of drug and alcohol abuse in the community. According to Belisle (2018), a community readiness manual was used as a guide to conduct a qualitative study using semi structured interviews with various community members and service providers. Interview responses were analyzed and scored based on the Community Readiness Model (Oetting, Plested, Edwards, Thurman, Kelly, & Beauvais, 2014). The analysis showed there is denial that any drug or alcohol problem exists. This finding aligns with The Healing Society board's goal to increase awareness about the opioid and heroin epidemic in the Oneida community after one very well-known community member died from an overdose and verbal reports of increased usage of Narcan by other community members experiencing overdoses.

The Healing Society board members obtained training through Dar June on Narcan usage and recovery coaching, they also attended meetings to discuss the purpose of The Healing Society, including the board's desire to help the community address addiction. As a result of their activities, The Healing Society was written into the Oneida Nation Tribal Action Plan (Belisle, 2018), not as an Oneida program but as an independent community service available to raise awareness about the heroin and opioid epidemic, help community members overcome drug and alcohol addiction, incorporate Oneida cultural healing techniques, assist the Oneida Nation in meeting the Title II-Tribal Law and Order Act of 2010 Pub. L. No. 725, § 201, HR 5 (US Department of Justice, 2010) and the Oneida Business Committee resolution #05-10-17C (Summers, 2017). Although Oneida Nation Tribal Action Plan members change and meetings wane, The Healing Society members continue to offer various levels of support to community members, welcome visiting delegations from other nations, and collaborate with Oneida Nation departments. The board understands the need to make data driven decisions as they build organizational infrastructure, prepare a fund development plan, and plan for volunteer recruiting as steps to build capacity and sustainability.

The Healing Society is a grassroots organization made up of volunteers providing care and guidance to help people recover from drug and alcohol abuse. There are no paid members involved or regular funding sources available. The doors are open as a type of drop-in center for anyone needing a safe place to go to as they seek help or support to recover from drug and alcohol abuse. The services provided at The Healing Society can be duplicated in any community with volunteers wanting to make positive contributions to

decrease the destructive results of addiction. There are no other service providers identified in the Oneida community or surrounding area operated by volunteers to address individuals or their family members struggling with addiction. The outcome of this study provided data The Healing Society board can use to develop plans for the priorities and strategic steps in building organizational capacity and sustainability.

Purpose

The purpose of this postpositivist constructionist qualitative case study was to gather empirical data through a SWOT analysis using a focus group with board members and semi structured interviews with community members. Participants assisted in identifying internal and external perspectives that The Healing Society board members can review as they take steps to develop policies, procedures, and other strategies to strengthen their organizational capacity, complete their short-term goals, and prepare for a long-term strategic planning process. A convenience sampling targeted The Healing Society board members, volunteers, community elders, and Dar June administration. Data gathered from the activities was entered into NVivo 12 and Microsoft Office 365 software to be sorted and organized into themes, categories, priorities, and strategic steps. The outcome of this study provided documentation for a comprehensive overview that will help The Healing Society board celebrate accomplishments, promote assets, address concerns, seek assistance from others, prepare for setbacks, set priorities, track strategic steps, and work together to reach goals.

The Healing Society is a very new and developing organization. At this point the board participated in facilitated meetings to develop a mission, vision, and determine short-term goals. According to one of the board members, two different facilitators were engaged

with two different methods to bring the team together. One facilitator, from a local nonprofit organization called Wise Women Gathering Place helped the board establish their mission and vision. This facilitator was trained in the Technology of Participation (ToP) group facilitation method. ToP was developed by the ICA-USA out of Chicago, Illinois designed to capture all ideas from all stakeholders (Wise Women Gathering Place, 2019). The other facilitator was a student conducting a SWOT analysis to fulfill requirements for a business course to identify short-term goals. The board took initial steps to meet their short-term goals and were ready to move to the next step of the strategic planning process identified by Barry (1997), Bryson (2004), ICA-USA (2016) and Kelsey (2015). Another SWOT analysis using Bryson (2004), Bryson & Alston (2011), ICA-USA (2016), Kelsey (2015), and Simon (1999) as resources focused on what the organization was doing well, what the board needed to do differently, what resources were available, and what the board needed to take into consideration as they moved forward. The focus group exercise for this SWOT analysis was formed using a combination of Bryson (2004), Bryson & Alston (2011), and ICA-USA (2016) strategies. The semi structured interview process followed instructions from Creswell (2013) and Guyette (1983) as well as Walden's criteria for a safe and ethical study. The data confirmed accomplishments, immediate steps for improvement, possible long-term policies, and tactics to avoid negative consequences as The Healing Society board plans strategies for capacity building and sustainability.

The Healing Society board members expressed a desire to remain autonomous, continue serving the Oneida community through collaborate efforts with other organizations including Oneida Nation programs and eventually become their own 501(c)(3). Once The

Healing Society board solidifies their strategic steps and timelines, it is possible they will lead the way in providing efficient and effective services in collaboration with formal and informal programs or organizations to increase healthy living habits for Oneida community members and serve as a model for other First Nation communities or volunteer organizations.

The guiding research questions used for this administrative study were:

RQ1: What organizational strengths and weaknesses does The Healing Society have to ensure short-term strength and long-term growth?

RQ2: What are the opportunities and threats impacting short-term strength and long-term growth of The Healing Society?

A comprehensive analysis of The Healing Society was needed to determine what stage of development the organization was in and guide the board members as they plan strategically to build capacity and sustainability. The guiding questions looked at the external and internal factors determining strength and longevity of The Healing Society as an organization. Participants answering the questions in a focus group setting had an internal perspective while semi structured interview participants had an external perspective.

Nature of the Administrative Study

I chose a postpositivist constructionist qualitative case study utilizing a focus group and semi structured interviews as methods to conduct a SWOT analysis. I gathered data from a convenience sample to identify necessary elements the board needs to include in their long-term strategic plan to build capacity and sustainability. The process of this study followed Walden's approved procedures of a forthright and confidential study, ensuring

steps are taken to eliminate ethical concerns by following the Institutional Review Board (IRB) guidelines (Walden Center for Research Quality, 2019). I developed a proposal to gain my committee and Walden's IRB approval. Once the proposal had IRB approval, I made a request to conduct an informational presentation at one of the The Healing Society board meetings. The agenda for the presentation included an explanation of the study, the purpose of the study, the type of data being collected, how the data would be used, and dissemination plan for the final report. A preliminary presentation to the board included an introduction of and request to move forward with the study. During the presentation, I distributed a copy of the focus group and semistructured interview consent forms for review. The explanation included strict instructions that none of the study activities could start until the participants signed the consent form. I also distributed a flyer at the meeting with an explanation that the flyer would serve as an open invitation to potential semi structured interview participants. I requested that the flyer be posted on The Healing Society social media pages, at events, and by the sign-in sheets.

Reminders throughout the process informed participants that their involvement was completely voluntary and they could step out of the study at any time. I informed participants this study was not meant to be a test to see what they knew about The Healing Society from a business aspect, but to share their opinions or perspectives of what will help the organization. I explained that data gathered from the focus group and semistructured interviews would help the board determine what they needed to be aware of as they incorporate strategies to build capacity and take the next steps for sustainability.

Focus Group Approach

A focus group composed of The Healing Society board members provided an internal perspective of the organization SWOT topics. Barry (1997), Bryson (2004), Bryson & Alston (2011), and ICA-USA.(2016) described a SWOT analysis as one of the most important steps in creating a strategic plan. Bryson & Alston referred to it as the heart and soul of a study because it provides a holistic view of an organization and allows participants to gain better insight into expectations and clarifies goals, concerns, and purpose. My plan was to schedule the focus group 3 weeks from the presentation to the board. However, the board decided to hold the focus group 4 days after the presentation. My intent was to send a flyer, announcements, and invitations through private social media messages to The Healing Society board as reminders of the purpose, date, time, and location of the meeting. The group decided to stay at the building and bring food to share in keeping with an Oneida tradition of sharing food at gatherings.

The remainder of my presentation included logistics, expectations, and a review of the day. The board was asked to reserve 6 hours for the exercises, snacks, and lunch. Discussion about breaks including lunch took place. I informed them I would have snacks available along with soup and sandwiches. They were invited to bring something to share if they wanted. There were no sign up sheets or formal expectations. I distributed the consent form with my contact information along with Walden's research center number in case any of the participants wanted to ask questions or get clarification about the study. The board was informed that data gathered from the focus group would be recorded verbatim through photos of the work area, hand written notes, and snow cards used in the activity. They were

also informed that a gift basket of hand harvested heirloom flint corn products, including the dehydrated form (fully cooked and dried) and three types of ground flour (course, medium and fine) to use for mush, corn bread and baking, would be presented as a token of appreciation for the participant's time and contribution to my study. The gift basket included recipes on how to prepare the products (Appendix A). A pint of hand harvested maple syrup was added to the baskets to use in the mush recipe.

Semi structured Interview Process

Data gathered from semi structured interviews provided an external point of view from individuals outside of The Healing Society board. I created flyers to serve as an open invitation for individuals to participate. The semi structured interviews were totally voluntary. A copy of the flyer was distributed to The Healing Society board at the preliminary meeting explaining the study. During the explanation of the flyer, the board members were notified they could be interviewed if they could not attend the focus group. In addition to the flyer, I distributed a semi structured interview consent form to the board for informational purposes. Anyone responding to the flyers were provided a consent form describing the purpose and process of and their role in the interviews. I held semi structured interviews on an individual basis in secluded areas selected by the participant to ensure privacy, comfort, and confidentiality. Options included The Healing Society's building, a local library, an elder center, and a community education building. These buildings have rooms with windows and doors allowing private conversations where the participants can answer questions freely without interruptions. None of the participants selected any of these buildings for their comfort zone.

The targeted population to serve as participants included The Healing Society board, volunteers, community elders, and Dar June administration. Participants lived and worked in the Oneida community with a variety of backgrounds including grassroots program development, community service, recovery from addiction, intense alcohol or other drug abuse therapy, formal education, and ability to build collaborative relationships. The Healing Society board members started the organization to meet a need in the Oneida community. Their action steps were based on feedback received from community members and facilitated group work. The board established a mission, vision, short-term goals, and collaborative relationships. Volunteers serve The Healing Society as role models, administrative assistants, marketing developers, and spiritual consultants. As a rule, community elders are a valuable resource to Oneida in solving problems and providing direction. Community elders have knowledge and decades of experience about the changes experienced in the Oneida community. The final target population was Dar June administration. Dar June administration has experience establishing a 501(c)(3) and provide insight in all aspects of The Healing Society development. Dar June administration established a sobriety club in Green Bay but closed the club around the same time The Healing Society opened their doors. The closing allowed Dar June administration to spend more time on identifying additional needs for struggling addicts and obtaining houses for men and women to go to once they completed intense therapy to overcome addiction. Between October of 2018, and March of 2019, Dar June opened a men's home and a women's home. Their networking abilities allow them to continue identifying problem areas and work with other organizations to establish safe places for people recovering from

addition. Dar June administration is also certified to provide recovery coach and Narcan training. In adhering to the confidentiality requirements of this study, the semi structured interview participants were not identified.

Data collected from the SWOT analysis identified themes, categories, priorities, and action steps from different points of view that The Healing Society board members can use as they develop their strategic plan. According to Bryson & Alston (2011), a SWOT analysis provides an overall view of a system. Participants were able to express their values, philosophies, ideas, and strategies for future development through a focus group activity or semi structured interviews. According to Barry (1997) and Bryson (2004), a focus group facilitates gaining insight from stakeholders, with the added bonuses of helping to build teamwork, and gaining commitment from participants. Instructions from the ToP facilitation manual (ICA-U.S.A., 2016), worksheets created by Barry (1997), and documentation by Bryson (2004) and Bryson & Alston (2011) provided guidance in conducting a thorough SWOT analysis. ICA-USA (2016) has provided instructions in conducting group work while Barry (1997), Bryson (2004) and Bryson & Alston (2011) have provided group work instructions along with worksheets to ensure appropriate data is gathered. Semi structured interviews gathered individual perspectives based on the perception of participants outside of the board. Both activities used the same questions developed using SWOT components.

I conducted a focus group and individual semi structured interviews to gather data for the SWOT analysis. Four questions allowed the opportunity for all participants to express their perspectives:

1. Strengths. What are the strengths of The Healing Society? (Prompt: In other words, what does the organization do well?)
2. Weaknesses. What are the weaknesses of The Healing Society? (Prompt: What does the organization need to improve?)
3. Opportunities. What community opportunities does the organization have to leverage resources and build capacity? (An explanation or translation of this question may be necessary: What resources or opportunities exist that will help The Healing Society continue to exist, improve what they do, and expand?)
4. Threats. What community threats might The Healing Society face over the next 3-5 years?

Method for Gathering Data From the Focus Group

In developing the SWOT analysis activities, care was taken to ensure the participants felt comfortable in the location and confident their answers were treated in a confidential manner. According to Creswell (2013) qualitative research allows the researcher to conduct a study in a natural setting. All participants selected the location for the activities. The focus group was conducted in the The Healing Society building to provide an opportunity for the group members to develop and prioritize thoughts and expectations in a familiar setting. Bryson & Alston (2011) and ICA-USA (2016) provided step by step instructions to conduct a SWOT analysis. Steps included preparation with stakeholders, reserving a room, organizing workspace, and checking with participants about their readiness. ToP is very similar to the method described by Bryson & Alston (2011). A meeting can last up to 4 hours or more for the entire strategic process. I scheduled 6 hours. According to descriptions

of ToP (ICA-USA, 2016), the method uses a “consensus-driven approach” that encourages transformation of a group to work towards a common identity creating positive social change. ToP is described as a phenomenological tool intended to help groups move toward their desired outcomes. Barry (1997), Bryson (2004), and Bryson & Alston (2011) referred to the process as taking stock or assessing the environment. The focus group provided an opportunity for participants to gain a better understanding of each other and their perspectives of The Healing Society.

The focus group was to be scheduled no more than 3 weeks from the presentation. Participants were invited in person at the meeting with a flyer distributed at the same time. My plan was to schedule e-mail reminders each week before the meeting and phone calls the day before. However, the board decided to meet 4 days after the presentation. Once the board agreed on the day, an announcement was made that refreshments would be provided throughout the day, and lunch would be provided if the group decided to stay in the building for lunch. The presentation ended with a review of the purpose, focus group agenda, and an explanation about the importance of the consent forms. The consent forms were left with the board for their review with an explanation that the forms would be gathered the day of the study before any of the activities took place.

Method for Gathering Data From Semi structured Interviews

In addition to the explanation about the focus group, I provided a description of the semi structured interview process along with a flyer and consent form. The flyer was presented for board approval to post on their social media page and in the building and distributed at events as a method to recruit semi structured interview participants. In

accordance with my IRB approved application, the flyers included my contact information for interested individuals whereas the consent form included contact information for Walden representatives and me if the board or participants needed further clarification or had concerns. My explanation of the consent form indicated participation in the semi structured interviews was strictly voluntary and confidential, and the board would not be informed of who participated.

Interested participants responding to the flyer were provided an explanation of their role and a copy of the consent form for their review before agreeing to participate. Individuals responding with an affirmative answer were informed their identification would be masked with fictitious names to safeguard their real identities and ensure confidentiality. The interview process followed Walden IRB guidelines (Walden Center for Research Quality, 2019) and my approved IRB application. Participant backgrounds varied in age, gender, career, experiences, and knowledge of the heroin and opioid epidemic in the Oneida community. The participants were asked if they felt comfortable with the interview process after each question and reminded they could stop at any time. Answers to the semi structured interview questions were recorded on an audio recording device with hand written notes that were reviewed with the participant to complete the process. Participating individuals in this study had diverse backgrounds that represented the global population. Their perspectives will help board members identify ways to enhance public trust of The Healing Society as a community organization where the community members at large can volunteer to help keep the organization functioning by utilizing their own talents, skills, and abilities.

Data collected for this study is stored in a locked storage container where they will stay for 5 years to avoid exposure to outside entities. All data was gathered using password protected digital recording devices and handwritten notes. I used NVivo 12 and Microsoft Office 365 software to store, transcribe, and organize data. In addition, NVivo 12 helped identify themes and categories to complete the analysis portion of the study. An analysis of all the data was submitted through the Walden process for approval. Once my final study is approved, the results will be distributed to the board. Copies will be available to the semi structured interview participants.

The purpose of this postpositivist constructionist qualitative case study was to gather empirical data through a SWOT analysis to help The Healing Society board members identify strategies to incorporate as they take steps in developing policies, procedures, and other strategies to strengthen their organizational capacity, complete their short-term goals, and prepare for a long-term strategic planning process. A convenience sampling targeted The Healing Society board members, volunteers, community elders, and Dar June administration to identify internal and external aspects to consider as the board moves forward in developing a strategic plan. I entered data into NVivo 12 and Microsoft Office 365 software to be sorted and organized into themes, categories, priorities, and strategic steps reflecting the holistic perspective of participants. The outcome of this study was to provide documentation of a comprehensive overview that will help The Healing Society board celebrate accomplishments, promote assets, address concerns, seek assistance from others, prepare for setbacks, set priorities, track strategic steps, and work together to reach goals.

The SWOT analysis provided data to complete a comprehensive overview of The Healing Society based on participant perspectives. Compilation of the data into an outline using themes, categories, priorities, and action steps will guide board members in developing strategies for building capacity and sustainability. Specific strategies focused on concerns of the Healing Society board mentioned in our preliminary meetings such as organizational infrastructure, identifying fund development opportunities, and recruiting volunteers. The Healing Society board is in a unique position to promote the Oneida culture in their efforts to increase awareness about the opioid and heroin epidemic, help community members overcome drug and alcohol addiction, assist the Oneida Nation in meeting the Tribal Law and Order Reauthorization and Amendments Act of 2018 S. 1953 (U.S. Department of Justice, 2018), and help the Oneida Business Committee meet their resolution #05-10-17C (Summers, 2017). Data included in the study identified possible global impacts for positive social change based on the understanding of Oneida community members, including Lotinoshoni (Oneida) traditional teachings. There are ceremonies developed to help relieve grief (Fisher-Scholtz, 2014) that could possibly be incorporated in the services provided by The Healing Society board and were included in the final report as an addendum or suggestion for inclusion. This is what will make The Healing Society unique.

Significance

The target participants for this study included The Healing Society board members, volunteers, community elders, and Dar June administration. These individuals had various backgrounds. They: (a) were in recovery, (b) had loved ones suffering from addiction, (c)

had obtained formal education, (d) were trained recovery coaches, (e) were students, (f) were individuals wanting to help the community recover from the devastating effects of opioid and heroin abuse, and (g) were experienced elders with untapped wisdom. As a collective, the participants had the knowledge, skills, and abilities to make a positive social impact through networking, developing collaborative relationships, guiding people to resources, solving problems, providing training, and hosting special events. Organizing their thoughts for the future will help guide The Healing Society board members in developing their organizational capacity, completing their short and long-term goals, and preparing for a strategic planning process.

An overall view of The Healing Society through a SWOT analysis provided insight into an initiative started by Oneida volunteers wanting to make a positive difference in their community to combat opioid and other dangerous drugs. Data collected specifically from Oneida community members identified a comprehensive list of strategies to be included in their planning process to build capacity and sustainability. Documentation can be used to help other First Nation communities to establish grass roots led centers to meet the needs of their community members. The organizational infrastructure components can be developed into a guidebook for submission to address federal, state, local, and tribal resolutions addressing tribal action plans specifically using volunteers wanting to make a positive difference in their communities. In the process of identifying an entity to study, I selected The Healing Society because they are new and in the developmental stages. They are contributing services to improve the quality of life for all community members, not just

Oneida enrolled members. Their strategies to build capacity and sustainability will serve as an example to other organizations wanting to develop the same type of service.

Data gathered and analyzed from the SWOT analysis identified possible global impacts for positive social change based on the understanding of the Lotinoshoni (Oneida) traditional teachings. According to Alfred (2009), Antone (2013), Cajete (2015), Kimmerer (2013) and Rodriguez & Wakerahkats: teh (2017), a strong foundation in cultural knowledge promotes healing from trauma. Innes & Anderson (2015) encouraged utilizing specific knowledge focused on healing for First Nation men from a variety of perspectives. There are ceremonies developed to help relieve grief described by Fisher-Scholtz (2014) that could possibly be incorporated in the services provided by The Healing Society. This type of service is what will make The Healing Society stand out as a volunteer organization connecting to a First Nation identity.

