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Corporate Values of Tribally Owned Companies

Halle Hull
hullha@cwu.edu

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CORPORATE VALUES OF TRIBALLY OWNED COMPANIES IN
WASHINGTON STATE

A Thesis

Presented to

The Graduate Faculty

Central Washington University

Master of Professional Accountancy

by

Halle Renee Hull

June 2022

CENTRAL WASHINGTON UNIVERSITY

Graduate Studies

We hereby approve the thesis of

Halle Renee Hull

Candidate for the degree of Master of Professional Accountancy

APPROVED FOR THE GRADUATE FACULTY

Dr. Han Donker, Committee Chair

Dr. Fabio Ambrosio

Dr. Toni Sipic

Dean of Graduate Studies

ABSTRACT

CORPORATE VALUES OF TRIBALLY OWNED COMPANIES IN WASHINGTON STATE

by

Halle Renee Hull

June 2022

In this study I examine the corporate values of tribally owned companies in Washington State and compare them with non-native businesses in the same or similar industries. The research objective is to examine the ways in which Washington native businesses integrate native cultural values into their mission and corporate structure. I have developed keywords that follow the themes of spiritual/societal, community, and environmental, and I found that tribally owned companies include these keywords more frequently than non-tribally owned companies. This integration of cultural values, stated corporate mission, and corporate structure, is an area of potential superior performance compared to alternative models, reflecting the degree to which Washington native businesses are in harmony with, and reflect in their organizational structures and native community values. I examined how these corporations help native people and preserve their cultural values and beliefs. I also found that gender diversity is greater in tribally owned companies than in those that are not tribally owned. I concluded that the cultural values of Native American tribes in Washington state

lead to greater gender diversity within companies owned by Washington state tribes than by non-tribally owned companies.

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CHAPTER I

INTRODUCTION

The topic I have chosen for my thesis seeks to understand the values of Tribally owned companies in the state of Washington. One thing I would like to make note of right away is that I include not-for-profits in this study, so when I use the word “companies” that includes not-for-profits. Having grown up in the state of Washington in the Yakima Valley (where the Yakama tribe is located that is included in this study), I have found that tribes are a subculture in our society that proudly shares their values and work to preserve their culture and land. I was interested in discovering how those values translated to the companies of the companies owned by these tribes and how they compare to companies that are not tribally owned. This translation is best reflected in the mission statements of companies, in which the values and mission behind the company are displayed. It is the company’s way of communicating to their customers why their company was created and the purpose the company is working towards.

Throughout my research, I have found that my hypothesis towards tribally owned mission statements focusing more on words reflecting themes of spirituality/societally, community, and environment was correct. I have also found that my hypothesis that tribally owned companies in Washington state experience greater gender diversity in their board of directors than non-tribally owned companies within the state was correct, however, did not show a significant

enough difference to conclude that tribally owned companies show significantly greater gender diversity than non-tribally owned companies.

I have come to these conclusions through completing keyword searches reflecting the themes of spirituality/societally, community, and environment and performing sentiment analyses on the mission statements of tribally owned companies and a control sample of non-tribally owned companies in Washington state. I have also compared the gender diversity in the tribally owned companies and the control sample by researching the board of directors of the companies and researching the gender of each of the members on the board. In this thesis, I will explain the procedures I followed when completing my research, display the results I have found, and explain the conclusions I have come to that reflects the work I have completed.

CHAPTER II

LITERATURE AND HYPOTHESES

The research I have completed this spring compared tribally owned companies to non-tribally owned companies in Washington state. I have hypothesized that tribally owned companies' mission statements focus heavier on the themes of spirituality/societally, community, and environment. I also hypothesized that tribally owned companies' boards of directors reflect greater gender diversity than non-tribally owned companies as a reflection of their cultural values in comparison to the cultural values of the United States of America.

