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RE: Traditional Governments

Please find for your review the following overview of “traditional” governments. The Pueblo Indians live on twenty reservations throughout the United States, nineteen of which are located along the Rio Grande Valley in New Mexico. Despite their similarities, the Pueblos are actually very diverse, with different languages, social organizations and beliefs. Through formal constitutions, charters, laws, codes, and procedures, and through informal but established practices and norms, a society establishes relationships among its members and between the society and outsiders, distributes rights and powers, and sets the rules by which programs, businesses, and even individuals operate. Please find for your review a general overview of a comparison of “Traditional” and Anglo-American cultural patterns.

Category	Pueblo	Anglo
Interaction	Communication is face to face and verbal; consensus-oriented and status conscious.	Communication is written and spoken. Differences of opinion are encouraged as is competition.
Association	Family organization based on clan; matriarchal in origin; land is held by youngest daughter.	Family organization based on nuclear family. Land is individually owned.
Authority	Ascribed authority – Spiritual leaders have significant power; today tribal government is based on traditional appointed system.	Secular authority, achieved status, U.S. federal system of government with elected representation.
Work	Originally agrarian-based; "work" is part of life activity and may be subordinated to other activities such as traditional religious	Industrialized economy; technical orientation; work holds high priority in life; people value money and material goods.

	ceremonies.	
Temporality	Present-oriented. Time measured by the season or task to be accomplished (cyclic-oriented).	Time measured by minutes and hours and is extremely important; time is lineally-oriented.
Learning	Teaching is verbal; learning is by mimic and rote; instructors are respected elders.	Teaching is multifaceted - emphasis is on practical & applied. Teachers have college degrees.
Spirituality	Religion is an integral part of life in general and in everyday life; religion pervades all activities.	Religion and work are separate entities and is so stated in the constitution.
Natural Resources	Adapts and respects the environment. People and nature are integrated and inseparable.	Seeks to control and exploit the environment. People are separate from nature.

Sources: Acoma Pueblo material is adapted from Muller (1998), Winfield (1995), Stewart & Bennett (1991), and the members of the American Indian Business Association, NM; Anglo material is adapted from Harris & Moran (1991) and Stewart & Bennett (1991).

Pueblo of Cochiti

Cochiti has no written constitution or legal codes, but relies instead on culture-based, religious limits on self-interested behavior on the part of political leaders, and a well-defined separation of powers. These are embodied in the formal institution of the cacique, the chief religious leader of the tribe, who selects the primary tribal executive officials each year, including the governor of the pueblo, but has no direct authority in day-to-day tribal operations. Cochiti's relative economic success and the apparent sustainability of its major development efforts indicate that this approach works, at least for Cochiti.

The Pueblo of Cochiti in recent years has put together their own development corporations to manage tribal enterprises. Management is in the hands of appointed boards of directors that are accountable to the tribal council in the long run, but are genuinely independent of it in the day-to-day management of business operations.

Pueblo of Sandia

Sandia Pueblo's government is similar to that of a state government in terms of structure and authority. There is a Tribal Council that serves a function similar to a state's house or senate. The Council is responsible for passing laws and resolutions, overseeing business operations, deciding on capital improvement projects and economic development initiatives. A Governor, Lt.

Governor, Warchief, and Lt. Warchief are appointed for annual terms according to Sandia's cultural tradition. Each man can be appointed to consecutive terms. The Governor and Warchief will become Tribal Council members for life. The Warchief and Lt. Warchief are responsible for all religious activities held in the Pueblo. The Governor oversees day to day government operations, while the Lt. Governor is the Tribal Court Judge.

Taos Pueblo

A tribal governor and war chief, along with staffs for each, are appointed yearly by the Tribal Council, a group of some 50 male tribal elders. The tribal governor and his staff are concerned with civil and business issues within the village and relations with the non-Indian world. The war chief and staff deal with the protection of the mountains and Indian lands outside the Pueblo walls.

Pueblo of Isleta

The Pueblo of Isleta has a dual system of government, one religious and one secular. The secular government is elected by all eligible adult voters and is responsible for handling the business of the modern world. The governor functions as a foreign minister, representing the Pueblo in its dealings with both the Federal and the State governments and with the business world. This arrangement allows the religious leaders to preserve the traditional values of the Pueblo. In 1970, the Pueblo amended its Constitution thereby setting up its government quite differently than other Tribes. While most Tribal governments stress a strong legislative branch, with the Tribal Council as the dominant element, the Pueblo of Isleta gives the greatest power to the executive branch, which is, in turn, responsible for the legislative branch.

Isleta's Constitution provides for an executive branch of five officers; (1) governor; (2) first lieutenant governor; (3) second lieutenant governor; (4) sheriff; and (5) under-sheriff. In addition to the aforementioned duties, the governor supervises pueblo employees but does not attend the Council meetings.

Pueblo of Jemez

The Pueblo of Jemez is a sovereign nation with an independent government and tribal court system. The secular Tribal Government includes the Tribal Council, the Jemez Governor, two Lieutenant Governors, two Fiscales, and a Sheriff. The 2nd Lieutenant Governor also serves as the Governor of the Pueblo of Pecos. The Pecos people integrated into Jemez society in 1838, and still are honorably recognized through the annual appointment of the Pecos Governor, who also serves as one of the Lieutenant Governors.

Traditional matters are still handled through a separate governing body that is rooted in prehistory. This traditional government includes the spiritual and society leaders, a War Captain, and a Lieutenant War Captain. All positions are appointed to one-year terms by the cacique, the highest religious leader. The Tribal Council is composed of all the former governors who serve life terms. There is also a tribal administrator and other professional staff who provide continuity from one administration to the next.

Acoma Pueblo

The Acoma Tribal Council developed a Business Board in 1997 with the Board reporting to the Council. The purpose of the Board is to place all of the Tribe's economic development under the direction of the Business Board instead of the Tribal Council. This allows the Tribal Council to

concentrate on other policy and administrative matters while still maintaining oversight of business development on the reservation.

Three years ago, the Tribal Council conducted a formal assessment of all the business activities of the tribe. The committee with this charge realized the need to create a group of business professionals who understood the concepts of managing economic development. Currently, the Business Board has eight business operations under its direction. The President of the Board is employed full time by the Council. The other Board members serve on a voluntary basis.

Pueblo of Laguna

The Pueblo of Laguna maintains its traditional government system through its Tribal Council. The Council serves as the governing body of the tribe, much like a state government. Laguna tribal members elect a 21-member council, which includes the following offices: Governor, First Lieutenant Governor, Second Lieutenant Governor, Head Fiscale, First Fiscale, Second Fiscale, Treasurer, Secretary, and Interpreter. Each of the six villages comprising the Pueblo of Laguna elects two tribal members, making up the remainder of the Tribal Council. The governor and councilmen each serve two-year terms. In addition to the Tribal Council, each village elects at least two Mayordomos, which serve as caretakers of village ditches, fences, roads, and land assignments. They also serve as advisors to families and are called upon to settle disputes in the village.

Please contact me if there are any questions.