The Healing Society board members are in a unique position to incorporate First Nation knowledge of healing and wellness into the services they provide. Antone (2013) reports governing agencies have an obligation for the health and welfare of the people. There are three Oneida communities sharing the original government utilizing clan mothers and chiefs; each of these communities also adopted an elected style of government. Two out of the three do not have an organization or program like The Healing Society that does not require specific criteria for services. According to Barreiro (2010), people in general have a basic need to belong and have purpose. The Healing Society is providing a place to belong for all community members. In addition, Barreiro (2010), Cajete (2000); Rodriguez & Wakerahkats: teh, (2017), and Tuhiwai-Smith (2012) agreed that the connection to nature,

the spiritual world, and creation narratives are essential elements in human development. The Healing Society sits in a wooded area not far from urban Green Bay, Wisconsin, but quiet enough to meditate and get in touch with nature. The Healing Society board members and volunteers are in the process of learning and sharing Oneida narratives, other First Nation representatives have an opportunity to share theirs. Other First Nations in Wisconsin include Ho-Chunk, Menominee, 6 bands of Ojibwe, Potawatomi, and Stockbridge-Munsee. Rajak (2012) suggested First Nation healing practices can help on a global level to encourage sustainable communities. In this case, healing practices are utilized to improve wellness efforts in a community by a grassroots volunteer organization.

Summary

The Healing Society is a community initiative started and sustained by volunteers who made connections with the Oneida Nation and community organizations to help develop their initial plans for addressing the negative effects of addiction in their community. Although they made gains with their efforts to make a positive impact on the community, a look at their current status through a SWOT analysis provided data to help them to refocus as needed and begin developing strategy to build capacity and sustainability through data driven decisions. The next section of this study reviews literature used to identify concepts of the strategic planning process, theories on the development of an organization, and the utilization of a SWOT analysis. The main scholars on organizational development used in this study were Barry (1997), Bryson (2004), Bryson & Alston (2011), and ICA-USA (2016). First Nation scholars Antone (2013), Guyette (1983), Porter (2008), and Rodriguez & Wakerahkts: teh (2017) provided a perspective of planning and

development from an indigenous point of view using ancient knowledge of organizational creation, team development, and community commitment. First Nation scholarly works were in edited books, journals, and dissertations. Their theories were used to develop treatment centers or other growth and development services to help overcome adversities and develop methods to address social ills. All the planning and development literature provides several sources to get a well-rounded idea of what will help improve an organization.

Section 2: Conceptual Approach and Background

Introduction

The problem faced by The Healing Society board members was the absence of a comprehensive strategic plan to build capacity and sustainability. The Healing Society is a developing 501(c)(3) organization established by members of the Oneida community (not the Oneida Nation government) who need to start making data driven decisions. Their vision, mission, and short-term goals were established through facilitated meetings. They are ready to begin taking the next steps in the strategic planning process and determine their timelines for short and long-term development.

The guiding research questions for this administrative study were:

RQ1: What organizational strengths and weaknesses does The Healing Society have to ensure short-term strength and long-term growth?

RQ2: What are the opportunities and threats impacting short-term strength and long-term growth of The Healing Society?

The purpose of this postpositivist constructionist qualitative case study was to gather empirical data through a SWOT analysis to help identify strategies The Healing Society board members can incorporate as they take steps to develop policies, procedures, and other strategies to strengthen their organizational capacity, complete their short-term goals, and prepare for a long-term strategic planning process. A convenience sampling targeted The Healing Society board members, volunteers, community elders, and Dar June administration to identify internal and external viewpoints for consideration as the board moves forward in developing a strategic plan. I entered data into NVivo 12 and Microsoft Office 365 to be

stored, sorted, and organized into themes, categories, priorities, strategic steps, and critical success factors for a holistic perspective from participants. The outcome of this study provided documentation of a comprehensive overview that will help The Healing Society board celebrate accomplishments, promote assets, address concerns, seek assistance from others, prepare for setbacks, set priorities, track strategic steps, and work together to reach their goals.

Reflection on previous scholarly work was critical to the completion of this study focusing on strategic planning through a SWOT analysis. Specialists in the SWOT analysis procedure provided guidance in conducting exercises to gather data. Scholars developing wellness models for First Nation communities helped identify necessary elements to include in a new and upcoming organization. The use of NVivo 12 software assisted me in compiling the data in an outline to guide The Healing Society board in developing and implementing strategies for their organization. The activities and knowledge gained were beneficial in understanding the strategic planning process.

Concept, Models, and Theories

The outcome of this study provided The Healing Society board with an overview of the organization's status through participant perspectives. I assembled data in an outline the board can review as they deliberate the strategic planning process. A SWOT analysis was completed through a focus group and semi structured interviews with participants from a variety of backgrounds to ensure diverse perspectives and to avoid biased study results. According to Phadermrod, Crowder & Willis (2019), the SWOT analysis could cause bias if only one segment of the population is involved in a study. Conducting the SWOT analysis

with a variety of adult participants over the age of 18 with different roles ensures a greater perspective. Data gathered from the SWOT analysis identified (a) internal organizational strengths to celebrate or expand, (b) internal weaknesses to address that can hinder progress, (c) external opportunities to tap into, and (d) external threats to prepare for as the board begins the strategic planning process. Results of the SWOT analysis also identified successes or reasons to celebrate, themes, categories, and activities to incorporate as the board strategically builds their organizational capacity and sustainability.

There is little research conducted on capacity building and sustainability of nonprofit organizations operated strictly by volunteers on a reservation. The Healing Society board and volunteers took the responsibility to fulfill a need in the Oneida community. They are now looking for ways to make data driven decisions to build organizational infrastructure, capacity, and sustainability. According to Antone (2015) and Rodriguez & Wakerahkats: teh (2017) key concepts of Haudenosaunee knowledge is necessary when developing organizations in Haudenosaunee communities to establish a strong foundation of identity. Antone (2013) and Rodriguez & Wakerahkats: teh (2017) developed models to incorporate building knowledge about a Haudenosaunee identity utilizing verbal chronicles for development and the seven-generation philosophy in decision making. The clan system provides an opportunity for consensus based on community discussion that could last for more than a day depending on the subject.

Twenty-first century researchers shared the same concept of planning for the future using years instead of generations. According to Barry (2007), Bryson (2004), Langer and LeRoux (2017), and Moreno, Noguchi, and Harder (2017), strategic planning is necessary to

improve organizational behavior, withstand constant changes in society, and meet regulations established by local, state, and federal government or granting agencies. Bryson & Alston (2011) list 10 steps to establish readiness for development, analyze the environment, identify strategic issues, and develop and implement strategies for changes and improvement. A strategic planning process cycle chart presented by Bryson & Alston (2011, p. 10) suggested the strategic planning can start at any of the steps because it is a continuous circular process. This coincides with Tiwari & Winters (2017) suggestion that a structured or linear strategic plan was not compatible for projects involving several stakeholders. They asserted instead that fluid planning was helpful when no one person is in charge. Sheffield (2019) echoed thoughts of a more circular process rather than linear. According to the steps taken so far by The Healing Society board, a combination of these concepts helped to establish their vision, mission, and short-term goals. They are now ready to assess their environment for a comprehensive overview of the organization to review as they move toward establishing strategies for success.

There are a variety of models available to gather data for use in identifying strategies to incorporate when developing an organizational long-term plan. I anticipated using an Oneida clan system model but realized participants have limited knowledge of how the clan system works. In addition to the limited knowledge, the clan system is involved, lengthy, and facilitators are limited. The explanation below provides more insight into the process. Exercises selected as methods to gather data for this SWOT analysis were established through a combination of Bryson and Alston (2011), Creswell (2013), ICA-USA (2016), and Guyette (1983) as well as Walden's criteria for a safe and ethical study. The instructions

allowed focus group participants to share their ideas within a nonthreatening group setting. Participants had the option of verbally reporting answers and posting their cards or keeping the cards hidden to be given to me at the end of the exercise. The semi structured interview process followed instructions from Creswell (2013), Guyette (1983), and my approved IRB application. I selected a straight semi structured interview question and answer process to gather data from individuals.

An explanation of the clan system begins with the description of the Oneida and their involvement as Haudenosaunee members. Oneida is one of the six nations comprising the Haudenosaunee confederacy and is referred to as a younger brother. The Oneida have three clans represented by the Wolf, Turtle, and Bear. According to Antone (2013) and Porter (2012), a clan system is successful when making decisions because all concerns are presented for consideration in family settings. Each clan has a responsibility to their Nation. The process Oneida follows involves someone bringing an issue to the Wolf clan. A clan meeting is called for all clans where the Wolf clan representative announces the issue to everyone. The Turtle clan is the first to discuss the issue and comes to consensus on a resolution; the Turtle spokesperson announces the issue and their resolve to the Bear clan. The Bear spokesperson articulates the issue along with the Turtle clan resolve to ensure they understand. The Bear clan discusses the issue and the Turtle clan's resolution. The Bear clan seeks consensus with each other on the resolve, additional resolution tactics, or additional clarification. The Bear clan spokesperson stands to make the announcement to the Turtle clan. If there is agreement, the Turtle clan relays the information to the Wolf. If there is not agreement, the issue is discussed within the Turtle clan and then announced to the Bear.

This process occurs as many times as it takes to agree. Once they agree, an announcement is made to the Wolf by the Turtle. If the Wolf does not agree or they have changes, the process starts over. An issue can be brought up three times for three possible decisions; after the third time, the issue is no longer allowed to be brought up, ever. Antone (2013) and Rodriguez & Wakerahkats: teh (2017) developed models to incorporate building knowledge about Oneida or Haudenosaunee identity utilizing verbal chronicles for development including the use of the clan system. Their processes help establish ancestral knowledge important to the development of The Healing Society and meeting a desire of incorporating such practices.

Previously, The Healing Society board members utilized two different models of establishing their mission, vision, and short-term goals. Their mission is: "... supports Oneida community members affected by addictions in their desire to bring hope, create awareness, and promote healing and belonging by means of reconnecting with culturally based traditional values and teachings." The mission was determined through a facilitated meeting using ToP (ICA-USA, 2016). The same method led The Healing Society board members to establish their vision: "A sustainable, culturally, healthier & stronger reconnected community." The same facilitator led the board through both exercises. Their short-term goal meeting was facilitated by a business student from a local college. The short-term goals were: (a) more community involvement, (b) increase networking, (c) organizational development, and (d) cultural identity. The method was not identified, however it included some of the same techniques as ToP.

There is very little research conducted on capacity building and sustainability of nonprofit organizations operated strictly by volunteers on a reservation. According to Antone (2013), Guyette (1983), and Tuhiwai-Smith (2012), trust is a factor to participating in academic research with an explanation that “problems” were studied by people who saw a “problem,” not that one really existed. In other words, problems are based on perception. According to data provided by Belisle (2018), participants in an environmental inventory indicated there was no problem with drugs and alcohol in the Oneida community. However, data from the Wisconsin Department of Health Services (2019) and The Healing Society board indicated there is a problem. Statistics demonstrate an increase in fatal overdoses and hospitalizations along with verbal reports in the increased use of Narcan. In this case, The Healing Society board members identified a problem exists through personal contacts with afflicted individuals. The board realized the organization needed updates or changes as their influence impacts formal alcohol and other drug abuse programs.

There are similarities between the Oneida clan system and a strategic planning process. According to the strategic planning chart identified by Bryson & Alston (2011, p. 10) the SWOT analysis involves all key stakeholders. The clan system also involves all key stakeholders. Strategic planning steps identified by Barry (2007), Bryson (2004), Bryson & Alston (2011), ICA-USA (2016), and Kelsey (2016) indicated the board completed the initial phases of the strategic plan. The board was now ready to move forward identifying the status of the organizational infrastructure, capacity, and sustainability. A facilitated focus group and individual semi structured interviews with participants identified internal

strengths and weaknesses along with external opportunities and threats for an overall view of The Healing Society.

Throughout the world, groups of people extend a helping hand to address unmet needs in their communities. Some of these groups become non-profit organizations. In reviewing the United Way (2020) website, five individuals seen the needs in their community and developed ways to address them through partnerships, networking and seeking donations. They value being recognized by the lives they improve versus the funding they receive. Documentation on their website indicates they started out in Denver with the five founders and became a worldwide organization making an impact in over 61 million lives per year. The Healing Society is a developing organization formed by a small group of people looking to make positive social change in their community on a volunteer basis. The board established a mission, vision, and short-term goals. They are now ready to take the next steps in the strategic planning process to strength capacity and ensure long-term stability.

There are many theories or philosophies about the importance of strategic planning for the future. Many First Nations have a seven-generation philosophy about making decisions that affect the next 7 generations. Oneida used a clan system to ensure community members had a voice from all ages and the issue was looked at from all angles. According to Porter (2008) there were no monetary benefits but there were life sustaining benefits to the planning process. Crisan (2018) identified tools beneficial to improving performance and measure public value. Bryson (2004) suggested public value is important to a nonprofit

organization because an organization that is respected and trusted has greater opportunity to be supported with organizational development, funding and people wanting to be involved.

The SWOT analysis allowed stakeholders to review successes, identify areas needing attention, develop a list of resources to tap into, and provide input about outside conditions to be aware of for future development. According to Barry (1997) and Bryson (2004) a SWOT analysis provides an overall view for an organization. Once the Healing Society board sees the whole picture with themes, categories, priorities, and activities they are better prepared to make decisions for building organizational infrastructure to ensure immediate changes take place along by engaging short- and long-term action steps based on stakeholder feedback.

Many of the First Nation theorists mentioned throughout this study identify First Nation people as living in two worlds. One worldview is holding on to what Antone (2015) referred to Haudenosaunee knowledge or original thought consisting of: (a) a spiritual base of life, (b) relational teachings and cosmology, and (c) preservation of the Haudenosaunee leadership based on democratic principles and worldview of peace. The second worldview is adapting to a fast-paced culture with ever changing needs that does not allow for a lengthy discussion on how to solve a problem. However, a SWOT analysis provides the opportunity to address several issues that affect an organization in a short amount of time utilizing workbooks and instructions from accomplished researchers and practitioners. Bryan (2004) and Tiwari & Winters (2017) identified roles for stakeholders and how they can intertwine to ensure vital tasks are completed. Barry (2007), Bryson (2004), Bryson & Alston (1996), Bryson (2011), Creswell (2013), ICA-USA (2016), Kelsey (2017), Patton (2002), and

Simon (1999) provided instructions to conduct focus groups and semi structured interviews for a comprehensive overview of an organization. Using theories and models from both worldviews helped guide The Healing Society board now and will help in the future.

Foundation scholars used in my study include knowledge holders of ancient Haudenosaunee concepts and experts in the 21st century on developing strategies for building capacity and sustainability. Antone (2013), Barreiro (2010), Porter (2008), and Rodriguez & Wakerahkats: teh (2017) address the Haudenosaunee worldview using the clan system. Barry (2007), Bryson (2004), Bryson & Alston (2011), and Kelsey (2016) established current steps in the strategic planning process including a SWOT analysis. Scholars from both eras agree it is important to hear from all the stakeholders.

The Haudenosaunee strategic planning process dates to the development of the Great Law when Hiawatha met a man known as the Peacemaker. The Great Law established what is now known as the Iroquois Confederacy or Six Nations. Antone (2013) and Porter (2008) asserted when these men met, they developed a structure to secure peace between five warring nations. According to Rodriguez and Wakerahkats:teh (2017), the process would not be complete without the help of the first clan mother, Jigonsaseh. The ancient strategic practices date back over 1000 years ago. According to Antone (2013) and Barreiro (2010) the Peacemaker and Hiawatha developed a sophisticated form of government that contributed to the Haudenosaunee identity, building capacity, and sustainability. The Haudenosaunee worldview explained by Antone (2013), Antone (2015), and Rodriguez & Wakerahkats: teh (2017) was established through oral tradition and recorded with wampum. The ancient form of government provided a method for developing and maintaining peace

on an individual level expanding to a governmental level involving five nations. The clan system is a circular process that allows the opportunity for everyone to voice their concerns or ideas for positive changes. A similar process can be found in the steps developed by Barry (1997), Bryson (2004), Bryson & Alston (2011), and Langer & LeRoux (2017) for strategic planning.

In recent history scholars explain the need for strategy stems from economics, technology, population growth, changes in government, environmental issues, and limited resources. Bryson (2004) suggested successful organizations focus and develop strategies to keep up with trends and abrupt changes. Tiwari and Winter's (2017) fluid planning process provides guidance utilizing a variety of stakeholders in a collaborative and participatory manner for planning. Barry (2007), Bryson & Alston (2011), and Kelsey (2015) developed steps necessary for a comprehensive view of an organization. Their steps help to identify all aspects of operation an organization needs to be aware of to plan for success. The theory behind strategic planning includes building public trust because a company that has a strategy can be flexible to meet different demands.

Terms and Definitions

Condolence ceremony: A practice used to symbolically remove grief from the loss of a significant person or loved one. Today this ceremony is being incorporated to address historical or generational trauma (Antone, 2013; Antone, 2015; and Porter, 2008)

Hiawatha: A man who lost 3 daughters in a short amount of time. He gathered wampum shells and developed beads out of them to use as a recording devise. The first record he kept was the Condolence Ceremony (Antone, 2013).

Oneida community: Involves anyone living within and immediate outskirts of the Oneida (Wisconsin) reservation boundaries. Does not limit to Oneida enrolled members (McLester & Hauptman, 2010).

Peacemaker: A man developing peace among the Haudenosaunee. His actions along with Hiawatha and a woman by the name of Katsyusase developed roles for the men and women (Antone, 2013).

Wakerahkats teh: Pronounced Wa gurr ah cahts day. A Mohawk Bear Clan Mother (Rodriguez & Wakerahkats: teh, 2018).

Wampum: A purple and white shell found on the eastern shores of Canada and North America used to relay messages or keep agreements (Antone, 2013).

Worldview: A philosophy of life or concept of the world (Bing dictionary, 2019).

Relevance to Public Organization

Scholarship on organizational capacity building and sustainability for a nonprofit volunteer organization within reservation boundaries is very limited to nonexistent. No articles were found on the development of such a nonprofit organization. Historically qualitative studies addressing problems on a reservation observed by the justice system, education system and behavioral health field were conducted by gathering data through interviews, surveys, public hearings and focus groups with First Nation representatives. Data from these studies provided perspectives from participants associated with the issue being studied. Belisle (2018), Enomoto and Smith (2016), Kennedy, Yarborough, Williams, Mondale, Hughes, Dominick, and Parmeter (1969), and Meriam, (1928) indicated collaboration as a major steppingstone in determining recommendations leading to positive

social change. Collaborative partners are identified as governmental officials from federal, state, local, and First Nations along with health officials, education officials, clergy, and military. Participants in The Healing Society study are the board members who understand the need to make data driven decisions and provide an internal perspective in the SWOT analysis. Their answers, along with volunteers providing an external perspective in semi structured interviews identified critical success factors addressing organizational development.

The Healing Society board members entered a collaborative partnership with the Oneida Nation as a separate entity to help support Oneida's efforts in battling the opioid and heroin epidemic. In the creation of the Oneida Nation Tribal Action Plan (Belisle, 2018), an environmental inventory was conducted to address Oneida's readiness to accept the dangerous level of drug and alcohol abuse in the community. According to Belisle, a community readiness manual was used as a guide to conduct interviews with various community members and service providers. Interview responses were analyzed and scored based on the Community Readiness Model (Edwards, et al, 2003). The analysis showed there is denial that any drug or alcohol problem exists. This finding aligns with The Healing Society's goal to increase awareness.

The Healing Society was written into the Oneida Nation Tribal Action Plan, not as an Oneida program but as a community service available to raise awareness about the heroin and opioid epidemic, help community members overcome drug and alcohol addiction, assist the Oneida Nation in meeting the Tribal Law and Order Reauthorization and Amendments Act of 2018 S. 1953 (US Department of Justice, 2018) and the Oneida Business Committee

resolution #05-10-17C (Summers, 2017). Although Oneida Nation tribal action plan members change from time to time and their meetings wane, The Healing Society board and volunteers continued to offer various levels of support to community members, visiting delegations from other nations and Oneida Nation departments. Data driven decisions will help them build public trust to build capacity and sustainability.

My initial contact with The Healing Society board members identified their desire to remain autonomous and eventually become their own 501(c)(3). The board noted they do not want The Healing Society to become a tribal program. They want to remain free to better meet the needs of their target population without being bogged down by tribal bureaucracy or other limiting criteria. However, critical success factors found through the SWOT analysis include establishing a formal structure through plans for marketing, membership/volunteer, finances, and operations. Data further indicates the organization would benefit from an overall long-term strategic plan spanning the next five years. A sort of the data using NVivo 12 software suggested concentrating on (a) community, (b) organization, (c) sustainability, (d) funding, and (e) resources as themes. An outline provides specific topics and action steps to begin making organizational changes and developmental decisions. Strategic planning provides organizational decision makers with direction to make data driven decisions based on trends identified by stake holders. According to Bryson (2004), public and political support is easier gained through the efficient and effective decisions by public and non-profit organizations using strategy to identify all aspects of the organization. Bryson & Alston (2011) identified key issues to be

taken into consideration during the planning process, including stakeholder readiness, steps to take and worksheets to help facilitate the process.