The literature I studied for my thesis served the primary purpose of contributing to my mission statement analysis. The first piece of literature I studied was "Values and acculturation: A Native Canadian Exploration" written by Twiladawn Stonefish and Catherine T. Kwantes.¹ Because my research studies the values of tribally owned companies in Washington State, it was important to learn the values of tribes within the same area from research that has already been performed. Stonefish and Kwantes studied Canadian native tribes, which I found could be comparable and, in some cases, applicable to tribes in Washington state due to their closeness in proximity. My process in studying this piece of literature

¹ Stonefish, Twiladawn, and Catherine T. Kwantes. "Values and acculturation: A Native Canadian exploration." *International Journal of Intercultural Relations* 61 (2017): 63:76.

was to take notes of values I thought would apply to Washington state tribes as well, and which of the three categories they would fit into.

Stonefish and Kwantes (2017) found that where popular culture tends to value individuality, tribes value providing for the community instead. Tribal communities have a mindset that everyone is equal in their contributions and should be valued equally in importance. This was labeled in their study as conformity-interpersonal and benevolence-dependability. Another difference Stonefish and Kwantes emphasized is that tribes believe in preserving the environment to take care of future generations, and that every living thing on earth has value. This is labeled as Universalism-nature. This was a large contribution to the keywords chosen for the environmental category in my mission statement analysis, where I adapted the animal keywords to specifically represent wildlife in the state of Washington. This also confirmed the use of the keyword generation, yet that seemed to be a better fit for the societal category.

Tradition is another category Stonefish and Kwantes recognized in the members of tribal communities. Tribal communities are much more concerned with preserving their traditions than popular culture and putting in work to keep those traditions alive and continual in modern-day culture. This connects to the category of spiritual/societal which also seeks to find signs of tradition in the mission statements of tribally owned companies in Washington.

Another piece of literature I studied in preparation for this thesis was “Resource Development and Inequality in Indigenous Societies” written by

Ciaran O’Faircheallaigh.² Although not directly tied into my analysis, I found the literature to be important to draw context in understanding tribal communities and the effects of being a subculture of popular culture has affected their people. As mentioned by Stonefish and Kwantes, the environment is highly valued by tribal communities, and O’Faircheallaigh draws attention to the mistreatment native communities have faced with resource development by countries that are greater developed. Because of the harm that these communities face in resource development of their land, native communities must work harder to preserve their land and do the most with the little land they are now entitled to.

It is important to acknowledge that this article was copyrighted in 1998, and much progress has been made in the last twenty-four years to tackle environmental issues by popular culture in America. I believe that this has affected the results of my research, in the sense that if this research had been conducted twenty years ago the results would be much more staggering. Tribal communities have valued caring for the environment longer than popular culture, and although tribally owned companies have a greater percentage of keywords in the environmental category than the control sample (as you will see in the next section of this thesis), global warming and pollution awareness in the past couple of decades has made an impact on popular culture in America to take better care of the environment. I believe that current mission statements of non-tribally

² O’Faircheallaigh, Ciaran. “Resource Development and inequality in indigenous societies.” *World Development* 26, no. 3 (1998): 381-394.

owned companies mention environmental issues much more than they did two decades ago. I also believe that the mission's statements (concerning the environment) would not be much different from the previous decades.

Another important piece of literature I looked at for this research project was "Corporate Mission Statements: The Bottom Line" written by John A. Pearce II and Fred David³ It was important to determine what a mission statement is and the purpose mission statements serve. Pearce and David define a mission statement as, "...an enduring statement of purpose that reveals an organization's product or service, markets, customers, and philosophy...It specifies the fundamental reason why an organization exists" (Pearce and David). In terms of this specific research project, I wanted to look at the values of tribally owned companies in Washington state and I used mission statements as a tool to communicate what a company values. This definition makes me feel confident in this decision because it provides an insight into the purpose and philosophy of a company. The philosophy of a company and why this is relevant to corporate values are described in the next paragraph.

Pearce and David also determined that mission statements are made up of eight components, yet because this research is only looking for the values of tribally owned companies, I will only look at the sixth component: philosophy.