Organization Background and Context

The Healing Society is a new organization operated by a volunteer board in need of making data driven decisions as they create a strategy to build organizational infrastructure and sustainability. Preliminary planning steps identified a mission, vision and short-term goals but did not conduct an overall analysis to make data driven decisions to determine actions for organizational capacity, fund development or volunteer recruitment. The board is now ready to identify data to help make decisions toward meeting their goals of building community awareness about dangerous drug use, incorporating Oneida cultural healing activities, recruiting volunteers, and filling a gap in AODA services. The outcome of this study is to provide The Healing Society board with a document identifying an overall view of the organization and strategies to include in their longer-term plan,

The Healing Society was established by members of the Oneida Nation to continually build awareness in the community about the devastating effects caused by dangerous drug abuse like heroin and opiates when a well-known Oneida Nation member died of an overdose. Evidence regarding the lack of awareness is supported by a qualitative study conducted by Belisle (2018) indicating there is denial in the Oneida community about the existence of a drug and alcohol problem. Evidence of the problem is documented in the 2018 WISH report (Wisconsin Department of Health Services, 2019) where 61 overdose deaths were reported in Brown and Outagamie counties during 2017. So far, The Healing Society board established a, mission, vision, and short-term goals through facilitated

meetings with a professional from a non-profit organization and college student. The board is ready to begin taking the next steps to continue developing organizational capacity. In 2018 The Healing Society became a 501(c)(3) non-profit organization under the umbrella of Dar June, a community recovery center located in Green Bay, Wisconsin and anticipates becoming their own 501(c)(3) in the future. In the fall of 2018, The Healing Society obtain their own building after several months of using temporary teepee and yurt structures to keep a spiritual fire burning.

The Healing Society is an organization governed by a volunteer board with Dar June, a 501(c)(3) non-profit organization acting as a fiscal agent. All major decisions are consulted with Dar June administration while day to day decisions are made by board members. Any changes to the property must be approved by the Oneida Nation land office. In addition to The Healing Society board and Dar June administration targeted as stakeholders for this study, volunteers and community elders were invited to participate in the SWOT analysis also. Board members provided an internal perspective while the volunteers, community elders and Dar June administration were targeted for an external perspective. Board member titles are president, vice-president, secretary, treasurer, sergeant at arms, and four general members. Volunteers have a variety of backgrounds in age, gender, educational backgrounds, and experience. Community elders have various backgrounds and expressed a desire to be involved with The Healing Society. Dar June administration includes a director, along with two others who coordinate activities and provide training.

The Healing Society board developed a mission statement through a ToP process facilitated with a trained professional. The Healing Society mission

...supports the Oneida community members affected by addictions in their desire to bring hope, create awareness, and promote healing and belonging by means of reconnecting with culturally based traditional values and teachings.

Their vision statement was created in the same manner with the same trained professional. It reads: "A sustainable, culturally, healthier and stronger reconnected community."

The Healing Society is located within the Oneida reservation boundaries. The building is in a secluded area surrounded by trees. It is not a central location but is accessible to Oneida community members living within the boundaries of the Oneida Nation including the cities, townships, counties, school districts, and a village. The Healing Society's physical location is regulated through a lease with the Oneida Nation and provides a monthly report of the day to day activities to Dar June. Oneida has a zoning office that works with a nearby town to ensure all township, county, state, and federal regulations are followed. The Healing Society is identified as a partner in the Oneida Nation Tribal Action Plan that addresses the heroin and opioid crises in the Oneida community. As a partner, The Healing Society assists the Oneida Nation in meeting the Tribal Law and Order Act (US Department of Justice, 2010) and the Oneida Business Committee resolution #05-10-17C (Summers, 2017). Both laws address efforts to improve the wellness conditions in Oneida.

Role of the Doctor of Public Administration Student/Researcher

My involvement with The Healing Society is on a volunteer basis. As a volunteer, I perform general administrative duties such as writing letters or developing forms. I also

hosted a sewing circle, craft night, and conducted personal goal development sessions. I am not an employee or receive monetary payment for any type of service. I attend The Healing Society board meetings upon request but do not hold a title or provide leadership and I limit my hours to 4 per week and 8 hours every third Saturday. Participants in this study have different backgrounds and my relationship with them varies. I am an acquaintance doing what I can to help make a positive difference in the Oneida community. There is only one person identified as a participant I knew growing up in the Oneida community. All others are much younger than I am or grew up in other locations. I know who the Dar June administration is but do not have a personal or professional relationship with them. My relationship as a student is to develop and execute research to identify strategies The Healing Society board can incorporate in their future planning sessions. I believe in their vision and mission but am not fully aware of their goals or values. My intent is to conduct a SWOT analysis to help the board identify elements they can include in their strategies for future growth.

I have always been curious as to how things work. Learning about the process of strategic planning improves my understanding of various aspects needed for a complete and thorough plan for an organization to be successful. Gaining public trust is important in a small First Nation community. In my previous position as a professional, the planning process and mission changed several times in the organization I worked in. The constant changes created an uneasiness with the employees. As a program manager I often found myself frustrated. I took the initiative to work with the employees to identify our mission, goals, and ways to measure our successes based on the organization's vision. The

organization decision makers found and began utilizing the Balance Scorecard to monitor success. Our program employees used the software to monitor our goals, objectives, and action items. I was later promoted to an Area Manager position where I utilized portions of the ToP format, but never completed an entire proposal on my own with professional feedback. I used the ToP format to conduct a SWOT analysis to identify categories, priorities, and action items for six departments. The end results were long lasting positive social change initiatives existing and thriving without my presence.

The evidence gathered through this SWOT analysis will help me conduct an overall examination of The Healing Society based on stakeholder perspectives. Participants from various backgrounds provide internal and external perspectives on the organizational strengths, weaknesses, opportunities, and threats. A facilitated focus group provided data from internal participants. Answers to the research questions were posted on charts, arranged in clusters or columns, labeled, categorized, and clarified with the participants. Each chart was photographed to serve as evidence used in the analysis portion of the study. Answers from the semi structured interviews with external participants were recorded on a digital device with handwritten side notes. Once the focus group and semi structured interviews were completed the data was entered into Microsoft Office 365 and NVivo 12 software for transcription, theme identification, categories, priorities, and immediate steps for improvement. I used the NVivo 12 software transcription tool to help organize data for my final report. I followed Walden IRB guidelines to safeguard I was conducting an ethical study. The audio and written data I collected was recorded, protected, secured, and saved in a password protected portable hard drive to be locked in a cabinet for five years. Ethical

practices ensured participants knew their rights as a volunteer, as well as, confidentiality and protection of the data I collected. All but two board members attended the focus group. Semi structured interview participants for this study are based on their response to invitations sent through The Healing Society social media and flyers distributed at the Healing Society events.

My primary motivation in conducting this study is to learn how to develop an organization, study the strategic planning process, help The Healing Society board by providing an overall analysis to use in their organizational development to build capacity and sustainability. The Healing Society is the type of initiative I am interested in helping to support because the board is addressing a real-world problem to improve lives in the Oneida community. Participants were assured the data they provide during the interview process is held in confidence, they had the opportunity to ask me for clarification on any of the topic and had the opportunity to stop at any time for any reason. All data is saved on password protected software and digital devices. In addition, the data and analysis will be saved in a locked cabinet for five years. The Walden checklist for ethical practices was reviewed before, during and after data collection.

The Healing Society board members are working at creating positive social change for all Oneida community members, not just Oneida Nation enrolled members. They created a mission, vision, and short-term goals but there is no evidence of a comprehensive overview to identify strategies for developing organizational infrastructure, fund development, or setting priorities. The board members are new and learning with each action they take based on feedback from community members, guidance from Dar June, and

observations of what needs to be done. The steps taken so far are leading the board in a positive direction to influence change, however there are times board members wonder if they are making a difference. A SWOT analysis identified organizational successes, areas needing improvement, unconventional resources, and how to access them as well as preparing for potential obstacles.

Support for the use of ancient cultural teachings is a bias. Not all members of The Healing Society board share the same value. The value and passion that we share, is to find ways to help addicts recover. I am in awe of each board member's dedication to improving conditions for addicted people. Remembering the purpose of this study alleviated the desire to guide conversations toward the importance of cultural teachings. I used questions developed for the interview process without veering away or prompting answers. I clarified questions and gave general examples of SWOT elements when asked, not specifically as they pertain to The Healing Society. Research questions relate directly to the SWOT analysis approved by my committee and Walden's IRB criteria. Facilitation methods to conduct the focus group are provided by Barry (1997), Bryson (2004), Bryson & Alston (2011) and ICA-USA (2016) to safeguard the process. According to the snow card and ToP process, participants write and arrange their answers with photos taken of the work area after each topic. The semi structured interview answers were recorded on a digital device with hand-written notes to use for selecting priorities and identifying items for immediate action. NVivo 12 software was used to store data from the exercises. A unique function of the NVivo 12 software is the ability to transcribe digital audio recordings into word or text

documents, some corrections were necessary when translating the Oneida language or when the recording was not clear enough for the software to interpret.

Summary

The Healing Society is a developing grassroots community organization started and sustained by an unpaid volunteer board in need of making data driven decisions to increase organizational capacity and long-term sustainability. There is very little, if any, research completed on developing a nonprofit organization on a First Nation reservation. The Healing Society board and volunteers are in a unique position to provide a service to a diverse population in and around the Oneida reservation with no limiting criteria. According to the research on strategic planning The Healing Society board can continue to grow and improve their organizational infrastructure to encourage public trust, community involvement, and stay knowledgeable about the changes in drug use or new drugs entering the community.

The Healing Society board made connections with the Oneida Nation and other organizations to help develop their initial plans for addressing the negative effects of addiction in their community. Although they made gains with their efforts to make a positive impact on the community, a look at their current situation will help them to refocus and begin developing strategies for long-term existence. An analysis of data gathered discovered the strengths, weaknesses, opportunities, and threats pertaining to the organization. Results are reported in an outline format for The Healing Society board members to consider or implement as they develop their strategic plan for organizational capacity and sustainability.

Section 3: Data Collection Process and Analysis

Introduction

The problem faced by The Healing Society board members was the lack of data to make strategic plans for building capacity and sustainability. The Healing Society is a developing 501(c)(3) organization established by members of the Oneida community (not the Oneida Nation government) that needed to start making data driven decisions. Their mission, vision, and short-term goals were established through facilitated meetings. They were ready to begin taking the next steps in the strategic planning process and determine their timelines for short and long-term development.

The purpose of this postpositivist constructionist qualitative case study was to gather empirical data through a SWOT analysis to identify strategies The Healing Society board members can incorporate as they take steps to develop policies, procedures, and other strategies to strengthen their organizational capacity, complete their short-term goals, and prepare for a long-term strategic planning process. A convenience sampling targeting The Healing Society board members, volunteers, community elders, and Dar June administration identified internal and external viewpoints to consider as the board moves forward in developing a strategic plan. I entered data into NVivo 12 software to sort and organize into themes, categories, priorities, and strategic steps for a holistic perspective from participants. The outcome of this study provided documentation for a comprehensive overview indicating accomplishments to celebrate, assets to promote, concerns to address, assistance needed from others, preparation for setbacks, priorities to concentrate on, strategic steps, and how to work together to reach goals.

The Healing Society is a grassroots nonprofit organization established to assist Oneida community members suffering from addiction. The Healing Society board was established during the winter of 2017 as a responsible party for decision making purposes. Their collaboration with governmental and nonprofit agencies helped establish a physical space on a pilot basis to keep a spiritual fire burning for the community to heal from the devastating effects of drug and alcohol abuse. The space is used for training purposes, self-help groups, spiritual connections, a variety of meetings, crafts, and personal development. The board is looking forward to expanding services to incorporate additional cultural learning opportunities and increase community involvement through volunteers. The Healing Society board members are volunteers ranging in age, education, and experience. The knowledge they hold as a collective has potential to help close the gap in wellness services not met by professional agencies for addicts and their families. In addition to the board, The Healing Society volunteers provide peer support and referrals for individuals needing professional help. Basic operational expectations are written and reviewed with volunteers on how to greet people and open the building for the day and close at night; there are no extensive organizational infrastructure policies or procedures identified for long-term stability. Board members meet each month to discuss processes and concerns.

Due to limited resources for personnel coverage of the building, The Healing Society posts daily hours and phone numbers for emergency situations outside of the main door and recorded on their answering machine. Anyone entering the building is requested to sign in and indicate the purpose of their visit. The sign-in sheet is used to track individuals and activities. They can sign in using their full name, first name, nickname, or initials. In

addition to their name, individuals are asked for the purpose of their visit. Board members have access to intake forms when meeting with individuals seeking help for the first time. Volunteers outside of the board do not have access to these forms. Even though The Healing Society is not an Oneida Nation program, their services are written into the Oneida Nation Tribal Action Plan as a resource. There is no funding associated for the collaboration; however, there is a discounted lease for a building as a space for people suffering from the effects of addiction to go for support, referrals, and recovery coaching.

The Healing Society board members and volunteers understand there are numerous obstacles faced by the addicted person to get help. Over the years, verbal reports indicate clinics have a 2-week waiting list for an individual to be seen for assessments or therapy. Other obstacles to obtain services are requiring the suffering individual to detox (usually a 3-day waiting period), waiting for a location to have open space, or not knowing where to find help. The Healing Society board members received training to help addicts make it through those initial stages of recovery. Board members and volunteers are not professionals but have basic recovery coach training or experience overcoming addiction. A mission, vision, and short-term goals were developed for The Healing Society through facilitated meetings with a trained facilitator and a college student. There is no documentation of a comprehensive overview defining the current situation of the organization or strategies to develop long-term plans. I utilized scholarly work by Barry (1997), Bryson (2004), Bryson & Alston (2011), ICA-USA (2016) and Kelsey (2016) as guides to conduct a comprehensive assessment through a focus group and semi structured interviews. The Walden University IRB guide (Endicott, 2019) and application was used to apply for approval to conduct the

study. Each section of the application addressed the preparation, execution, and report of the actual study. All data approved in the application was entered into software programs to be analyzed for the final report.

The following pages define actions taken to complete this study following best practices and adhering to Walden criteria. A SWOT analysis was the method determined to gather data from internal and external stakeholders. Questions identified were straightforward pertaining to each SWOT element. I developed focus group and semi structured interviews based on scholarly articles written by specialists in the field of strategic planning from various databases found in the Walden library or Google Scholar. I also identified resources through conversations with various scholars and my committee. My committee and Walden IRB approval ensured the study was completed ethically, safely, and confidentially. The data I gathered is stored in password protected hard drive using password protected software.

Practice-Focused Questions

The problem faced by The Healing Society board members was the lack of strategy to build capacity and sustainability. The Healing Society is a developing 501(c)(3) organization established by members of the Oneida community (not the Oneida Nation government) who need to start making data driven decisions. Their mission, vision, and short-term goals were established through facilitated meetings. They are ready to begin taking the next steps in the strategic planning process and determine their timelines for short and long-term development. Board members expressed their desire to remain autonomous and do not want to become a tribal program. They want to remain free to better meet the

needs of their target population without being bogged down by tribal bureaucracy or other criteria that may exclude community members. The Healing Society board members recognized the need for organizational infrastructure to build capacity and sustainability as a community peer supported grassroots organization and gain public trust.

The Healing Society board and volunteers fill a gap of service to the public as a peer support system and referral agency. Although some members are certified recovery coaches, there are no licensed professional counselors located in The Healing Society building. The Healing Society board, in collaboration with their parent organization, provides training for interested community members on how and when to use Narcan, a substance that counteracts results from an overdose. Through facilitated meetings, The Healing Society board members established a mission, vision, and short-term goals to promote community awareness, disseminate cultural healing knowledge, recruit volunteers, and fund development measures. They are ready to begin taking the next steps to continue developing capacity and sustainability by identifying strategies to improve organizational infrastructure, further volunteer recruitment, and increase fund development efforts. A SWOT analysis provides a comprehensive overview from different perspectives identifying tasks needed to develop strategies.

The focus group and semi structured interview participants answered questions pertaining to the SWOT analysis:

1. Strengths. What are the strengths of The Healing Society? (Prompt: In other words, what does the organization do well?)

2. Weaknesses. What are the weaknesses of The Healing Society? (Prompt: What does the organization need to improve?)
3. Opportunities. What community opportunities does the organization have to leverage resources and build capacity? (An explanation or translation of this question may be necessary: What resources or opportunities exist that will help The Healing Society continue to exist, improve what they do and expand?)
4. Threats. What community threats might The Healing Society face over the next 3-5 years?

The purpose of this postpositivist constructionist case study was to gather empirical data to identify strategies The Healing Society stakeholders can incorporate as they take steps to develop their organizational capacity, complete their short and long-term goals, prepare for a strategic planning process, and take actions for sustainability. I gathered the data used in this study through a focus group and individual semi structured interviews to complete a case study. The outcome of the study was to provide a living document to The Healing Society board members to review as they incorporate strategies and action steps to create value as an organization promoting healthy lifestyles for Oneida community members.

Guidance in conducting a case study and SWOT analysis was obtained from professional guidebooks developed by scholars specializing in strategic planning. A case study design was selected due to the interest and nature of the topic along with the potential impact it may have on other developing organizations (Janesick, 2011). According to the Walden Research Center (2019), a case study using data from more than one source

provides “a broad, robust understanding” of a situation. Data gathered from The Healing Society SWOT analysis enhances the case study by offering internal and external perspectives from a variety of individuals with varying backgrounds involved with the organization. This step in the strategic planning process identified by Barry (1997), Bryson (2004), ICA-USA (2016), and Kelsey allows the opportunity for The Healing Society board to “take stock” of their organization. According to the information found in these sources, The Healing Society board members took the first steps of developing the organization by identifying their vision, mission, and short-term goals. All four sources identified some form of regrouping, reviewing, and refocusing based on issues, changes, or new initiatives. The Healing Society board members were ready to take the next step to identify strategies they needed for building organizational infrastructure, capacity building, and sustainability.

The Healing Society stakeholders provided their perspectives through a SWOT analysis. Barry (1997) emphasized contributions by stakeholders have significant influence on commitment and successful implementation of strategies. A focus group composed of The Healing Society board members identified an internal perspective, while semi structured interviews targeting volunteers, community elders, and Dar June administration provided an external view of The Healing Society SWOT components. Results of the data was all inclusive and are reflected in an outline the board members can use in developing plans or implementing action steps (Appendix D).

Sources of Evidence

Empirical data gathered through a SWOT analysis was photographed, recorded, and stored in password protected devices to use as documentation for this study. Careful

consideration in the development of a focus group and semi structured interviews followed instructions provided by the Walden research center and scholars specializing in the strategic planning process. A presentation, invitations, and marketing strategies were created to recruit participants and explain the study to the board as methods to complete the process of planning and implanting this study. The Healing Society board members are considered internal participants who have access to and experience with the budget, volunteers, technology, communication, mandates, organizational structure, and other internal operations of the organization. Volunteers, community elders, and Dar June administration were targeted as external participants because of their ability to look at the organization with a different perspective as participants outside looking in, making observations the internal participants may not identify.

The participants have a variety of backgrounds including age, genders, recovery from addiction, intense alcohol or other drug abuse therapy, careers, formal education, and ability to build collaborative relationships. The Healing Society board members are a grassroots group of individuals wanting to make a difference in the lives of people suffering from opioid and heroin addiction. Volunteers and community elders live, work, play, and serve the Oneida community. They are all over the age of consent as students, parents, Oneida cultural specialists, religious leaders, disabled veterans, retired teachers, retired judges, and retired therapists. Dar June administration established a sobriety club in Green Bay, WI but closed around the same time The Healing Society opened their doors. The closing allowed Dar June administration to spend more time on identifying and obtaining houses for men and women to go to once they completed intense therapy to overcome

addiction. Between October 2018 and March 2019 Dar June opened a men's home and a women's home. Their networking abilities allow them to continue identifying problem areas and work with other organizations to establish safe places for people recovering from addiction. Dar June administration is also certified to provide recovery coach and Narcan training. The relationship each source has to The Healing Society as an organization and the purpose of this study provides data from different perspectives to consider in further development of organizational infrastructure, capacity building, and sustainability.

My involvement with The Healing Society is on a volunteer basis. I believe in their vision and mission. My intent is to help the board reach their goals. I am not an employee or paid for any type of service I provide. As a volunteer I perform general administrative duties such as writing letters or developing forms, teach people how to sew, and develop personal goals. The board members and volunteers know me from my service to The Healing Society since October 2017 as I visited the fire and contributed water or food to the group and individuals seeking assistance.

In order to identify expectations and understanding of what needs to happen with The Healing Society to develop organizational infrastructure, build capacity, and sustainability, the board needs to share their perspectives and see the whole picture based on other people perceptions. The SWOT analysis provides the opportunity for participants to engage in a wide-ranging overview of the current situation. Data collected provided an internal and external view of the organization. There are no leading questions to answer, only direct questions on the internal strengths and weaknesses and external opportunities and threats. The collective participant knowledge, skills, and abilities serve as the authority

on all aspects of the organization. According to Bryson (2004), internal stakeholders identify internal issues that can be addressed through conversations, procedures, or policies to help the organization function efficiently. Data gathered from participants identified strategic steps to implement in order to provide a service that creates value and is instrumental in preparing documents to explain how The Healing Society operates from opening the door in the morning to closing them it at night. The answers to questions for this study identified immediate steps, priorities shared by both groups to improve the organizations operational infrastructure and look at long-term policies to build capacity and sustain of the organization.

Published Outcomes and Research

Previous scholarship reinforcing this study were obtained through various databases addressing non-profit organizations, relevance of First Nation cultural teachings, and constructing strategic plans. The Walden University library, google scholar, and conversations with other scholars led to specific reference material associated with this study. A review of Oneida Nation's tribal action plan led to a search for the laws pertaining to this study in governmental websites, law journals, and the Oneida Nation website. Coursework completed for Walden University was helpful in identifying resources to explain the problem and identify scholarly articles to address the problem. Reference lists of initial peer reviewed articles was used to identify additional resources (Appendix C).

The key search terms used to identify reference material included *case study*, *organizational behavior*, *organizational capacity*, *strategy*, *non-profit*, *First Nations*, *quality of life*, *First Nation policy*, *Kennedy report*, *Mariam report*, *critical thinking*, *evaluation*,

change, community development, capacity building, indigenous planning processes, social change, entrepreneurship, methods, Oneida Tribal Action Plan, community organization, building capacity, organizational sustainability, and stakeholder effectiveness theory

Concerns about creating wellness in the Oneida community started prior to the Oneida moving from eastern New York to Wisconsin. Their migration began on expectations of a peaceful life due to hostilities and fragmentation during the Revolutionary War (Ackley, 2013; Antone, 2013; and McLester & Hauptman, 2010). Rodriguez & Wakerahkats: teh (2017) determined the value of women, specifically clan mothers, was diminished during this time. According to Antone (2013) there was an interruption in the Oneida way of life and original instructions orated through the Peacemaker, Hiawatha and later Skanataliyo (Handsome Lake), all prophets explaining the purpose of life and our responsibility to the environment and each other. These prophets appeared during times of struggle to provide structure that creates a sense of belonging, purpose, and responsibility.

Participants in this study have a variety of backgrounds in age, education, careers, substance abuse experiences, lifestyles, ethnicity, religion, gender, and dedication to The Healing Society. Their perceptions will vary according to those backgrounds. The focus group will provide an opportunity to get perspectives from internal leaders and managers responsible for managing operations and working with others. Individual interviews with volunteers, community elders, and Dar June administration provided an opportunity for external participants to have a role in helping The Healing Society board members build support and develop plans.

Archival and Operational Data

Several qualitative governmental studies were conducted on First Nation communities based on observations and concerns about the quality of life and living conditions. Governmental policies dating back to 1928 were enacted to improve the conditions. The Meriam report (Meriam, 1928) identified eight initiatives to improve the disparaging conditions in First Nation communities. The second major report is known as the Kennedy report (Kennedy, et.al, 1969), Kennedy, et.al focused on education but mentioned the same conditions listed in the Meriam report. More recent studies include an agenda for improvement conducted by Enomoto & Smith (2016) that encouraged using First Nation perspectives to make positive changes. The last study discussed is the Oneida Nation Tribal Action Plan conducted in 2018 (Belisle, 2018). Belisle included federal and Oneida Nation laws addressing the disparaging data on drug abuse.

The Healing Society is an organization comprised of Oneida community members who need to identify strategies to build capacity and sustainability. Since the Meriam Report (1928) was released, studies show First Nation populations would benefit from their members taking care of each other with a strong cultural base. Although the Healing Society board members and volunteers are a diverse group of people, they understand the importance of incorporating First Nation cultural knowledge to help create wellness in the Oneida community. When providing face to face peer support and referrals the board and volunteers welcome individuals with an option to smudge with medicinal herbs to help ground or calm the inflicted person (Appendix B). First-hand knowledge about addiction

and recovery provides an advantage to the study because participants able to identify data for the SWOT analysis as witnesses or individuals who experienced addiction.

Data collected for the vision, mission and short-term goals for The Healing Society was collected through facilitated meetings. One facilitator was trained and certified to use the ToP facilitation method developed by the ICA-USA to gather data for the vision and mission. A student attending a local college as a business major used a different method to facilitate the group in defining their short-term goals. The student used a similar method to ToP, using snow cards to gather answers from the board.

Initial contact with The Healing Society board members provided an opportunity to request permission to conduct this study. A letter of agreement was submitted by the board president indicating agreement to participate. The next step was to present the study at a board meeting for official approval and begin scheduling the focus group and semi structured interviews. The focus group was scheduled at the presentation with approval to seek volunteers for the semi structured interviews. The board gave permission to post an informational flyer on The Healing Society social media pages, distribute at events, and post a flyer near the sign-in sheet.

Focus group members made up of board members interacted with each other to provide answers for each SWOT topic through a snow card activity. They recorded their answers individually and posted them on a board called a “Sticky Wall” in a group setting. Bryson & Alston (2011) describe the snow card activity, also known as an affinity diagram, works well in a focus group setting. No names were put on the cards and sharing information was an option, participants could also leave their card on the table to be

gathered at the end of each topic exercise to ensure all ideas were included in the study. The only identifying information of focus group participants were gathered from the confidential participant consent forms. Semi structured interviews targeted to volunteers, community elders, and Dar June administration. A complete explanation was provided verbally and in the consent form to assure participants their answers will be strictly confidential. No identifying information is a part of the report, their identity is coded with fictitious names. I am the only person able to identify the individuals through the audio, dated material, and notes. NVivo 12 and Microsoft Office 365 software was used to transcribe, sort, and analyze data provided by the individuals.

Participants

Choices of participants for this study include The Healing Society board members, volunteers, community elders and Dar June administration. There are up to 16 individuals identified as possible participants, possible because not all wanted to participate. This targeted population have experience with The Healing Society in day to day activities or providing a specific service for the organization. According to Walden (2019), participants outside of an organization bring value to a case study. In this case, external perspectives provided an abundance of data to incorporate as priorities and action steps. All external participants volunteered to contribute their perspective as indicated on the consent form. Their consent improved chances of valid answers. In order to ensure validity, the participants were invited through the flyer, informed participation is strictly voluntary on initial contact, provided the consent form to examine before they agreed to participate, and read together before the interview took place. A thorough review of the voluntary aspect of

the interview ensured individuals wanted to participate and had a vested interest in the organization.

Focus group participants. Healing Society board members were selected for the SWOT analysis. Demographics was not a factor for this study however in keeping with Walden IRB requirements (Walden, 2019) the board members are over the age of 18. They are parents, grandparents, and college students with a variety of occupations. Titles for the board are: President; Vice-president; Secretary; Treasurer; Sargent at arms, and three general members for a total of 8 board members. Two of the board members were not available to participate.

Semi structured interview participants. The participants are all over the age of 18 who understood their involvement was voluntary. Participants came from diverse backgrounds who provide administrative support, peer meeting facilitation, general maintenance, and testimonies on their experience with alcohol and drug abuse. In addition, volunteers use their expertise in developing organizational material, build ceremonial space and guide the board on issues as they surface. Community elders have various backgrounds in age, careers, and experience with The Healing Society.

The targeted participants selected to participate in this study have a vested interest in The Healing Society. The board members were involved since the fire began and stayed with the fire during blizzard conditions to build awareness about the opioid and heroin crisis in the Oneida community. They remain vigilant on issues affecting the people they are working with to help improve lifestyle choices for a healthier community. Volunteers spend personal time helping or supporting fundraisers, attending events, or testifying on the behalf

of the important service The Healing Society provides. As a rule, throughout First Nation communities, elders are highly respected, their knowledge, wisdom, and experience serve as an invaluable resource in the decision-making process when it comes to family and community issues. Dar June is a nonprofit organization serving as the fiscal agent that took The Healing Society under its wing to help support creating a safe place for addicts to begin recovery. Dar June employees encourage sobriety or a life free from drug addiction. The participants are adults with the ability to sign the consent form and capable of understanding the purpose of the focus group and semi structured interviews.

The participants have a role in the development of The Healing Society as observers, operational service providers, and promoters. The board provides an internal perspective based on their day to day experiences in the development of The Healing Society. Semi structured interview participants provide an external perspective. As individuals they have a perspective of what will make the organization run more efficiently and effectively or have ideas on what needs to be added. Combined data identifies holistic strategies that will help build capacity and sustainability.

Procedures

The procedures for this study were developed following a variety of scholarly resources and taking into consideration the previous work conducted by the organization. Walden's criteria for conducting a professional administrative study (PAS), advice from a PAS committee, and feedback from the Walden IRB ensured all the necessary steps were taken to complete a thorough and ethical study. Scholarly work from professionals specializing in the of field strategic planning provided rationale for and directions on

conducting a SWOT analysis. A textbook written by Bryson (2004) clarified elements of a strategic plan, the importance of a SWOT analysis, how to gather, and analyze data to complete a SWOT analysis. Barry (1997), Bryson & Alston (2011), and USA-ICA (2016) are workbooks with step by step instructions to complete a SWOT analysis. Conducting a SWOT analysis was determined by reviewing these resources and communication with The Healing Society board.

The literature identified key aspects of an organization to consider when developing a long-term strategic plan to build capacity and sustainability. The first steps are to create a mission, vision, and values. Previous data ascertained The Healing Society board began the strategic planning process by defining their mission, vision, and short-term goals. Their next step is to take a macro look at where the organization is in the developmental stage and what changes, if any, need to occur for the success of the organization. Bryson & Alston (2011) refers to step as assessing the environment through a SWOT analysis. According to Bryson (2004) the SWOT analysis identifies internal and external realities the board will need to consider when moving forward with their strategic plans. In addition, Barry (1997), Bryson (2004), Kelsey (2016), and Simon (1999) agreed it is important for stakeholders to understand and to contribute when identifying strategies for successful implementation. A focus group and semi structured interviews provides an opportunity for the stakeholders to contribute their perspectives. The focus group involves internal participants and semi structured interviews involves external participants to provide the data necessary to complete the analysis.

The focus group is a straight-forward process allowing participants to list their perspectives for each of the SWOT topics. Instructions provided by the USA-ICA (2016) combined with Barry (1997) and Bryson & Alston (2011) were used to conduct the focus group. A snow card activity provided an opportunity for focus group participants to identify categories, scored priorities and revealed immediate action items. Focus group answers were written on 5 ½ by 8 ½ sheets of paper addressing the SWOT topics, shared with each other, and posted on a sticky wall. Notes of the participant interactions were taken during each topic. Very little dialogue took place on the answers provided by the participants. Photographs were taken after each topic to provide evidence of the data collected as arranged on the sticky wall by the participants. Results were typed into Microsoft Office 365 excel spreadsheets and word documents then transferred to NVivo 12 software.

Semi structured interviews were developed using the same questions and similar process. A review of the consent form explained the process and ensured the participant could stop at any time. Once the consent forms were signed, the participants were informed their answers would be recorded on a password protected digital device with hand-written notes. The hand-written notes helped participants rate their answers as priorities and immediate action items. Once the semi-structured interview was over the data on the recording device was downloaded into a special NVivo 12 transcription software. The audio recording, data transcription and hand-written notes were saved on Microsoft Office 365 and NVivo 12 password protected software to be transcribed, sorted, organized, and analyzed in a variety of ways. The final report of this study includes a comprehensive overview of data provided by participants reported as themes, priorities, categories, and

action items. Observation notes captured items not posted or listed on the focus group workspace.

The timeline for gathering the data for this study took longer than expected. My original plan was to schedule the focus group three weeks from my presentation to the board and complete the semi structured interviews within a two-week period. During my presentation to the board it was determined the only time the board had opened 4 days from the presentation. Therefore, the focus group was held 4 days from the presentation instead of 3 weeks. The semi structured interviews took 2 months to complete due to a family crisis and availability of the targeted population. Below is further explanation of the time it took to complete the SWOT activities.

- Focus group timeline. The focus group meeting was scheduled to take place 4 days after the presentation to the board and took less than 6 hours to complete. The time included 4-hours to conduct an introduction, agenda review, consent form review, gather signed consent forms, and complete four snow card activities addressing each of the SWOT topics. Breaks between topics were allotted 15-minute to photograph data on sticky wall, retrieve data from the workspace, set up for next topic and have a snack. Lunch was scheduled for one hour between SWOT topics titled weaknesses and opportunities.
- Semi structured interviews timeline: Semi structured interviews were conducted over a 2-month period resulted in the completion of 5 interviews. Interviews lasted anywhere from 20-45-minutes.

A preliminary conversation with the board president of The Healing Society provided initial approval to conduct a study to help build organizational capacity and sustainability. I requested to be added to their agenda to present information and get formal approval from the entire board. The presentation described the purpose of the study, the process, and how data gathered will be used to identify themes, categories, priorities, action items, and immediate changes the board members can implement. At the end of my presentation I requested board approval to conduct the study to fulfil a requirement of completing my doctoral program. The board approved my request with the expectation data is provided to them to use in the development of strategic plans to improve organizational infrastructure, seek funding opportunities, increase collaborative efforts, and recruit volunteers.

Protections

There are several actions described below to ensure this study was conducted in an ethical and respectful manner. The identification of participants, the questions they are asked, and the data they provided, followed the requirements of my approved Walden IRB application and addresses respect, beneficence, and justice explained by Endicott (2019). Reports developed from the data gathered disguises the organization and individuals to protect their identity. Personal or critical data collected for this study is limited to answering questions pertaining to the SWOT analysis. There was no specific demographic information requested. A focus group with the board and semi structured interviews with other individuals provided their perspectives on the SWOT topics. Data from the focus group exercise was photographed, typed, and saved on password protected software. Semi

structured interviews were recorded on a password protected digital audio device, transcribed, typed, and stored on software. All data files and notes were submitted, transcribed by, and coded using NVivo 12 and Microsoft Office 365 software. All digital data is saved in a password protected hard drive. The hard drive and any paper copies are stored in a locked cabinet for 5 years at which time data files will be erased and hard copies shredded. Upon completion and approval of this study a final report will be submitted to The Healing Society board for future action steps and offered to the volunteers through private messages or phone calls.

Snacks and a meal were provided to the focus group participants on the day of the meeting. In addition, a gift of hand-harvested flint corn products and maple syrup was prepared for distribution in the form of a give-away. A give-away is a traditional practice among many First Nations to express a deep sentiment of appreciation. Gifts have a greater meaning when they are hand-made, or the giver exerts themselves in some type of physical form to create an item. The gift selected for the focus group members is in the form of gift baskets containing Oneida traditional food items grown, harvested, and processed by me. Food items include hand harvested and prepared maple syrup along with Tuscarora white flint corn in a dehydrated form for soup, a ground form for mush and flour for general cooking or baking purposes. Recipes for corn soup, mush, and corn bread were included in the gift basket items (Appendix A). All gift baskets include the same items to ensure fairness and equity to focus group members. There were no incentive items for the semi structured interview participants.

Once IRB approval was secured and permission was given to begin the process, a request was made to conduct a second presentation to the board. The second presentation provided an opportunity to conduct a more in-depth explanation of the study. The presentation included the research questions, how the data was going to be collected, timelines for the focus group and semi structured interviews, overview of the consent forms, and recruitment methods.

Focus group process. The focus group was scheduled 4 days after the presentation to the board. The board was informed to reserve a 6-hour block of time, 4 hours for data gathering activities and 2 hours for lunch with breaks in between subjects. The following outline describes the focus group activities:

1. Introduction.
 - a. Introduce myself and my role as a doctoral student and facilitator, explaining the purpose of the meeting, review the consent form requirement, provide a short explanation the SWOT analysis and the process being used to gather data.
2. BREAK to allow participants time to sign the consent form and return to me
3. Review.
 - a. Short review of a SWOT analysis and begin brainstorming sessions with strengths
4. Individual brainstorming.
 - a. Snow card activity. Instruct each person to write one word on one piece of paper for each thought answering the research question

5. Sharing and eliminating replicated ideas.
 - a. Each participant will take turns reading one of their ideas until all ideas are mentioned. If a participant hears someone else with the same idea, they will turn the piece of paper with that idea over. Participants can also add ideas generated from this exercise.
6. Posting ideas
 - a. Once all ideas are read and duplicates are removed the participants will post their cards on a large board in a random order
7. Categories
 - a. In the next step, the group matches similar ideas into clusters or columns. If an idea belongs in more than one area it will be written on a separate sheet of paper and added to the other cluster or column
8. Naming categories
 - a. The group reviews the clusters or columns and names each. There are no formal or specific names required
9. Prioritizing
 - a. Each participant will be given 5 red stickers and instructed to vote on the category or categories most important to them. They can use all stickers on one category or distribute them as they see fit
10. Identifying immediate action items
 - a. The group will then get 5 green stickers to indicate what ideas can be accomplished immediately

11. Review categories, priorities, and immediate action items
12. Thank the group for participating on this topic
13. BREAK-to take pictures of board work and reset for next topic
14. Repeat process for the other three topics
15. LUNCH BREAK after second topic
16. Participants can take breaks as needed
17. Ending the day
18. Each group member identified a list of accomplishments on a flip chart and wrote one word to describe how they felt about the day on a piece of paper

Semi structured interviews process. The semi structured interviews began within one week after the presentation to The Healing Society board. After approval from the board to conduct the study, flyers were posted in the building, on the social media page and distributed at events. Individuals responding to the posts were asked if they were volunteering to participate in the semi structured interviews. Upon an affirmative answer an in-depth explanation of the study, their role, and my responsibility, was relayed to potential participants. The in-depth explanation included review of the consent form with emphasis on the fact that interviews are voluntary, and the participant can stop the interview at any time or pass on a question. The same information was reiterated at the time of the interview with reminders throughout the process that the participant can stop at any time. Participants selected the meeting place and time. Prior to the meeting, audio equipment was set up and tested. The following steps were taken for the interviews.

1. The participant was greeted and thanked for agreeing to be interviewed.

2. I reviewed the interview agenda
 - a. Introduction
 - b. Purpose
 - c. Process
3. Before the actual interview started, we reviewed the consent form, the participant signed it and I offered to give them a copy the signed document, most participants decline a copy, however they were informed that I can get them one if they ever wanted it.
4. I introduce my role as a doctoral student
5. Explained the purpose of the interview was to generate information through a SWOT analysis using a list of important ideas gathered from them on specific topics.
6. Explanation of the interview process
 - a. Each question was addressed one at a time
 - b. The participant was asked to provide answers as a list, just say the words as they come to you
 - c. All ideas were recorded on a digital or recording device with written notes.
 - d. Notes were used to facilitate other sections of the interview
 - e. The interviewee was asked to prioritize their ideas using numbers to rate the written list
 - f. The interviewee was asked to use a check mark for ideas that can be done immediately

7. The hand-written notes of priorities and immediate implementation suggestions were reviewed before ending the interview
8. I asked Ask if there was anything else the interviewee would like to add
9. I informed the interviewee that a copy of the interview was available once it was typed up and approved
10. I thanked the interviewee for participating.

Measures to ensure confidentiality and privacy of participants followed different sets of principles for each activity. Criteria for the focus group addressed the privacy of the group while criteria for the semi structured interviews addressed the protection of the individual participant. All participants were asked to sign a consent form stating they understood their involvement will be held in confidence and they are free to stop the process if they are feeling uncomfortable, they were also informed they could leave the focus group at any time with no questions asked.