Pearce and David describe a company's philosophy as, "...the firm's basic

³ Pearce, John A., and Fred David. "Corporate mission statements: The bottom line." *Academy of Management Perspectives* 1, no. 2 (1987): 109-115.

beliefs, values, aspiration, and philosophical priorities?” (Pearce and David). The word values are included in this definition and are argued by Pearce and David to be necessary for a mission statement. This definition is great for this research since we are researching if tribally owned companies have beliefs and values that align with research performed on tribal values.

I also read literature that dives into the FOG Index analysis I used to evaluate the mission statements of tribally owned companies in Washington state and the control sample. The article “Measuring Readability in Financial Disclosures” written by Loughran and McDonald⁴ provides the equation used in a FOG Index, “Fog index = 0.4(average number of words per sentence + percent of complex words)” (Loughran and McDonald). Although their analysis is on the readability of the financial disclosures of companies, I found their findings interesting, nonetheless. They found that financial statements are filled with business jargon that the everyday person may not understand, so naturally, they have much lower readability. Although my research is on the mission statements of companies and not financial information, I found that it may be important to take into consideration that mission statements may also contain business jargon that may decrease the readability of a company’s mission statements.

I also looked at another article covering FOG Index scores in business, titled “Annual report readability, current earnings, and earnings persistence” by

⁴ Loughran, Tim, and Bill McDonald. “Measuring readability in financial disclosures.” *Journal of Finance* 69, no. 4 (2014): 1643-1671.

Feng Li.⁵ Li found similar results to Loughran and McDonald, that the readability of annual reports is extremely high with their frequent usage of business jargon that requires an advanced level of education to read and interpret. He describes that FOG Indexes between 14 and 18 have a high difficulty to read, which is where (as we will see later in the results) our mission statement analysis falls between. Although Li found that annual reports have scores in the 19 range, which is much less readable than my results show, businesses may use complex language not only when communicating financial information but may affect the readability of all forms of business communications. Businesses want their missions to reach more people, yet that may be affected by the complex language used by businesses.

In recent years, Western countries have been working to increase the diversity in the board of directors of publicly owned companies to represent minority groups. The United States, among other western countries, are increasingly setting new diversity requirements in the board of directors of companies in their respective countries. By setting standards the companies must meet, companies are pressured to increase their board's diversity.

In the article “New Law Requires Diversity on Boards of California-Based Companies” written by David A. Bell, Dawn Belt, and Jennifer J. Hitchcock,⁶

⁵ Li, Feng. “Annual report readability, current earnings, and earnings persistence.” *Journal of Accounting and Economics* 45, no. 2-3 (2008): 221-247.

⁶ Bell, David A., Dawn Belt, and Jennifer J. Hitchcock. “New Law Requires Diversity on Boards of California-Based Companies.” *Harvard Law School Forum on Corporate Governance* (2020).

they define what is considered an underrepresented community and the requirements that are now in place in California. What I found interesting about this definition is that “female” is not considered an underrepresented group, which is interesting when you look at the results of the analysis, I performed on gender diversity for companies in Washington state. The only underrepresented groups relate to race, sexual orientation, or people who are transgender. Although these groups are certainly underrepresented on board of directors in America, females are represented much less than men as well.

Bell, Belt, and Hitchcock also mention the mandate that has been put into place, which requires at least one member of an underrepresented group for a board made up of four or fewer people, two underrepresented members for boards with five to eight people, and three underrepresented members for boards with nine or more people. If companies do not meet this requirement, they will be faced with a \$100,000 fine on their first infraction alone, with it raised to \$300,000 for following infractions thereafter.

CHAPTER III

METHODOLOGY

The tribally owned companies in this research were hand-selected since no database provides information on companies owned by native tribes. I began with the tribe's website, went to their business and enterprise pages, and created a list of the companies and which tribes they were owned by. Once I had my list, I began finding the company websites and collecting information on their mission statements and board of directors. For the control sample, I used Capital IQ to select companies in Washington state that matched the industry and size of their tribally owned counterparts, and again manually collected the mission statements and board of directors from the company websites.