Focus group privacy. The focus group was held in The Healing Society building at a time the office was not normally open. The doors were locked during the process to avoid interruptions from anyone outside of the board. Prior to beginning the session, the group was asked how they wanted to handle any emergency situations if one should occur during the focus group process. One person was identified to address any visitors seeking assistance. There are two entrance doors into the building, one of them was identified for focus group participants, the other for visitors. An interior door separating two rooms could be closed for privacy of the group and the individual seeking assistance.

Semi structured interview privacy. Semi structured interviews were conducted on an individual basis in an area selected by the participants away from other individuals who could hear the conversation. Options presented to the participants as possible locations included The Healing Society building, Library, an elder center, and a community education building. These four locations have offices with windows and doors that lock for a private conversation where the participants can answer questions freely without interruptions. The semi structured interview participants are identified in the report using fictitious names. I am the only person who knows the true identifies of the participants. Pseudo names used for the study are Mildred, Jane, James, Cynthia, and Delia. Their identities are also coded by their initials and stored in password protected software locked in a filing cabinet for five years. The final report includes recurring themes, categories, priorities, action items and a list of topics to take into consideration when developing strategies.

Data gathered from the focus group and semi structured interviews was entered into Microsoft Office 365 and NVivo 12 software to identify themes, categories, priorities, and items that need immediate resolve. Focus group members were listed as a group versus individuals and identified as focus group in NVivo 12. The label allowed me to make comparisons with the semi structured interview answers. No real names of participants were or will be revealed. The query functions in Microsoft Office 365 excel spreadsheets and NVivo 12 software assisted in analyzing the data. The intent of this study is to complete a comprehensive overview to assist The Healing Society board in developing strategies for future planning based on perspectives of participants. Participation in the process was completely voluntary. Voluntary participation was explained during the board meeting,

during the introduction of the data gathering exercises, prior to the focus group, and prior to the interview process. Reminders were reiterated at the beginning of each topic throughout the exercises.

Walden established a process to approve studies following ethical protocols. A representative from the organization, my committee, and the IRB had a role in the approval process to conduct this study. A component of the protocol was to obtain permission from the organization to conduct the study. Approval from the organization is signified with a letter signed by The Healing Society board president and meeting minutes signifying the board's approval. Other approval granting permission to conduct the study follows Walden IRB procedures (Endicott, 2019). Concerns about naming the organization is expressed in the IRB planning worksheet (Walden Research Center, 2019). The Healing Society president indicated approval to name the organization with the signed agreement, however, during the IRB process it was determined to mask the organization.

Analysis and Synthesis

SWOT data gathered from a focus group and semi structured interviews were recorded, transcribed, typed and store on Microsoft Office 365 and Nvivo 12 software. The following descriptions emphasis the construction of data gathering activities.

Focus Group Structure

The Healing Society board members served as the focus group participants. This group of individuals serve as leaders, managers, and frontline workers making major decisions and fulfilling critical roles in the functions of The Healing Society. According to Barry (1997), Bryson (2004), Bryson & Alston (2011), and ICA-USA (2016), in order to be

effective, the leaders and managers of an organization need to be able to strategically organize themselves, gain commitment, public trust, do the right things, and do them right. The focus group was meant to help identify critical data to include in developing strategies based on board or internal perspectives. An added outcome of bringing the board together facilitated an opportunity for each member to gain a better understanding of other's perspectives and expectations. Barry (1997), Bryson (2004), Bryson & Alston (2011), ICA-USA (2016) and Kelsey (2015) used terminology to describe the results of a SWOT analysis as an assessment of the environment, "taking stock"; considering the current reality of an organization, evaluating internal strengths, identifying internal weaknesses, appraising external opportunities, and gauging external threats. This step of the strategic planning process is identified because of the preliminary work The Healing Society board completed to identify their mission, vision, and short-term goals. According to the literature they are now ready to refocus and decide what to do in the future to build capacity and sustainability.

In reviewing steps identified by Bryson & Alston (2011), ICA-USA (2016), and Simon (1999) a clear purpose was needed for the focus group. The purpose for the focus group was to identify the internal stakeholder perspectives of the organization in a one-day workshop with one-hour segments for each of the SWOT topics. Previous work completed by The Healing Society board utilized an outside volunteer facilitator trained in the ToP method of facilitation around consensus to create a mission and vision. A college student using an activity like ToP led The Healing Society board in identifying their short-term goals. I served as the facilitator for this focus group to gather SWOT perspectives using methods identified by various scholars specializing in the strategic planning process

including Bryson & Alston (2011) and ICA-USA (2016). According to the instructions, the data gathering process from the focus group required an estimated one-hour timeframe for each subject using a brainstorming or snow card activity, developing clusters, naming the clusters, voting on priorities, identifying items needing immediate action and reviewing the information to ensure all of the information was recorded correctly. The same process was followed for each of the SWOT topics for a total of four hours to collect data.

Focus group data was recorded using Microsoft office 365 and NVivo 12 from brainstorming or snow cards, photographs of work area, and handwritten notes. The data was then stored in a password protected flash drive. The data was used to develop themes, categories, priorities, and action items as a part of the exercise. Functions of NVivo 12 was used as a part of the analysis. Any data that did not fit in a theme or category was reflected in the report as outliers to be addressed separately as determined by the board.

Semi structured Interview System

Semi structured interview participants volunteered to provide an external perspective of the SWOT analysis. Volunteers, community elders and Dar June administration were targeted as participants accessed through The Healing Society social media page, events, and visits to the office. Answers from the interviews were recorded on a digital voice recorder, transcribed, and saved for analysis and reporting purposes. Since the digital recorder runs on batteries or electrical current, precautions were made to ensure the device was fully charged or an electrical outlet was readily available. Upon completion of each interview the recording was saved on the device, downloaded onto a password protected flash drive and transferred onto NVivo 12 software for transcription. NVivo 12 transcription

software is a separate package at a cost per hour usage. The software was invaluable in speeding up the transcription process, manual corrections were needed for audio that was not clear or when the Oneida language was used.

Focus group procedures. The following procedure ensured the integrity of the focus group evidence was kept intact:

1. Preliminary steps in conducting the focus group included a presentation to the board with the explanation of why the focus group was formed, purpose of the study, and to obtain permission to conduct the study
2. Examples of the questions were presented with an explanation of why those questions were being asked
3. Upon approval from the board a date was set to conduct the focus group on a day the building was normally closed to avoid interruptions
4. An announcement and invitation posted on the organization's private messenger served as a reminder
5. The announcement provided an explanation of how the focus group would be conducted and the outcomes expected. The explanation was reiterated on the day of the meeting prior to starting activities.
6. All work conducted during the focus group was recorded through snow cards, notes and photographs to ensure accuracy.

All participants in the focus group had an opportunity to share their opinions through individual and group work as instructed by Bryson & Alston (2011) and in the ICA-USA

(2016) literature. They were also provided an option to participate in a semi structured interview if they did not feel comfortable in the group setting.

The whole process involved preparing the group, conference room set up, creating agendas, and organizing exercises to bring the group together. Focus group activities involved the board members who were prepared during presentation at one of their meeting. A review of the material was conducted on the day we met. Conference room set up followed the checklist from Bryson & Alston (2011, p 231) including the assembly of necessary equipment and supplies. The use of a sticky wall permitted access to a large work area facilitating the arrangement of the snow cards into categories, priorities, and immediate action times. In addition, the group had the opportunity to review, make corrections or additions to the ideas posted. We were able to switch topics, keep data separate for recording purposes and limited the amount of paper products by eliminating the use of poster sized paper. Tables were set up in a horseshoe pattern to allow participants the ability to see the sticky wall and each other. Each table had paper, pens, pencils, and markers for the snow card activity or taking notes. Small manipulatives and candy were put on each table taking into consideration those individuals needing something to do with their hands as they concentrate and anyone who may be diabetic needing a little does of sugar.

Facilitation of the focus group engaged instructions from specialists in strategic planning field. Bryson & Alston (2011) and ICA-USA (2016) provided instructions for facilitating the SWOT analysis using a snow card activity. Both pieces of literature were used to develop the agenda as well as resources to review throughout the process. The snow card exercise was selected because it involved individual and group work. Barry (1997),

Bryson (2004), Bryson & Alston (2011), and Kelsey (2015) suggested strengths and weaknesses are internal factors of an organization while opportunity and threats are external. As mentioned earlier ICA-USA (2016) does not consider opportunities and threats as topics but refers to benefits and dangers as factors to consider in developing a successful project.

Semi structured interview procedure. An overview of the interview process was included in a preliminary presentation to The Healing Society board addressing the purpose of the study, the questions being asked, and what will happen with the data upon completion of the study. Flyers inviting participation and consent forms were reviewed with the board along with a request to recruit volunteers through the organization's social media page, events, and an office posting. The consent form provided written documentation of the semi structured interview process, my role, and responsibilities. Once the board approved, flyers were sent out and recruitment efforts began. Interested volunteers were provided a copy of the consent form prior to the interview. Once the volunteer accepted the invitation, arrangements were made for the actual interview with a date, time and location all chosen by the participant. An agenda was presented participants along with a review of the consent form. An explanation to participants elaborated on my role as a researcher collecting data, I would not give feedback or expressions indicating I approve or disapprove of what was said to avoid bias or influencing their answers. Their role was strictly volunteer and was not associated with their position or status in the Oneida community. I also informed the participants:

- Questions were asked in the manner they are written.
- Clarification of the question were made upon request.

- I would not interrupt while they are answering the questions.
- Their answers are recorded to be transcribed
- A review for clarification of the answers after each question.

I thanked each participant upon completion of the interview and informed them I would contact them when the final report was completed and approved to see if they were interested in a copy.

The data collected from the semi structured interviews were entered into Microsoft 365 Office and NVivo 12 software. The audio files were transcribed using a separate component of the NVivo 12 software package I had, manual corrections were necessary for the Oneida language and hard to hear sections of audio recording. All data was typed using Microsoft Office 365 software and saved on a password protected flash drive then transferred to NVivo 12 to be compiled, stored, organized, and analyzed. The ability to have all the data in one location in various means made the task of organizing and reporting themes, categories, priorities, action items, and charts more efficient. Organizing the semi structured interview data provided direction and approaches The Healing Society board can incorporate as they develop their strategic plans to build capacity and sustainability.

Summary

In summary, the data collection process and analysis followed guidelines established by Walden University IRB to recognize approaches The Healing Society can incorporate as they plan to build capacity and sustainability. Questions developed for this study are straightforward addressing each SWOT topic. Focus groups provide an opportunity to expand knowledge and understanding of internal stakeholders. Semi structured interviews

allowed external individuals to freely express their values, beliefs, and fears about the future development of The Healing Society. Individuals selected to participate in this study have a vested interest by being involved since the fire began to help build awareness of the devastating effects of drug usage. Literature indicated Oneida has been attempting to develop wellness in the community since moving from eastern New York to Wisconsin. Historical documents suggested using traditional teachings as a technique to help heal individuals suffering from addictions. The Healing Society board puts a strong emphasis on providing more opportunities for presentations addressing traditional practices for developing healing and wellness.

Data gathered from this study provides The Healing Society board members with a holistic view of the organization. The data from this study: (a) documents accomplishments, (b) can be used to make data driven decisions, (c) identifies immediate steps for progressive organizational infrastructure changes, (d) reviews and detects short-term goals, and (e) establishes long-term goals to build capacity and sustainability. The analysis from this study includes a narrative of the data collected in a meaningful manner to indicate the status of The Healing Society. Recommended solutions in the form themes, categories, priorities, and action items will help guide the board in the development of infrastructure policies, protocols, standards, as well as plans for marketing, membership, and fund development.

Section 4: Evaluation and Recommendations

Introduction

The problem faced by The Healing Society board members was the lack of strategy to build capacity and sustainability. The Healing Society is a developing organization established by members of the Oneida community (not the Oneida Nation government) who need to start making data driven decisions. Their mission, vision, and short-term goals were established through facilitated meetings in the fall of 2018. Since that time casual conversations helped lead the members in offering other services and conducting monthly fundraisers to help pay the bills. Data gathered from a SWOT analysis provided direction in the form of priorities, action steps, and strategic elements, along with an overall picture of the organization, to build long-term capacity and sustainability.

The SWOT analysis identified organizational and operational tactics to begin future development. Following the frameworks offered by Bryson (2004), Bryson & Alston (2011), ICA-USA (2016), and Kelsey (2015), the board and volunteers created an overview of what is important to them with key actions to be taken immediately and in the future. The board is ready to begin taking the next steps in the strategic planning process. Although board members organized and provided direction on various projects, assistance in developing a long-term strategic plan was necessary. After reviewing data and planning options, an agreement on their strategic format will facilitate the completion of plan elements, outlining procedures, identifying and developing policies, coordinating roles, specifying responsibilities, establishing their timeline, and beginning to check off items on their list.

The Healing Society is a new and developing organization. Prior to this SWOT analysis, the board participated in facilitated meetings to develop a mission, vision, and determine short-term goals. The board took initial steps to meet their short-term goals and were ready to move forward in formulating plan components with action items and timelines as the next step of the strategic planning process according to the guidelines put forth by Barry (1997), Bryson (2004), ICA-USA (2016), and Kelsey (2015). In order to do this, another SWOT analysis was conducted using Bryson (2004), Bryson & Alston (2011), ICA-USA (2016), Kelsey (2015), and Simon (1999) as resources and focusing on what the organization is doing well, what they need to differently, what resources are available for the board to tap into, and what they need to take into consideration as they move forward. A focus group with the board members and semi structured interviews with volunteers of various backgrounds provided data for a SWOT analysis with internal and external perspectives. Data collected identified accomplishments, immediate steps for improvement, long-term policies to incorporate, and tactics to avoid negative consequences as The Healing Society board develops plan components to incorporate as strategies for capacity building and sustainability.

Practice Focused Questions

1. Strengths. What are the strengths of The Healing Society? (Prompt: In other words, what does the organization do well?)
2. Weaknesses. What are the weaknesses of The Healing Society? (Prompt: What does the organization need to improve?)

3. Opportunities. What community opportunities does the organization have to leverage resources and build capacity? (An explanation or translation of this question may be necessary: What resources or opportunities exist that will help The Healing Society continue to exist, improve what they do and expand?)
4. Threats. What community threats might The Healing Society face over the next 3-5 years?

Gathering empirical data through a SWOT analysis was the purpose of this postpositivist constructionist qualitative case study. Participants identified themes, categories, priorities, and action items The Healing Society board members can incorporate as they develop policies, procedures, and other strategies to strengthen their organizational capacity, complete their short-term goals, and prepare for a long-term strategic planning process. A convenience sampling composed of The Healing Society board members and volunteers provided internal and external perspectives to consider as the board moves forward in developing a comprehensive strategic plan.

I used Microsoft Office 365 and NVivo 12 software as tools to record, track, organize, and analyze data from the focus group and semi structured interviews. Data gathered from the focus group was photographed, transferred into an excel spreadsheet, and saved in NVivo 12 to identify themes, categories, priorities, and immediate actions to improve the organizational infrastructure. In addition to the regular NVivo 12 software, I used NVivo 12 transcription software to transcribed audio from the recorded semi structured interviews. Transcriptions were automatically saved in a word document. I made manual

corrections for the Oneida language and hard to hear audio. The word document was transferred and saved in the regular NVivo 12 password protected software. Data stored in NVivo 12 is in the form of word documents, excel spreadsheets, audio, and photos. I sorted and organized data collected from the focus group and semi structured interviews into themes, categories, priorities, and strategic steps for a holistic perspective from participant answers. The outcome of this study provided documentation of a comprehensive overview that will help The Healing Society board celebrate accomplishments, promote assets, address concerns, seek assistance from others, prepare for setbacks, set priorities, track strategic steps, and work together to reach goals.

After receiving Walden IRB approval on September 23, 2019 (approval number 09-23-19-0278713), I requested to attend the next Healing Society board meeting to make a presentation and provide an update on the process of the study for their organization. The presentation was made to The Healing Society board on September 25, 2019. I shared an overview of the study and distributed agendas, flyers, and consent forms. Once the presentation was completed, a request was made to schedule the focus group within a 3-week period and notification was provided that the semi structured interviews would start immediately. The board members were also invited to be interviewed if they could not make it to the focus group. All but two members committed to attend the focus group. A summary of evidence gathered through the focus group were snow cards, photographs of the work area, the completed spreadsheets, and a report. The only date available for the board members to participate in the focus group was September 29, 2019, 4 days after the presentation. The group was asked to set aside 6 hours to complete the activities. On the day

of the group meeting, six board members were in attendance. The consent forms were reviewed, signed, and gathered. I reminded participants throughout the day they could stop at any time and leave if necessary. All participants stayed. The focus group was held at The Healing Society building. I gathered notes, activity sheets, and photos of the work area addressing the SWOT analysis components. The focus group process included activities leading the board to ascertain categories, priorities, and action items to include in their strategic plan. The board also identified action items that could be addressed immediately. In addition, each member was to identify an accomplishment they deem outstanding. The documents were typed in word format and put into an excel spreadsheet to be entered into the NVivo 12 software.

I created flyers as an invitation to recruit semi structured interview participants in accordance with the IRB approval document. The flyers were posted on The Healing Society social media page and in the building and distributed at events. As a result, five individuals responded to the invitation. Their names were changed to the names of my ancestors to protect the participants' identities and adhere to confidentiality requirements. Participants included four females, Mildred, Delia, Cynthia, and Jane, with one male participant, James. The interviews were conducted between October 30, 2019, and November 21, 2019. Three other individuals agreed to be interviewed, but unforeseen circumstances occurred that prevented the interviews from taking place. The consent forms were reviewed and signed before the interviews took place. Participants signed and dated the consent forms with the understanding they could stop the interview at any time. In

reviewing the data, saturation was reached on themes, priorities, and immediate action items.

Findings and Implications

Empirical data collected through the SWOT exercises provided ample internal and external perspectives to include in the results of this study. Analysis of the data identified categories, discovered priorities, confirmed accomplishments, declared continued or new immediate steps for improvement, affirmed long-term policies to incorporate, and noted tactics to avoid negative consequences in the future as the board completes strategic plans for capacity building and sustainability. Plan components were mentioned in the data gathering exercises, specifically plans for marketing, membership, organizational structure, building partnerships, and fund development. Findings from the focus group and semi structured interviews are described in the following paragraphs.

Report and Analysis of the Focus Group

The focus group process provided an opportunity for all board members to contribute their perspective for each of the SWOT topics. Data was gathered from The Healing Society board through a snow card activity described by Bryson & Alston (2012) and ICE-USA (2018). A session was devoted to each of the SWOT topics. Board members were asked to complete the first task of an individual brainstorming activity. The instructions to the board was to create as many cards as they needed with one word associated with each question within a 10-minute time frame. Once all the ideas were written down, each board member had the opportunity to share their idea with the group, one word at a time until all the words were shared. Duplicates were set aside. Once the

group shared the word on their card, the cards were posted randomly on a large sticky wall. The next task was for the group to work together to organize the cards into clusters, then label each cluster as a category. The final tasks for the board members were to vote on priorities and action items. Each board member was given 5 red stickers and 5 green stickers to vote on priorities and immediate action items. The red stickers prioritized categories, the green stickers indicated action items they wanted to continue, improve, or implement immediately. They were instructed to use all 5 stars to cast their vote. If they wanted to put all 5 stars on a category or action item they could. The following is a summary of the SWOT categories, priorities, and continued or immediate action items reflected by the voting process of the focus group members. The results of the board work were recorded with photographs of the snow card activity and side notes of participant interactions. No names were associated with the focus group snow card activity.

Strengths. The focus group identified four categories of strengths listed in order of priority as communication, commitment to community, respectable qualities, and organizational growth. A summary of the action items the board identified as keeping, improving, or implementing immediately for each category were:

- Communication is living their purpose as role models to improve wellness in the Oneida community as a way of life by showing respect, networking with others, and understanding the nature of the addiction problem.
- Their commitment to community is demonstrated by showing support to others by providing free services in the form of meals and events that encourage others to continue reaching their visions of sobriety.

- The respectable qualities of The Healing Society are providing consistency of a trustworthy team with experience and compassion to help the suffering addict.
- The Healing Society is a new initiative in the Oneida community experiencing organizational growth benefitted by the soul and spirit of individuals invested in helping the Oneida community heal.

Weaknesses. The focus group identified four categories of weaknesses listed in order of priority as code of conduct, staff expectations, marketing, and services. A summary of the action items the board identified as keeping, improving, or implementing immediately for each category were: (a) a need to establish and implement action items to enhance a standard code of conduct including building security, clear expectations for board and volunteers, and consistency in all undertakings, (b) identify and record staff expectations addressing self-care, customer service, patience, building or space cleanliness, cultural awareness, and motivating volunteers, (c) develop marketing plans for fundraising, increased online presence, and accessing diverse funding sources, and (d) enhance independence through services, provide transportation for clients and secure a place or establishment with a longer lease or ownership.

Opportunities. The focus group identified four categories of opportunities listed in order of priority as community, funding sources, sharing information and beliefs. A summary of the action items the board identified as keeping, improving or implementing immediately for each category were: (a) meeting the Oneida Nation Tribal Action Plan elements, continue sobriety events, improving the recruitment of students (social work) and volunteers, (b) seeking donations, working with a grant writer, and using

recreational/community property for fundraising, (c) update brochures, create a resource book for the building, establishing organizational short and long-term goals, and knowing the demographics, and (d) the board identified belief systems as an opportunity improve development through prayer, hopes, dreams and faith. The president and one of the board members mentioned *believing is important* as they were identifying opportunities.

Threats. The last topic in the SWOT analysis is threats. Categories for threats include internal, external, and political. A summary of the action items the board identified as keeping, improving or implementing immediately for each category were: (a) the biggest internal threat was identified as burnout followed by board members not staying sober, lack of communication, volunteers leaving with no replacements, and not working together, (b) External threats are identified as funding, community not being ready for epidemic changes, credibility, and community involvement, and (c) political threats in the form of legislation, philosophies, opinions, or theories having an influence on permanent placement or location, stricter and stricter lease agreement with more hoops, and red tape.

Report and Analysis of the Semi structured Interviews

Semi structured interview participants were asked to create a list of items for each of the SWOT topics. Once they completed their list, they were asked to prioritize items on their list, then as a final step they were to identify tasks that could be addressed immediately. The following documentation recorded priorities and action items rated by the semi structured interview participants.

Strengths. Data revealed external stakeholders value board member's personal experiences, their human to human outreach, the welcoming atmosphere, and connections

with people in need. All five participants would like to see this continue or be enhanced whenever possible. Significant focus was on actions the board and volunteers take in meeting the needs of community members by creating different events to get community involvement, raise funds, and provide training opportunities.

All five participants rated what James calls “servant leadership” as a priority and something they want to see continued. Actions corresponding to servant leadership includes the use of personal experience when reaching out to help others, making heart led decisions, acceptance, and welcoming atmosphere. All five participants recognized there is a safe place for people to go when seeking help. In addition, all five participants indicated they appreciate the availability, passion, empathy, and genuine encouragement of the board and volunteers as they warmly welcome the community to their activities

Answers from the semi structured interview participants embrace the capability of the board and volunteers to use personal experiences in recovering from addiction or exposure to addiction as ways to connect with people. Cynthia declared, “Everybody there has personal experience with themselves and they aren’t coming to anybody else that’s coming from a textbook...that’s what helps them individuals connect.” James acknowledged they “have experience, which is a strong benefit in their own recovery, which is incredibly important when you’re helping, trying to help others in their recovery.” Board members and volunteers have extensive knowledge and participate in First Nation ceremonies or practices. Cultural involvement was also high on the priority list. Mildred stated, “They have traditional beliefs.” Delia believes “the fire calls people, draws people.” Jane asserted, “Most importantly for my number one is the culture involvement.”

The human to human outreach scored high on the priority list. Participants scored making heart led decisions, acceptance, and welcoming atmosphere as the top three action items. Mildred specifically stated, “They put their heart and soul in trying to help people. They include everybody in activities they have, and they don’t turn anybody away.” Mildred, Delia, and Jane noted the board posted their contact information on the front door for individuals needing assistance. They asserted providing 24-hour assistance for individuals needing a safe place to go, referrals for intense therapy, someone to talk to or a place of encouragement is crucial the recovery process. Cynthia asserted that they “provide a safe place for individuals to go to when uncertain, unsure, scared.” Jane listed “the open-door policy” as a strength. Mildred acknowledged that “they helped to watch over people there, like suicidal or even just thinking about it.” The most outstanding actions noticed by the participants include the board’s willingness to provide transportation so community members can attend events, participate in a meeting, talk to someone, or just hang out. A list of other action items to continue were identified as being outspoken; determined; child friendly; having a place or space to conduct business; offering food, showcasing success stories; and continue genuine appreciation. An item to continue and improve is the list of other resources in the community.

Overall, participants appreciate the different creative activities provided free of charge to keep people involved and build new skills. The heart led services are a strength that invites everyone to attend events or build a supportive circle to promote wellness. The warm welcoming atmosphere helps community members feel they have a place or sense of

belonging. A frequently used word search using NVivo 12 revealed five themes: (a) activities, (b) community, (c) change, (d) organization, and (e) individuals.

Weaknesses. There were not as many weaknesses identified as there were strengths. Higher rated weaknesses indicated the lack of a long-term strategic plan is impeding the success of The Healing Society. James stated if the organization wants “to create long-term systemic change in the community, they have to have a long-term strategic plan with clearly defined goals, objectives and strategies of how to achieve them.” He indicated he has not seen a strategic plan. The development of a comprehensive plan would help facilitate ideas and suggestions reflected by the participants. Marketing, membership, financial and operational plans are critical to ensure the community members have access to information on all aspects of the organization. Interested individuals will then have an opportunity to commit their knowledge, skills or abilities to specific activities relating to community involvement.

Communication is an element of the marketing plan according to the NVivo 12 sort. Cynthia asserted there needs to “be better communication on the hours...I have counselors here that are still handing out flyers from when they first open and no one is connecting with mental health.” Mental health system personnel share information about resources in the community to their clients. Mildred asserted, “I’m thinking . . . they would let people know what they’re qualified for, qualifications.”

All five participants suggested expanding outreach to community will fill gaps in service through networking, recruiting volunteers, and obtaining transportation. Filling in the gaps will help address the low attendance at current functions. Jane listed *networking*

and reaching volunteers as a priority. The lack of a plan for sustainability is a topic Mildred, James and Delia mentioned. James stated sustainability of their organization is key and “I haven’t seen that yet so that would be a part of a strategic plan...How do they maintain and sustain membership, . . . their board, . . . their helpers, their work, in whatever capacity.10, 20, 30 years . . . not only membership-wise and commitment but financially.” Delia added the board needs to make sure their “people needs” are being met. She worries that “they [the board and volunteers] could get tired, exhausted, . . . spread too thin.” Delia also alluded the board was overextending themselves emotionally, mentally, physically, or financially. Jane noticed a decrease in services and seen this as a weakness. She suggested reaching out “to gain volunteers such as local technical colleges that are looking for internships, students that are looking for internships.” The board can also reach out to other schools and other organizations offering interns or community service hours for people to help provide services such as running a meeting or hosting a class, answer phones, create plans, develop forms, or complete paperwork. The other four participants noticed a change in services and the possibility of the board overextending themselves. Delia stated, “I don’t want to see them harmed by giving too much beyond what they’re able to, to support their own families.” A reminder from James, Mildred, and Delia indicated the board cannot do it all themselves, they need to allow others to help them. James specifically said, “There are other resources out there looking for facilities or partnering with services from other organizations, so they don’t have to do it all themselves.”

Four of the five participants mentioned the lack of a financial plan as being a weakness. The financial plans can increase approaches to secure funds for specific services

or general needs. James posed the question: “How are they funding their organization?” He went on to say:

Not only now, on a short-term basis but truly how are they gonna sustain themselves on a long-term basis. He asserted, if they’re focusing mostly on a short-term basis on getting a month to month trying to provide services and pay bills . . . their focus . . . can only be on fundraising if they’re not doing it effectively . . . a strategic plan is what I see is needed. To me if you have a strategic plan and you’re effectively executing those goals and objectives it will show you. Might take some time but it will eventually show.

Mildred suggested to “correspond to someone like Steve Harvey or . . . Ellen DeGeneres or, you know, people like that. Have them come visit or have them donate or see how they could, or they would request to help. Willie Nelson . . . Kevin Costner.” Delia, Jane, and Mildred asserted transportation is an issue. Delia specifically stated, “I think transportation is a barrier for people to get there for the evening stuff or week-end things. Transit doesn’t run those times.” A financial plan would include the cost of a vehicle, services, and donations from various sources to sustain the organization.

An operational plan will address daily needs for organizational development. All five participants recognized organizational structure, hours of operation, resources, and availability are priorities to consider as the board moves forward designing strategies. Participants listed specific action items that will let the public know who is providing services, when they are available, how they operate, what the organization needs and where they can be found. Mildred suggested the board can “let people know what they’re qualified

for qualifications.” Cynthia stated counselors “are still handing out flyers from when the organization first opened.” Delia stated, “Maybe to have paid staff or something like that might help.” She continued, “I think that mostly, they might not have as much resources to do all they’d like to.” Jane indicated, “Some type of data collection like a system to monitor who’s coming and what they’re coming in for something more concrete.” She reflected on the low attendance and stated:

Bring back services. One in particular I think they had their Sunday meals that they were doing and I think that was really good reaching out to the community and getting people to come there . . . so taking that away I think is kind of decreasing their reach for their network people. Mildred suggested the organization own the methods they use and reach the parents, so parenting for parents.

Mildred also suggested events or activities for entertainment and education. “For entertainment they could have like talent shows or they could create a mini-stage show . . . have movies of what opiates, drugs, alcohol and . . . smoking can do that’s to your health and how it reaches out to the family members.”

Opportunities. All five participants recognized The Healing Society has several opportunities they can take advantage of to build capacity and sustainability. Important matters involve creative ways to raise funds, network and share resources. Jane suggested tapping into organizations that will provide a percentage of a daily revenue to The Healing Society. Jane stated:

For example, I have Amazon and cousin subs listed as potential funding. Amazon offers a program . . . where you can setup with non-profit organizations and they are

able to donate a percentage of the proceeds to the organization for anybody who has ties with the organization.

James suggested the 501(c)3 status of the organization under the umbrella of their parent organization gives them “access to vast amounts of money” if they have a financial plan or targeted activities planned out. He goes on to state: “. . . maybe they don’t have the knowledge or expertise on how to access grants or other sources of funding, but they need to hire or partner with someone that does. Because there are, I don’t know, hundreds of organizations out there, foundations, or major companies.”

Immediate action items include becoming formalized as their own 501(c)3 and develop their own by-laws to make decisions without creating a lot of paperwork. Delia asserted, “if they become their own formal 501(c)(3) structure they could apply for some grants and maybe hire some staff. I think they could do that under Dar June but I think it’s harder because there. . .drag on the same resources and might limit their ability to apply for some funding.” Delia mentioned an, “angst or the fear of becoming formalized or structured and how the fear of that can change the nature of it or change the equality of how people are.” Delia and Mildred indicated the board can create their own by-law and laws. Delia went on to say, “. . . structure could . . . bring stability”.

Networking is an opportunity the board can take advantage of immediately. Cynthia suggested “connecting with behavioral health systems, knowing the process it takes to get clients registered, the process of going to detox, going to treatment and the groundwork, after treatment and staying connected with the client”. James asserted the board could “really partner up and share resources or share energy efforts, combine efforts”. Jane listed,

“increasing services as an opportunity because the more that they’re able to offer them more of the need that there will be for the organization. Reaching and finding volunteers such as interns. Currently there’s tons of interns always looking for something to do and local placed to volunteer at. I have visit other similar groups so you can figure out basically other groups in the area that might be doing the exact same thing. What are they doing? What aren’t they doing? To see exactly what’s working for them and potentially pick up some of their things that they’re doing ...”Mildred listed, “to an extend tribal contributions . . .co-work with behavioral health. . .use the fitness center. . .have outside help with other organizations. They have no one controlling them.”

The last priority in this topic cultural knowledge. Delia stated, “I think there are opportunities to draw on our cultural . . . values for creating a sustainable organization that we’re not limited to . . . Robert’s Rules of Order on how we conduct our business . . . it can still be heart led.” Jane suggested the board, “find different innovative attention tactics basically how to reach the community better”. James mentioned groups like, “Native Against Heroin” as an organization that would enhance their network.

Threats. The last part of the SWOT analysis addresses the threats facing The Healing Society. Although the threats identified in the literature are to address external threats, there are internal threats identified by the participants. Other threats are outside of the organizational board’s direct influence but with strategy negative outcomes can be avoided. Internal threats include personal health, relationships, funding, and changes outside of the organization that will have a direct influence on the organization.

Health of the volunteers is identified as a priority and something that needed immediate attention. Burn-out was listed by participants in a couple of the categories. James indicated, "I put burn-out as a weakness, I would say it's still a threat to future membership." Jane indicated, "no volunteers or exhaustion . . .it could lead to that . . .Also the lack of seeing the benefits of what they're offering and ultimately closure." Mildred stated, "burnout from the leaders now." In addition to health concerns, public opinion is a threat if quality services are not provided. Jane reflected on the elimination of meetings and events. Cynthia reflected on the hours. Other public threats are mentioned by Mildred as "negative thoughts and ideas from community members." Delia and Mildred mentioned jealousy. Cynthia suggested the possibility of "backlash from the user community".

The participants listed a lack of support for the community or local governments can cause changes in the acceptance of The Healing Society. Jane stated, "lack of seeing the benefits, which is a huge deal because people think that if they're not seeing the benefits of a business or organization people are no longer going to want to participate or be a part of that." Negative marketing, jealousy, lack of knowledge, or laws can intervene in the success of building capacity and sustainability. Mildred, James, and Delia acknowledged changes in the laws, elected officials, and priorities of the nation could possibly have a negative impact on the organization. Delia stated, "The tribe could find another use for the land." Four of the five participants shared the ideas that: (a) the current trend can change to another drug or priority, (b) the organization might get formalized and the funds are no longer available, (c) opiates may become overwhelming or they may cease altogether and (d) the biggest threat to the organization is closure for various reasons. Cynthia declared, "maybe that nobody

there is licensed as a professional per se Counselor or clinician.” The next sections will delve deeper into the data collected with specific steps to take.

Analysis of Evidence

Data collected for the SWOT analysis was entered into Microsoft Office 365 and NVivo 12 software to identify what the organization is doing well, what they need to do differently, what resources are available to help them and what the board needs to take into consideration as they move forward. Collectively participants identified plan elements, categories, priorities, immediate and long-term action steps to include in the organization’s long-term strategic plan. The following is a report of the data collected for analysis and synthesis.

Focus group analysis and synthesis. This portion of the analysis will review data collected from focus group snow card activity as voted on by the group and the Nvivo 12 frequently used wordsearch.

Strengths. Categories, priorities, and action items addressing the strengths of The Healing Society were determined through a list of 39 items asserted in the focus group exercise. Communication is the number one category with the highest votes. Data listed in the communication category indicated the group identified what they do as “a way of life”, by “showing respect, networking, understanding, and practicing their own recovery from addiction”. The second highest strength is commitment to community exhibited by “providing support to individuals, helping other organizations, providing a free service, and hosting events” to fulfil their vision of helping and encouraging wellness in their community. The third category agreed on by the group is respectable qualities demonstrated

by their “experience, consistency, trustworthiness as a team, and recovery coaches providing compassionate services to the suffering addict”. Their final category is organizational growth. The group agreed “they put their heart and soul” into the development of their organization to “provide healing services based on spirituality”. One of the participants emphasized their services “are a way of life” by practicing “sobriety, providing free events, and providing a welcoming atmosphere”.

Once the data was collected it was typed into word and an excel spreadsheet then downloaded into the NVivo 12 software. A frequently used word search was conducted of the strengths using NVivo 12 resulting in Elder wisdom as the most frequently used word which coincides with the custom of respecting elders. Data in the excel spreadsheet and NVivo 12 search corresponded with the following three items as important: a trustworthy team; events; and free service was at the top of the list. The last strength listed by NVivo 12 is laughter. Several studies including those conducted by Antone (2013) indicate laughter helps in the healing process.

Weaknesses. The weakness exercise resulted in a list of 26 items. Out of the 26 items 4 categories and 19 action items were identified. The first category involves a code of conduct. The group found they need clear expectations to remain focused, provide consistent service and follow a system to ensure the building is secure. Secondly, they identified staff expectations are needed to ensure self-care, customer service, building cleanliness, patience, motivating volunteers, and cultural awareness. The snow card activity identified expectations but did not go into any detail of any subject. The only conversation regarding this topic outside of the snow card presentations was two individuals stating what

they did to clean up when the building was in disarray. Future work meetings will need to be scheduled to identify what each expectation means and agree on the terms. Data indicates the board is concerned about professionalism, staying up to date with current resources or issues through ongoing training, and ensuring there are services available. The third category involves marketing to improve fundraising results, locating funding sources, and increasing an online presence. Data indicated there is a desire for community input and continued networking efforts. Services is their fourth and final category on this topic. The group wants independence, provide transportation for clients, and have their own place or establishment or a longer lease. In addition, the group would like to add more programs and indicated the need for an accountant.

A frequently used word search for weaknesses using NVivo 12 identified similar words the group agreed on but did not necessarily vote on as priorities or important action items. The frequently used words identified by NVivo 12 include: building, resources, awareness, accountant, and availability. NVivo 12 does not provide explanations for each word, only that the word was used frequently.

Opportunities. There was a list of 30 opportunities identified in the focus group exercise with 4 categories and 13 immediate action items. The first category is labeled community with the top rated immediate or continued actions to include the Tribal Action Plan (TAP). The group wants to ensure there is follow through on the goals and objectives of the plan. Other suggested action items were to incorporate students enrolled in social work programs or other higher educational programs to help provide services. In addition, the data indicated opportunities can be accessed locally, statewide, or nationally in the form

of speakers, advocates, volunteer recruitment, or trainers. The Healing Society board's focus remains on the people, community, individuals battling addiction, and those in recovery. Local government was also indicated as an opportunity. Continuation of sobriety events is important to the group along with recruiting more volunteers. The second category is funding resources, specifically focusing on donations, a grant writer, and using available resources for transportation and fundraising events. The group indicated they need to know their demographics, how to write appeal letters, utilize a grant writer, and have time to network or outreach. One of the board members listed using their own funds was an opportunity. A discussion between the members indicated some of them "could not give anymore because their personal funds are depleted". The third category is information. Data collected indicates updating their brochure, creating a resource book for the building, developing short & long-term goals, and knowledge of demographics will help. Outreach to other agencies or programs like theirs was mentioned along with constant training or refresher courses. The group also listed surveys as an opportunity. The last category is beliefs. The group recognized prayers, hope, dreams, and faith are important action items. The NVivo 12 word-search found community, events, networking, knowledge, and students were used frequently in the exercises.

Threats. Identifying threats was the last session of the focus group. There were 27 threats identified, 12 of those threats were recognized as items requiring immediate action. The group identified 3 categories of threats covering internal, external, and political. Internal threats rated the highest priority for the group. Data showed burnout, sobriety of board members, lack of communication, volunteers leaving with no replacement, and not working

together as the top concerns. Group members recognized unresolved disagreements, loss of motivation, or inspiration are other threats. They are also aware of the possibility of a scandal can happen at any time. Data revealed disorganization is a threat along with society thinking the organization is just a fad. One member stated she was “afraid an Implosion” could occur. External threats rated the second highest concern recognized by the group. Funding, credibility, community involvement, and community not being ready for epidemic changes, are at the top of the list. Some items the group may not have any control over is the natural disasters, global warming, or a possible Zombie Apocalypse. Further explanation of a Zombie Apocalypse refers to specific drug turning people into a zombie like state and is a danger. Group members also listed a lack of awareness is a threat along with bad word of mouth. The final category is labeled politics. Items listed in this category resulted in a threat the organization may not have a permanent placement or location within the government they are working closely with to establish services, they see a threat of “stricter and stricter lease agreements with More Hoops and Red Tape”. Another threat to the organization is the government and division representatives not adhering to established priorities of fighting opioid and heroin addiction. The last two threats are possible misunderstanding with the government, business members and the general body of voters who make decisions. The NVivo 12 wordsearch found lack of resources, stricter rules, replacement of business members, community attitudes, and volunteers leaving as most frequently used words.

Semi structured interview analysis and synthesis. Questions for the semi structured interviews were the same for the focus group. A total of four questions were asked during the interviews covering the strengths, weaknesses, opportunities, and threats

relating to The Healing Society. Data from the semi structured interviews were transcribed by NVivo 12 with corrections made manually. The software could not transcribe the audio of the Oneida language and did not pick up all words from the participants. There were no categories identified by the participants, only priorities and actions to continue or implement immediately. A spreadsheet was created from the interviews to indicate individual scores of priorities and action items. This section is a review of the data collected in the previous section along with an NVivo 12 frequently used word search. The word search revealed the five top words from each topic to use as themes.