The process I used in the primary mission statement analysis began with determining the keywords to be chosen to represent the values of tribally owned companies. These keywords were chosen from literature such as "Resource Development and Inequality in Indigenous Societies" written by Ciaran O'Faircheallaigh¹ and "Values and acculturation: A Native Canadian Exploration" written by Twiladawn Stonefish and Catherine T. Kwantes.² I compared the keywords that stood out in this piece of literature to a study started

¹ O'Faircheallaigh, Ciaran. "Resource Development and inequality in indigenous societies." *World Development* 26, no. 3 (1998): 381-394.

² Stonefish, Twiladawn, and Catherine T. Kwantes. "Values and acculturation: A Native Canadian exploration. *International Journal of Intercultural Relations* 61 (2017): 63:76.

(not yet complete) by Professor Han Donker (my advisor on this thesis) on Alaskan tribally owned corporate values. I found keywords used for that study and compared them to the literature to see if the words matched those values and adjusted the keywords to fit Washington state specifically. For example, for the environmental category, I chose animals like elk and trout instead of caribou and whale.

The control sample companies were chosen using the Capital IQ database and were selected by their SEC SIC code that matched the industries of the tribally owned companies along with the number of employees. This is to ensure the companies in the control sample were of the same size and industry as the tribally owned companies. Every control sample company is located in Washington state since the hypothesis inquiries about tribally owned companies within the state of Washington.

The control sample was chosen to match (as closely as possible) in size and industry to their tribally owned counterparts (sixty-three tribally owned companies and sixty-three non-tribally owned companies). In Table 1 – SIC Code Industries, the industries in this study and their SIC code classifications are listed.

Table 1 – SIC Code Industries

SIC Code Industries	
1520	GENERAL BLDG CONTRACTORS - RESIDENTIAL BLDGS
1522	GENERAL CONTRACTORS-RESIDENTIAL BUILDINGS, OTHER THAN SINGLE-FAMILY
1540	GENERAL BLDG CONTRACTORS - NONRESIDENTIAL BLDGS
1542	GENERAL CONTRACTORS-NONRESIDENTIAL BUILDINGS, OTHER THAN INDUSTRIAL BUILDINGS AND WAREHOUSES
2086	BOTTLED AND CANNED SOFT DRINKS AND CARBONATED WATERS
2095	ROASTED COFFEE
2099	FOOD PREPARATIONS, NOT ELSEWHERE CLASSIFIED
2100	TOBACCO PRODUCTS
2389	APPAREL AND ACCESSORIES, NOT ELSEWHERE CLASSIFIED
3444	SHEET METAL WORK
4899	COMMUNICATIONS SERVICES, NEC
4911	ELECTRIC SERVICES
5000	WHOLESALE TRADE-DURABLE GOODS
5110	WHOLESALE-PAPER & PAPER PRODUCTS
5146	FISH & SEAFOODS
5211	RETAIL-LUMBER & OTHER BUILDING MATERIALS DEALERS
5400	RETAIL-FOOD STORES
5411	GROCERY STORES
5412	RETAIL-CONVENIENCE STORES
5421	MEAT AND FISH (SEAFOOD) MARKETS, INCLUDING FREEZER PROVISIONERS
5600	RETAIL-APPAREL & ACCESSORY STORES
5810	RETAIL-EATING & DRINKING PLACES
5812	EATING PLACES
5912	RETAIL-DRUG STORES AND PROPRIETARY STORES
6141	PERSONAL CREDIT INSTITUTIONS
6153	SHORT-TERM BUSINESS CREDIT INSTITUTIONS
6162	MORTGAGE BANKERS AND LOAN CORRESPONDENTS
6199	FINANCE SERVICES
6519	LESSORS OF REAL PROPERTY, NEC
6531	REAL ESTATE AGENTS & MANAGERS (FOR OTHERS)
7011	HOTELS & MOTELS
7213	LINEN SUPPLY
7380	SERVICES-MISCELLANEOUS BUSINESS SERVICES
7389	SERVICES-BUSINESS SERVICES NEC
7900	SERVICES-AMUSEMENT & RECREATION SERVICES
7990	SERVICES-MISCELLANEOUS AMUSEMENT & RECREATION
7997	SERVICES-MEMBERSHIP SPORTS & RECREATION CLUBS
7999	AMUSEMENT AND RECREATION SERVICES, NOT ELSEWHERE CLASSIFIED
8011	SERVICES-OFFICES & CLINICS OF DOCTORS OF MEDICINE
8071	SERVICES-MEDICAL LABORATORIES
8090	SERVICES-MISC HEALTH & ALLIED SERVICES, NEC
8099	HEALTH AND ALLIED SERVICES, NOT ELSEWHERE CLASSIFIED
8231	LIBRARIES
8412	SERVICES - MUSEUMS AND ART GALLERIES
8734	SERVICES-TESTING LABORATORIES
8741	SERVICES-MANAGEMENT SERVICES
8748	BUSINESS CONSULTING, NEC