Strengths. Strengths is the first topic of the SWOT analysis semi structured interview process. Data collected from the individual semi structured interviews concluded with a list of 75 strengths, participants then delineated 25 priorities and 22 action items to continue or improve immediately. A frequently used word search using NVivo 12 recognized: experience, heart, determination, recovery, and activities as the top five words. Highlights of the interviews addressing commonalities indicated the board and volunteers have experience in the recovery process and can lead others through the steps to overcome their addiction. All five participants stated experience is important because it creates a bond based on understanding, empathy, and knowledge making a trustworthy connection with the struggling addict versus following an outline in a textbook. All five participants also stated the board and volunteers use heart felt encouragement and compassion with individuals seeking assistance. James admired the determination of the board in getting what they need to serve and provide a safe place for others to go for assistance. Comments from the participants asserted there is greater trust because the founders of The Healing Society are

recovering from addiction adding to their credibility. Additional comments indicated the activities sponsored by the organization are appreciated, all-inclusive and meets the social needs of the community.

Weaknesses. Weaknesses is the second topic of the SWOT analysis used in the semi structured interviews. All together there were 45 weaknesses identified with 20 of those being priorities and 22 immediate action items. The NVivo 12 search of frequently used words determined: sustainability, organization, structure, services, community, and membership were the top six. Comments made about sustainability included the lack of strategy causes dependence on other organizations for 501c3 status and support with the building. James and Cynthia indicated the board wants independence but wants to also rely on a government entity without having to adhere to strict rules. Delia suggested the need for structure to accomplish a well-run organization and improved consistency. Mildred and Delia indicated concern for over-extending individuals who provide services and possibly draining their personal resources causing burnout and financial hardship for them. During the semi structured interviews, comments were made by Mildred, Jane, and Cynthia about the lack of community involvement might be due to the lack of communication. Mildred, James, and Delia pointed out the lack of communication on their strategic plan and plan elements prevent organizational growth or commitment of membership.

Opportunities. Opportunities is the third topic of the SWOT analysis. There were over 45 specific opportunities listed by the semi structured interview participants. Participants identified 21 priorities and recommended 20 action items the board can take immediately. NVivo 12 frequently used word search resulted in organization, resources,

funding, continue, and formal used most. Mildred and Delia indicated the board can create the organization to their own specifications whether it is a physical building or operational structure. Comments included the status of a 501c3 provides the opportunity to access funds eliminating the dependence on others. The board can create and change their by-laws to fit their needs. If the board is worried about being stifled by creating a structured entity they can make and change their own rules on how to address their services to allow heart led decisions. A review of the data indicates there are other non-profit organizations available as resources to help The Healing Society get organized, define best practices, recommend funding sources, and continue or increase services. James and Delia recognized the board wants to remain free of restrictive regulations which may cause a reluctance to become formalized but understand there is a need for some structure to be organized and credible. Networking more closely with their parent organization, formal programs, and government entities holds great potential for improvement of operational structure along with an increase in resources. In addition to collaboration, Mildred, Jane, and Delia suggested making visits to organizations outside of the Green Bay area to learn what other organizations on or near a reservation are doing or not doing and why to develop methods that will work for The Healing Society to ensure security of all resources. The identification of additional resources can lead to additional funding sources or services not yet provided by public or private entities.

Threats. Threats is the final topic of the SWOT analysis. There were 38 threats mentioned in the semi structured interviews. Participants identified 23 priorities list and 20 immediate action items. Primary words for possible threats faced by the organization

recognized by the NVivo 12 search included the following (a) community attitudes, (b) funding, (c) changes, (d) organizational structure, and (e) lack of volunteers. Comments about community attitudes indicated there is a threat the drug community may retaliate against the services provided by the organization or the community in general does not feel it is important to provide this service to the afflicted community members. Changes in priorities, laws, or drugs can occur at any time causing an impact on the service provided by The Healing Society. There was a general fear of the organization getting structured around the opioid and heroin epidemic and the drug problem will no longer be a focus which will eliminate the need for The Healing Society. Different elements were mentioned about organizational structure to include in their overall strategic plan. All five participants pinpointed the lack of plan elements as a threat. Examples of long-term strategies are a marketing plan, membership plan, volunteer plan, and fund development plan. All five participants were not sure of the short and long-term goals but suggested the board advertise them along with the credentials of the board and volunteers. The lack of strategy prevents positive outcomes such as communicating their services, acknowledging experience, showcasing credentials, building capacity and long-term sustainability.

Evaluation and recommendations of data collected. Key aspects identified by the semi structured interviews indicate the organization would benefit from developing an overall strategic plan. Mildred and Jane identified specific organizations to contact as the board builds partnerships or get ideas on best practices or pitfalls to be aware of as they move forward with their services. Ideas were shared on who to contact to request assistance once the strategic plan or major components are complete. All five participants suggested

contacting individuals and foundations for assistance. One of the participants listed individuals like Willie Nelson, Oprah, Kevin Costner, Ellen DeGeneres, and Steve Harvey. Four of the five participants mentioned organizations like Project Lights Out, local colleges, and Wise Women Gathering Place to build collaborative relationships to share the workload. Another participant provided information about businesses like Amazon and Cousin Subs that will give a percentage of daily revenue to a non-profit organization. Three out of the five participants recommended Coca Cola to approach for financial assistance. James suggested “looking at the longer term for funding opportunities to sustain the organization as opposed to monthly efforts to pay the bills”. He stated, “the board spends too much time planning smaller fundraising activities when they can pursue huge amount of funds.”

Specific components to incorporate in the overall strategy are identified as marketing, financial, membership, and volunteers. A marketing plan will help get information out about the organization, competency of the board, and volunteers, services offered, and have a social media presence. A financial plan will allow transparency of funding required to operate effectively and efficiently. A reporting system to ensure accountability of revenue and expenses. James mentioned a membership plan and explained “the plan would have different levels and types of membership with instructions on how to retain them.” The membership plan would ensure there is a list of people available, encourage commitment and providing incentives. The last component is the development of a volunteer plan. According to the data this plan would keep track of the volunteers available to provide services and their skills or expertise. Incentives would also be included

in the volunteer plan. The data further indicates enhanced organization and structure would help provide guidance, consistency, and security when providing services or recruiting volunteers. Four out of the five participants suggested obtaining interns or hiring one or two staff members to help run the day to day operations, complete the plans, greet people, and help alleviate the possibility of burn out.

Addressing the themes and action items found in this study will provide guidance to The Healing Society when developing their long-term strategies to build capacity and sustainability. According to Bryson (2016) a strategic plan outlines the work needed to gain public confidence and provides leverage to request financial assistance from individuals, organizations, or foundations. Feedback repeated from four of the five participants indicated The Healing Society can use their 501(c)(3) status to obtain funding, but the organization needs to be structured. Components to concentrate on are organizational standards and practices, marketing strategies, communication methods, and explaining financial needs with defined outcomes. If the board continues to recruit volunteers or decides to hire staff, job descriptions will be needed. Action items identified in the data can be done by volunteers, interns, or perhaps even visitors. Descriptions of roles and responsibilities will help individuals focus on specific tasks to be completed and eliminate constant oversight by board members.

Data collected from the focus group and semi structured interviews matched to an extend on the SWOT topics. A word search using NVivo 12 concentrated on the top five most frequently used words resulting in five themes. A decision to use five as a limit was made after several searches resulted in an overwhelming amount of data to include in the

analysis. Each of the five themes have anywhere from 2 to 11 items to address in creating long term strategic measures. Themes consist of: (a) organization, (b) community, (c) sustainability, (d) funding, and (e) resources. In addition to the themes cultural awareness is a term both participant groups deemed important for the organization to address while developing plans to build capacity and sustainability. Major components for the overall strategic plan address the five themes. Plans for (a) marketing, (b) finance, (c) volunteers, and (d) membership are specific components identified by both groups that can address the themes. Data suggests the development of policies, procedures and manuals addressing staff expectations, building security, building maintenance, volunteer recruitment, daily operations and board processes will help improve consistency and ensure board members and volunteers know what their roles are and how to fulfil them.

The overall strategic plan can be done in segments utilizing the data gathered from the SWOT analysis. The SWOT analysis identified strategic issues described by Bryson and Alston (2011) as being at the heart of the strategic planning process. Their worksheets provide instructions on putting the data together with more detail. At this point, The Healing Society completed step 4 of the 10-step process in strategic planning described by Bryson and Alston (2011) as assessing the environment. This is also step 3 of the 8-step process ICA-USA (2016) refers to as identifying the current reality facing the organization.

Unanticipated Limitations and Their Impacts

The unanticipated limitations included the delay in time to complete this study. Work continued in the form of research, recruiting, practicing the interview process, and learning how to operate the NVivo 12 software. Some interviews were scheduled and

postponed indefinitely. Data collected from the interviews provided enough feedback to identify accomplishments, immediate steps for improvement, possible long-term policies to incorporate, and tactics to avoid negative consequences. There are no significant impacts on the findings from the unanticipated limitations. Data was secured for all SWOT topics through the focus group activities, semi structured interview audio recordings, and hand-written notes. Saturation was completed for the priorities and immediate action items. The study on The Healing Society was based on internal and external perspectives gathered through an interactive group activity and individual meetings for the semi structured interviews. Since there were no anticipated outcomes, unanticipated outcomes are null.

Implication of findings on individuals Burnout was an issue raised by the all participants when describing the services provided by The Healing Society board and volunteers. Burnout is characterized by exhaustion, stress, tension, cynicism, and a decrease in performance, according to Golonka, Gawlowska, Mojsa-Kaja and Marek (2019). Results from burnout can cause a variety of distressing events in the individuals emotional, mental, and physical functions. All five participants referenced the amount of time and energy it takes to plan fundraising events, advocate for the location, push decision makers to acknowledge priorities, and have face to face time with individuals coming to them for assistance. There are two board members who are retired and made The Healing Society their priority. They stayed with individuals who were suicidal, or individuals seeking treatment but needed to be detoxed lasting up to 3 days before being admitted. In addition to individual attention to the suffering addict, they addressed the addict's family and performed daily activities like running reports, ensuring the building is clean and making

sure the bills are paid. There are constant barriers to overcome to make The Healing Society a success. Implementing the recommendations of getting volunteers to fulfil roles and provide services would greatly decrease the possibility of individual board member or volunteer burnout. Data throughout the focus group and semi structured interviews suggested hiring personnel to oversee the day to day operations, plan, implement, and assess operational activities. Although there is a convenience in hiring an individual to ensure operational success, there is also a risk that the board would no longer be needed as the responsibility would be removed from them to network, obtain funding or outreach for other services that their collaborative partners have to offer. The Healing Society would then be just another business.

Implication of findings on organizations. The Healing Society services are closely associated with at least three other organizations working to improve wellness in the Oneida community. Organizations like The Healing Society's parent organization (Dar June), Project Lights Out, and Wise Women Gathering Place benefit from the partnership. Strengthening those relationships and reaching out to others will increase resources to service additional people by creating a bigger impact. Services provided through The Healing Society had an initial impact by leading formal organizations to expand services to help addicts get the treatment they need to overcome their addictions. Dar June was able to move ahead with other plans to get additional houses for addicts to utilize as arrangements are made for intense inpatient treatment. Project Lights Out expanded their reach by partnering on special events held at parks and recreational centers, and Wise Women Gathering Place attended special events with their families to socialize and have fun. At the

same time, The Healing Society organization was able to get a building in a location surrounded by trees in a peaceful setting to offer programming.

Data from the SWOT analysis helps provide a clearer long-term picture for the organization. The board now has specific plan elements to incorporate in their long-term strategy, moreover titles of policies and procedures were identified to facilitate operational structure, and guidance is provided on immediate action steps to take for changes to enhance service or begin identifying funding sources. The completion of setting priorities, action items and the development of plans will help The Healing Society become more familiar with the planning process, bring the members together and identify processes for including others in future development. The tasks recognized in this study will provide ways to share the workload and lessen any reluctance to becoming structured or allowing others to help. Shared ownership of the operation will help commitment and acknowledgement of anyone involved. As a result, the Oneida community will have a resource that uses indigenous knowledge to encourage healing and wellness from addiction. Weaving the cultural components throughout plans for organizational development and programming will provide an option for community members to learn more about ancient healing practices and medicines not only from the Oneida traditions but other First Nations located in the community. Cultural healing methods involve simple and natural elements for healing. An example is the use of sage as a cleansing agent. According to Raman (2018) there are 12 ways sage helps to heal internally and externally. The Healing Society uses sage as a smudge to help ground individuals experiencing high levels of stress or anxiety. Incorporating other methods for grounding and healing provide a unique service unknown to

other agencies in the Oneida community. A major component in the healing processes is to believe in something on a spiritual level. Alcoholics Anonymous (A.A.) World Services literature refers to this as a “a power greater than ourselves” (2001. Pg. 54). Some of the more well-known methods of using the natural environment for healing is hugging a tree or meditation exercises that make a connection to the earth. These methods provide a physical connection to nature as a higher power that abstract descriptions cannot. The information or service is available to others who are not successful with the mainstream inpatient treatment process. Those individuals afflicted with addiction will have a resource they can go to any time of the day to get assistance without having to go through the process of providing insurance or some form of payment.

Implication of findings on communities. Formal programs in the Oneida community improved services when The Healing Society became established. Oneida Behavioral Health increased access to individual assessments necessary to get admitted into an intensive inpatient treatment facility. In addition, a recovery coach was hired to facilitate a referral system for individuals and families recovering from addiction to maneuver the process and get their basic needs addressed. The Healing Society is not bound by any process where an individual seeking help needs to wait or complete a tremendous amount of paperwork to be seen. As a result, The Healing Society has potential to work with formal programs to implement preliminary activities for the addict to begin before officially being admitted to an inpatient facility if it is deemed necessary. Long term strategy has the capability of leading formal programs in providing efficient and effective service for individuals. The movement to battle opioid and heroin addiction is on-going. Data gathered

from this SWOT analysis indicates this issue may not be a priority in the future. However, by developing plans and taking action to address the concerns expressed in the focus group and semi structured interviews The Healing Society Board will be ready for the next need in the Oneida community.

Implication of findings on systems. The Healing Society is a grassroots organization developed by members of the Oneida Nation, not the government or employees of the Oneida Nation to address unmet service needs in and for the Oneida community. Like many First Nation communities, Oneida members are questioning the significance of their cultural identity in building strong functioning communities (Alfred, 2009; Antone, 2013; Cajete, 2015; Churchill, 2004; House, 2010; Kimmerer, 2013; LaDuke, 2016; Sasakamoose et al., 2016; Rodriguez & Wakerahkats: teh, 2017). The Healing Society board members have the same questions and have a desire to expand services to incorporate additional cultural learning opportunities along with obtaining community involvement through volunteers. During my initial visit with The Healing Society board members about this study the discussion included the need for organizational infrastructure, fund development, and recruiting more volunteers. The board members also mentioned the idea of forming their own 501(c)(3) in the future. The outcome of this study provides data obtained from an organizational SWOT analysis using an internal perspective provided by the board and an external perspective provided by volunteers.

Implications for positive social change. Data gathered from the SWOT analysis identified themes, priorities, and action items to address the boards organizational infrastructure, fund development, and volunteer recruitment needs. Implementing the

suggestions from participants involved in the SWOT analysis has potential to lead The Healing Society in becoming a model service provider to the suffering addict through volunteers at little or no cost. Addicts will learn skills to recover from dangerous drug use using mainstream methods and ancient practices of developing wellness. Eventually people will be able to help people heal from addiction and allow funding allocations for other illnesses. The Healing Society strategic plan will serve as a guide to other entities wanting to develop ways to provide services without a long waiting line or the fear of not being able to provide service because of insurance. Although there is a threat volunteers can experience burnout the use of a plan to recruit and maintain volunteers has the potential to expand. Perspectives and ideas for building organizational capacity and sustainability can potentially provide The Healing Society with the ability to increase wellness for the Oneida community and establish an identity strong enough to combat any negative influence over their community members.

Recommendations

To begin working toward building capacity and sustainability the board must have a strong foundation. They began building their foundation between 2017 and 2019 with the development of their mission, vision, short-term goals, and obtaining a location to provide services. The time has come to take immediate actions for improvement and begin looking at long term strategies to span a 5-year period addressing the themes identified by the NVivo 12 search of the SWOT analysis using answers provided by a focus group and semi structured interviews. Data gathered from the SWOT analysis suggested the board improve organizational structure, implement best practices, create plans to provide in-depth guidance

in multiple areas, and develop a record keeping system to review monthly for changes if necessary or celebrate success. An extensive strategic plan utilizing the data provided from the focus group and semi structured interviews should be initiated by concentrating on (a) community, (b) organization, (c) sustainability, (d) funding, and (e) resources. Each of these themes have plan components that will overlap in concentric circles. One of the participants indicated the use of student interns or volunteers to help build The Healing Society's overall strategic plan. The recommendations will spell out components for each theme identified through data provided by the participants and results of the NVivo 12 search. A volunteer or student intern can begin collecting or organizing the data to use in developing plans. Filling in the information identified in the outline (Appendix D) will address the themes, categories, priorities, and immediate actions discovered in the data from the SWOT analysis. The outline will not have to be followed step by step, the board will be able to address several of the items in one or two meetings. Additional meetings are needed to address more in-depth action items pertaining to the strategic plan.

Policies to Address Problem

Policies identified from the data will enhance the structure of the organization. Specific policies address operational and board practices. Bryson (2004) and Bryson & Alston (2011) explain how SWOT analysis exercises can help to identify and implement policies. Data gathered from this SWOT analysis indicates there are several policies to enact immediately. Criteria for these policies can be completed as a group using the snow card technique and other tools to assure complete and thorough policy development. The board will need to keep in mind there will be changes or additions to policy development. The

following are items to be address in the policy development arena: membership, volunteer recruitment, volunteer maintenance, building security, building maintenance, marketing, keys, building or property usage by others outside of the board or key holders, representation at business meetings, accounting, recruiting ceremonial leaders, fundraising, program or event approval, and transportation. Policies can include criteria that ensures the safety of individuals entering or assisting The Healing Society in any capacity, for example, never being alone with an active addict or always locking the doors when leaving the building.

Practice Guidelines to Address Problem

Manuals were suggested throughout the focus group and semi structured interviews to monitor and explain practices of The Healing Society representatives. I discovered a list of manuals reviewing the data that can be completed by the board and interns or volunteers. Although the task may seem overwhelming to an individual it can go quite fast if addressed as a group. The following are a list of manuals with suggestions of content identified from the SWOT analysis.

- Building-Use, who needs to be there, and why
- Bathroom-Use of shower, cleaning, where to find paper products
- Cleaning supplies-Where to find them, how to use them
- Circuit breaker-resetting, ways to avoid overloading, who to call for help
- Incorporation of professionals-who to call and when to call them
- Selection of indigenous knowledge holders or practitioners-who they are and how they are selected

- Customer service- greeting people with respect when they enter the building
- Sobriety of board members
- Internal communication
- Code of conduct-patience, motivating, self-care
- Volunteer recruitment- agreed on as a group, have a description of duties ready
- Recruiting interns-agreed on as a group, have descriptions ready, work with Higher Education for referral and network with local colleges and universities
- Tribal Action Plan-review and assess monthly

As the board begins to define directions for the above practices other ideas may be identified. Those ideas can be entered onto another list to be addressed in the future. It is important for the board to remain focused on the items identified in the SWOT analysis to get started.

Data gathered from the SWOT analysis identified several partnerships and activities that will need to be handled specifically by the board or if they hire an individual to represent the organization. Protocols for specific behavior or activities identified by the data will encourage public trust and confidence. The following is the list of protocol topics and questions to be addressed.

- Partnerships-who represents The Healing Society, how does the partnership get started, who signs the agreement, who follows up, how does the board advertise partnership
- Fundraising-who is responsible, what do volunteers do to help, identify a list of responsibilities, how does the public know help is needed and in what area

- Donations-What is the process for accepting donations, who accepts them, are there forms available, how are they filled out and what happens to them after
- Hosting events-how to start. Who is the contact? Is there a charge and how is it collected? Is there a form?
- Communication-What is the process of announcing?
- Consensus decision making

Protocols to Address Problem

The following are examples of information included in the protocols at different levels. Fundraising has different roles to be filled by board members, interns, or volunteers. A small fundraising event involves selling raffle tickets, playing games i.e. cards, bingo, musical chairs, etc. cooking or selling food will have different rules than a fundraiser seeking large amounts of cash from large companies or foundations. The board may not want volunteers reaching out to large corporations on behalf of The Healing Society. Events and activities require steps in setting up and ensuring safety measures are followed, perhaps name tags or other identifiers will ensure individuals are proper representatives for the organization. Large and small activities require steps to ensure material, equipment, and space are available. An activity like ceremonial practices require the need to contact certain people who can be trusted and know the appropriate ceremony to conduct. Other topics needing protocol instructions include visitor sign-in and donations. The protocols help individuals know there are clear expectations and internal communication processes to help in resolving issues. The Healing Society board gained respect and cooperation with people and government officials allowing them to obtain a spacious location on a wooded piece of

land. Their professionalism and problem-solving skills enhanced their ability to make the connections. During the focus group the board identified specific standards they want to focus on and encourage all representatives of the organization to possess. In addition, all five of the semi structured interview participants identified standards that help create a trustworthy and heart led organization.

Standards to Address Problem

Specific standards were detected for The Healing Society stakeholders to adhere to when representing the organization through the focus group SWOT analysis. Strategically placing posters on the walls will serve as encouragement and reminders on behavioral expectations to anyone entering the building. Definitions and copies of the posters can be stored in a manual to provide additional information for individuals who want to gain a better understanding. Terms identifying standards from the participants are:

Professionalism, respect, customer service (empathy, understanding, meeting their needs, humor, open, welcoming), welcoming visitors or individuals seeking assistance with a willingness to help, transportation (reliable vehicle with insurance), funding sources (what type of funding agencies do they want to be associated with), self-care, spiritual development and practices, thanksgiving address, keep brochures updated, internal communication, and continue to learn about current trends in treatment, drugs, other service providers

Plan Elements to Address the Problem

Specific plans identified by participants will facilitate strategic measures to strengthen the foundation of The Healing Society. Data indicates plans in four key areas are

needed as fundamental elements toward building capacity and sustainability. Plans include marketing, membership, financial and operational. My recommendation is to complete the plan elements for each subject through an additional meeting using methods defined by Bryson & Alston (2011) and ICA-USA (2016). These methods have potential to drill down data to include measures, roles, and responsibilities. Once the plan elements are defined the plan can be completed by a volunteer, intern, or paid staff if applicable. Microsoft Office 365 provides templates for creating various plans that may prove helpful in developing the plan elements. Marketing consists of several elements to inform community members of events, announcements, or changes of an organization. A document titled, "Tactical business marketing" provides fill in the blank segments to create a thorough plan with objectives, roles, responsibilities, outcomes, financial needs, measurements, and approvals. Other documents found in the template section of Microsoft Office 365 includes a communication plan and a social media checklist. The templates can be accessed by selecting new under the file menu item of a Microsoft page and typing in plans.

The Healing Society will need to develop their own membership plan with levels and ways to exhibit commitment. A google search for membership plans include criteria defining cost for different levels of membership. The Healing Society board will need to decide what a membership provides in the way of reports, incentives, and ask the question, what are we giving or willing to give to the membership in return for their financial support? Data collected from the SWOT analysis indicates different criteria for volunteers and individuals looking to support The Healing Society without a financial obligation. Items delineated from the data include recruitment, maintenance, commitment, skills, tasks,

projects, technical colleges, universities, and expanding their reach to the community.

Perhaps a partnership with the schools will provide credit toward graduation.

A checklist to identify financial needs was found in the Microsoft 356 Office templates (Microsoft, 2019). Although some of the financial needs are readily accessible, like regular monthly costs, other needs will be identified when the board develops specific plans to include projects. Once the financial needs are identified the board can begin a letter campaign requesting assistance, match funding requests with the appropriate funding agency for a specific organizational need. Examples are requesting a van from Mercedes or sewing machines from Singer. Research is needed to identify foundations and what they support. Once again Giving USA will help make the appropriate matches. The board can then develop a portfolio and their letter writing campaign to use in their reports or as reminders of who they contacted for different needs. The following components were identified to be included in The Healing Society operational plan from the data provided from the participants.

- People needs-Stress management, burnout prevention, skills, volunteers, interns, roles, responsibilities,
- Organizational structure-manuals, policies, procedures ideas for this plan are laid out in more detail in the following sections
- Support from community-what will gain their trust

One final document included as an immediate resource to assist the board in developing their organization is the Professional Business Plan. The plan has all the elements for starting a business. In addition, there are books with workbooks providing step

by step instructions on building a strategic plan and several scholars incorporating First Nation practices as they build community wellness projects. (Appendix C)

Strengths and Limitations of the Project

The Board's willingness to take an overall view of the organization's status is the greatest strength as they internalize their purpose of wellness as a way of life. The board and volunteers share their passion of clean living with others from first-hand knowledge and experiences with addiction. Individuals providing a service are multi-talented and work well together to provide programming and support to all community members, there is no criteria imposed on the individuals seeking help to overcome addiction. Other community members seeking help may not be suffering with the addiction but may be a family member of an addict or an individual just trying to figure out life in general. The board shows compassion and respect to all community members as they conduct outreach activities. Data indicates the board leads with their heart and gives of their own resources to serve the community and provide a safe place to go as a retreat or assistance. A unique aspect of the organization is the practice and knowledge of indigenous healing and wellness methods.

Although saturation was met, there were limitations to this study by the number of participants I was able to interview. Schedules and unforeseen circumstances prevented the interviews to take place. The limiting factors did not impede the findings in this study. Data collected provided more than enough priorities and tasks the board can take to improve the outcome of success for The Healing Society. Antone (2013) suggested, future projects addressing recovery from any kind of addiction and gathering data from First Nation knowledge keepers on methods to increase wellness activities would benefit First Nation

communities. Surveys created with specific questions about the types of events, workshops, seminars, or camps desired by internal and external participants can provide ideas for service providers to implement as methods to remain free from addictive behavior. Specific plans for children, tweens, and teens to help prevent boredom, increase opportunities, and encourage community engagement can be identified using the focus group process. One of The Healing Society partner organizations and main supporters uses a focus group method for their teen groups. It is unknown how many of those teens are exposed to addicts. It would be interesting to see how answers compare of the two populations. Themes and resources can be determined through future surveys, additional focus groups and general conversations. As mentioned earlier changes occur continuously, The Healing Society board can prepare for and address changes by reviewing, updating, and identifying trends in the Oneida community.

Summary

The Healing Society is a new and developing organization operated by a volunteer board in need of strategic direction to build organizational capacity and sustainability. The board accepted an invitation to participate this postpositivist constructionist qualitative case study is to gather empirical data from the perspectives of internal and external stakeholders through a SWOT analysis for an in-depth overview of the organization. A letter submitted by the board president indicated their interest and agreement. A SWOT analysis was determined to be the best method of inquiry to determine what the board needs to complete for strategic measures to meet their goals. The SWOT analysis provided enough data to determine critical success factors for plans, policies, procedures, and manuals. Now that

data is gathered on priorities and action items the board can begin creating a solid strategic plan to address four major areas identified as marketing, finances, membership, and operational practices. Enlisting interns or volunteers to complete the plans would free up time for the board members to increase networking activities. Hiring or contracting with two individuals can provide stability and day to day monitoring of activities. Job descriptions for a well-qualified administrator and accountant are needed, a one-hour focus group using the same process can gather the necessary data for the job descriptions. According to the data gathered, the board needs to remember they are not alone and do not have to provide all services themselves, but their voice and decisions are imperative in the development and assessing the plans.

Section 5: Dissemination Plan

The results from this study identified four specific components of a long-term strategic plan. Those elements were marketing, membership, finances, and operational practices. Participants provided directions the board can follow to create policies, procedures, and manuals to address basic practices of a volunteer nonprofit organization. In moving forward with my dissemination plan, my first and foremost action is to create an executive summary for The Healing Society board following the Walden PAS checklist. Components that seem to repeat in each section were the problem, purpose, possible solutions, and resources. I will use the outline from section four to deliver my recommendations through a presentation at a special meeting. In addition to the executive summary, I am interested in developing a marketing plan for The Healing Society utilizing the formats found in Microsoft Office 365. Separate from the work I complete for The Healing Society board I would like to build a curriculum utilizing First Nation knowledge and practices to overcome grief.

The marketing plan has several components according to the NVivo 12 sort. The most significant component to me is communication. I am involved as a volunteer in several community groups. One thing I observed is a lack of communication accompanied by a contradictory expectation that everyone knows what is going on. I would like to develop a process of insuring people outside an immediate group or committee are getting updated messages using a central communication hub, like Facebook or Line, something everyone is comfortable using. The marketing plan will help The Healing Society, but it will also be beneficial to other start-up groups.

In addition to the marketing plan, I am interested in creating a guide or curriculum on incorporating First Nation healing practices in wellness programming. The curriculum will fill a void by providing treatment facilities with First Nation knowledge or practices as a method of healing. An example of a First Nation practice is reflected in welcoming soldiers back into a community after being in battle. A soldier was greeted at the entrance of the nation's land base. A speaker shared words of welcome, compassion, and understanding of what the individual endured. Once the words were said, the individual stood up and a process of spiritually cleansing their ears, eyes, and throat took place. After they were spiritually cleansed, the community welcomed them individually with a handshake or a hug. Antone (2015) referred to this as a form of a condolence ceremony. There are a variety of similar practices conducted to relieve stress from traumatic experiences. My curriculum will focus on using different levels of knowledge from the different First Nation people in Wisconsin. I focus in Wisconsin because that is where I live, and there are 11 First Nations there. The curriculum will be built so others can insert their practices to promote healing. The activities in my curriculum will provide an innovative way for people to overcome traumatic experiences through action.

The targeted recipients of my material are The Healing Society board, volunteer nonprofit organizations, treatment facilities, or educational institutions. The Healing Society board will be the recipients of the executive summary and a copy of the marketing plan. Marketing, communication, and recruitment strategies can apply to new and existing organizations looking to expand or improve their services. The suggestions were easily identified through different perspectives but were difficult for board members involved with

daily tasks and figuring out ways to pay bills. The action items identified in this study will help The Healing Society board and other organizers build public interest and trust. My marketing plan and curriculum will be living documents that the users can incorporate daily or in emergency situations. Barriers to using the curriculum include comfort levels, confidence, and negative feedback from First Nation individuals who may not know the practices. Time and practice will eliminate the fear anyone might have in using the curriculum.

My intent is to begin sharing my work with The Healing Society board. Their evaluation of the documents will determine any changes or additions that may be necessary. Eventually I would like to share the marketing plan and curriculum with any nonprofit organization run by volunteers. Additional research is needed to determine publication and methods of distribution. Eventually I can create courses, workshops, or professional presentations on marketing and incorporating First Nation practices in the healing process.

There are conferences throughout the United States focusing on marketing, specifically communication. I will search for conferences I am interested in and submit a proposal to make presentations. The marketing plan will identify other modes of advertising and assisting organizations in need of marketing techniques. The curriculum will be reviewed by practitioners and knowledge holders to ensure I am not overstepping any boundaries. There are some ceremonies that are not allowed to be shared. My intent is to make presentations to a variety of individuals and organizations. In addition to the curriculum being available to purchase, I can provide training for hands-on experience to service providers. As a part of the presentation, plan, and curriculum distribution I will

include contact information for feedback and a short survey to evaluate how well the material meets the practitioner needs. My curriculum will address a need utilizing two different worldviews and providing an understanding of how traditional practices help heal.

Summary

Dissemination of the contents in my study can take several paths. First and foremost is a presentation to The Healing Society board to share the findings of my study and distribute an executive summary at a special meeting. The meeting will allow the opportunity for discussion and questions. We can also schedule any follow up work they might want to do with me. Other paths I am choosing are: (a) developing a marketing plan for The Healing Society that other start up organization can use, (b) developing a curriculum on First Nation healing practices along with professional training if needed, and(c) conducting SWOT analysis for other organizations, groups, or committees looking to improve the status of their organization. Strategic planning is necessary for the success of any endeavor. I learned the SWOT analysis identifies different aspects of an organization. I like that the focus is on the organization not on individuals. The guidance I received from my committee and Walden IRB helped with the process to ensure no one person was threatened. As a result, the participants felt free to share their perspectives.

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Appendix A: Recipes using flint corn products

These recipes were given to me through oral tradition and hands-on experience.

Corn soup

1 smoked turkey leg
1 qt dehydrated corn
1 lb. dried red kidney beans

Put all ingredients in a Nesco filled with water. Set on slow cooking. Cook from 6 to 8 hours (it depends on the equipment regulator). Remove bones from before serving.

Note: Turkey leg can be substituted with other meat like smoked pork hocks, pork chops, beef, venison, other wild game. Season to taste.

Corn mush

2 cups hot water (can add more if desired)
Maple syrup (optional)
1 cup corn mush flour

Bring water and syrup to a boil
Mix flour with additional water to make a paste. Slowly add mush mixture to water stirring constantly. Let cook at a low setting for 20 minutes. These instructions can be modified depending on individual preference.

Note: Berries are often added.

Corn Bread

1c corn bread flour
1c dried red kidney beans

Bring a kettle of water to a boil
Add flour and beans into a medium sized bowl. Add hot water to make a paste the consistency of hush puppies and shape into a 4 to 8-inch ball. Flatten down the ball to create a wheel about 3 inches high.

Use a wooden spoon or spatula to place wheel in the rapidly boiling water. The bread is done when it pops to the top of the kettle.

White corn flour can be used in place of any recipe calling for flour.

Appendix B: Four Sacred Medicines

The following information is taken from the North College Indigenous Council on Education (North College, 2020)

Tobacco is the first plant that the Creator gave to First Nations Peoples. It is the main activator of all the plant spirits. Three other plants, sage, cedar and sweetgrass, follow tobacco, and together they are referred to as the Four Sacred Medicines. The Four Sacred Medicines are used in everyday life and in ceremonies. All of them can be used to smudge with, though sage, cedar and sweetgrass also have many other uses. It is said that tobacco sits in the eastern door, sweetgrass in the southern door, sage in the western door and cedar in the northern door. Elders say that the spirits like the aroma produced when we burn tobacco and the other sacred medicines. Traditional people say that tobacco is always first. It is used as an offering for everything and in every ceremony. "Always through tobacco", as the saying goes.

Traditional tobacco was given to us so that we can communicate with the spirit world. It opens up the door to allow that communication to take place. When we make an offering of tobacco, we communicate our thoughts and feelings through the tobacco as we pray for ourselves, our family, relatives and others. Tobacco has a special relationship to other plants: it is said to be the main activator of all the plant spirits. It is like the key to the ignition of a car. When you use it all things begin to happen. Tobacco is always offered before picking medicines. When you offer tobacco to a plant and explain why you are there, that plant will let all the plants in the area know why you are coming to pick them. When you seek the help and advice of an Elder, Healer or Medicine Person and give your offering of tobacco, they know that a request may be made as tobacco is so sacred. We express our gratitude for the help the spirits give us through our offering of tobacco. It is put down as an offering of thanks to the First Family, the natural world, after a fast. Traditional people make an offering of tobacco each day when the sun comes up. Traditional tobacco is still grown in some communities. For example, the Mohawk people use traditional tobacco that they grow themselves and that is very sacred to them.

Sage is used to prepare people for ceremonies and teachings. Because it is more medicinal and stronger than sweetgrass, it tends to be used more often in ceremonies. Sage is used for releasing what is troubling the mind and for removing negative energy. It is also used for cleansing homes and sacred items. It also has other medicinal uses. There is male sage and female sage. The female sage is used by women.

Sweetgrass is used in prayer, smudging and purifying ceremonies. It is usually braided, dried and burned. It is usually burned at the beginning of a prayer or ceremony to attract positive energies.

Like sage and sweetgrass, cedar is used to purify the home. It also has many restorative medicinal uses. Cedar baths are healing. When cedar is put in the fire with tobacco, it crackles. When it does this, it is calling the attention of the spirits to the offering that is being made. Cedar is used in fasting and sweat lodge ceremonies as a form of protection: cedar branches cover the floor of the sweat lodge and a circle of cedar surrounds the faster's lodge.

Northern College. (2020). *The Four Sacred Medicines*. Retrieved from Northern College-Building a Strong Fire: <http://www.northernc.on.ca/indigenous/four-sacred-medicines/>

Appendix C: Suggested References

There were three major references used in the development of this case study. The reference books provide instructions, worksheets, and activities to develop strategy. I highly recommend these three references:

Bryson, J. (2011). *Strategic planning for public and nonprofit organizations: A guide to strengthening and sustaining organizational achievement* (4th ed.). San Francisco, CA: Jossey-Bass.

Bryson, J., & Alston, F. (2011). *Creating Your Strategic Plan: A workbook for public and non-profit organizations* (3rd ed.). San Francisco, CA: Jossey-Bass.
<https://doi.org/10.1186/s13705-018-0185-9>

Institute of Cultural Affairs in the U.S.A. (2016). *Technology of participation facilitation methods: Effective tools for participation* (2nd ed.). Chicago, IL: The Institute of Cultural Affairs.

In addition, other resources available to help define elements of strategic development, implementation, assessment, and improvement can be found in the following reference material:

Antone, R. (2013). *Yukwalihowanahutu Yukwanosaunee Tsiniyukwaliho:t^ As people of the longhouse, we honor our way of life Tekal^hsal^ Tsiniyukwaliho:t^ Praise our way of life*. (Doctoral Dissertation, The University at Buffalo State University of New York) Retrieved from pqdtopen.proquest.com/doc/1413325230.html?FMT=AI

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[org.ezp.waldenulibrary.org/10.1080/14615517.2016.1271539](https://doi.org/10.1080/14615517.2016.1271539)
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Appendix D: Outline of Themes and Components

The following outlines themes identified in the SWOT analysis. Under each theme are components to be completed in developing strategies for The Healing Society.

1. Community

a. Communication regarding service providers

- i. The community needs more information on the service providers (board members and volunteers) qualifications in the form of short biographies. Include experience, education, skills, why they do what they do.
- ii. Let the people know who you are not just what you do

b. Communication regarding operations

- i. Better communication on hours
- ii. More communication on events, meetings, etc. remember individuals not on face book or in immediate circle.
- iii. Call or send notices.
- iv. Remain outspoken
- v. Continue daily meetings
- vi. Develop a marketing plan
- vii. Social media presence-Google ad words

c. Connections

- i. Co-work with the Oneida mental health system-find out and share process for individuals seeking inpatient treatment
 - ii. Dar June
 - iii. Project Lights Out
 - iv. Reach out to other organizations to determine best practices
 - v. Visit other organizations or groups to find out what they are doing
 - vi. Stay connected with clients through calls or messages
 - vii. Grant writers
- d. Events
- i. Participants enjoy the child friendly community events
 - ii. Suggestions for future events include talent shows, open mic nights, mini stage shows
 - iii. Movie nights for enjoyment or educating about what drugs do to individuals, family structures and communities
- e. Place
- i. Continue to be a safe place for individuals to go to
- f. Outreach
- i. Continue showcasing success stories
 - ii. Reach out to people
 - iii. Transportation-Pick up people they can help
 - iv. Stay open for sewing, beading, other activities free of charge-
 - v. Remain open for all ages and genders

- vi. Include parenting groups
- vii. Utilize the fitness center for group exercises or dance classes

2. Organization

a. Organizational infrastructure-

- i. Create own by-laws
- ii. Consensus based decision making
- iii. Policies for key holders, working with others, use of the building
- iv. Procedures for opening and closing the doors of building
- v. Manuals for volunteers
- vi. Descriptions of roles and responsibilities
 - 1. Board members
 - 2. Volunteers
 - 3. Partners
 - 4. Interns

b. Formalize to facilitate

- i. Grant applications
- ii. Employment of staff
- iii. Funding volunteers or interns
- iv. Accountability
- v. Reports
- vi. Identify blocks to becoming a 501(c)(3)

c. Sustainability

- i. Draw on cultural values for sustainable organization
- ii. Become own 501(c)(3)
- iii. Freedom to create their own structure not limited to Robert Rules of Order
- iv. Share efforts, the board does not have to do it all by themselves
- v. Develop a way of life giving and heart led without bureaucracy

3. Funding

a. Fund development

- i. Develop a financial plan
- ii. Seek Tribal, city, state, and federal funds
- iii. Create ways to get donations
- iv. Letter campaign
- v. Apply for grants
- vi. Identify organizations that love to fund

b. Philanthropist

- i. Identify them from publications like Giving USA listing trends and funding agents
- ii. Find out what information is needed to make requests from foundations supported by Steve Harvey, Ellen DeGeneres, Willie Nelson, Kevin Costner, Oprah.
- iii. Seek corporate sponsorships for items like food or a van

4. Resources

- a. Volunteers
- b. Interns from local colleges or universities
- c. Community service from High Schools
- d. Corporations
- e. City, State, Federal and Tribal governments
- f. Organizations-locally and nationally.
- g. Strategic planning workbooks i.e. Bryson and Alston (2011) and ICA-USA (2016)