In the list of industries, some may seem repetitive and similar. This is because some industries had a limited selection where none of the companies had a mission statement, and in turn, I had to turn to the closest industry I could find to represent the control. Although some are not exact matches, I felt that they

were similar enough in industry to be a fair comparison, along with taking the size of the company into account as well.

I have also created tables that display the number of industries for tribally owned companies and the control sample to draw comparisons. Because some industries were not able to be exact SIC matches, I had to find the closest industry I could to match the control sample company to their tribally owned counterpart. This is shown in Figure 1 – SIC Codes-Tribally Owned and Figure 2 – SIC Codes-Control Sample:

Figure 1- SIC Codes-Tribally Owned

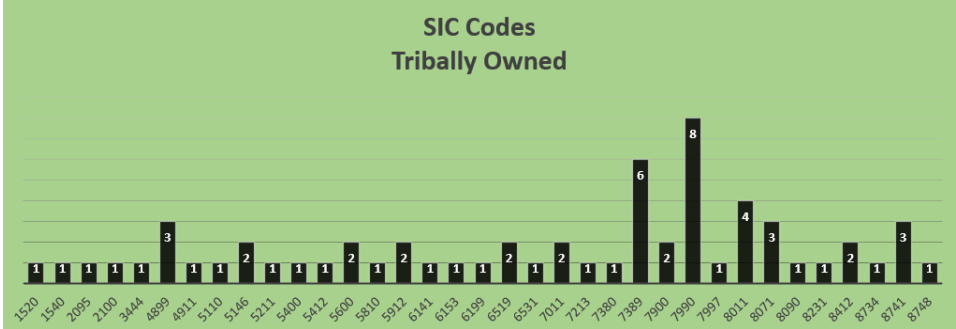
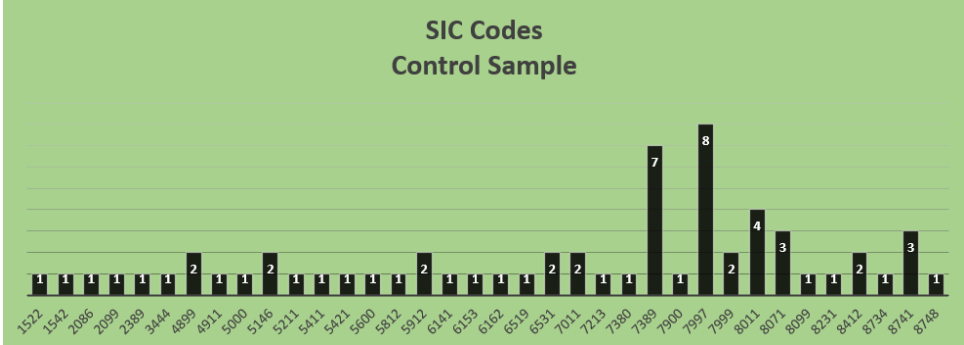


Figure 2 – SIC Codes-Control Sample



As the figures show, they almost parallel each other exactly and appear to be extremely similar. Again, I did my best to match the industries as exact as I could to ensure that the comparison was fair. The similarity between these tables is not coincidental; it is designed to look that way and shows that my comparison was thorough.

I used a logit regression model in this study, in which the dependent variable T_i is equal to one if company i is tribally owned and zero otherwise.

$$T_i = \alpha_0 + \beta_1 SPiRIT_i + \beta_2 COM_i + \beta_3 ENV_i + \epsilon_i \quad (1)$$

Where:

T	T equals one, if the company is tribally owned and is zero otherwise
SPIRIT	Proportion of words in the mission statement related to spiritual keywords
COM	Proportion of words in the mission statement related to community keywords
ENV	Proportion of words in the mission statement related to environmental keywords

The classification of the keywords is discussed in Table 2 - Keywords Used in Mission Statement Analysis.

I used the sentiment analysis VADER (Valence Aware Dictionary and Sentiment Reasoner) to examine the sentiment expressed in mission statements. VADER is a lexicon and rule-based sentiment analysis tool that expresses sentiments (positive and negative words). If the words are positive (negative), then the sentiment shows a positive (negative) score. I used the following OLS regression model for this analysis:

$$SENT_i = \alpha_0 + \beta_1 T_i + \beta_2 SPIRIT_i + \beta_3 COM_i + \beta_4 ENV_i + \epsilon_i \quad (2)$$

Where:

SENT SENT is the sentiment score using VADER. If the words are positive (negative), then the sentiment shows a positive (negative) score.

T T is a dummy variable, which equals one, if the company is tribally owned and is zero otherwise

SPIRIT Proportion of words in the mission statement related to spiritual keywords

COM Proportion of words in the mission statement related to community keywords

ENV Proportion of words in the mission statement related to environmental keywords

To explain the readability of the mission statements, I used the following OLS regression model:

$$FOG_i = \alpha_0 + \beta_1 T_i + \beta_2 SPIRIT_i + \beta_3 COM_i + \beta_4 ENV_i + \epsilon_i \quad (3)$$

Where:

FOG FOG is the Gunning Fog Index, which is a weighted average of the number of words per sentence, and the number of long words per word.

T T is a dummy variable, which equals one, if the company is tribally owned and is zero otherwise

SPIRIT Proportion of words in the mission statement related to spiritual keywords

COM Proportion of words in the mission statement related to community keywords

ENV Proportion of words in the mission statement related to environmental keywords

CHAPTER IV

MISSION STATEMENT ANALYSIS

Before I disclose the results of this data testing, I would like to begin with what I included as part of the mission statements for the companies in this research (both tribally owned and the control sample). Along with the mission statements themselves, I also included company values, company about us pages, and company history pages I found on the company websites. I included this additional information because a mission statement reflects a company's values and purpose, which I felt supplementary information on the website provided additional information on the company's mission. The most unusual of these additions is the company's history, yet I felt it was necessary to include this given information (if provided) because the origins of a company often revolve around the company's mission and is what inspired the formation of the business.

I have found that many of the tribally owned companies in Washington state are not large corporations and are primarily community-serving establishments. Because of this, not all tribally owned companies had mission statements or values listed on their websites that would contribute to this analysis. Therefore, the companies' mission statements included in this research are the companies that had a mission, value(s), or company history to pull data from.

The three categories used to evaluate the mission statements of tribally owned companies and the control sample are spirituality/societally, community, and environmental. These categories reflect values that I hypothesized would be

more common in tribally owned companies than in non-tribally owned companies. The keywords chosen not only reflect words that can be associated with each category but in the environmental analysis, words are chosen to reflect the wildlife that may be unique to Washington state.

The first category is spiritual/societal, which reflects the values that tribes in Washington state hold in terms of their spirituality and their societal values. This category consists of keywords that reflect culture, people, and character traits that are highly valued by tribal communities (for example, honesty or ethics).

The second category is community, which includes keywords that were chosen to reflect the familial and unity that is highly reflected in tribal communities. The final category is environmental, which is the most Washington-specified category of the three. This category includes keywords that pertain to preserving, sustaining, or protecting land and any living thing on it.

Below, Table 2 – Keywords Used in Mission Statement Analysis displays the chosen keywords and the categories they best fit into:

Table 2 – Keywords Used in Mission Statement Analysis

Keywords Used In Mission Statement Analysis		
SPIRITUAL/SOCIETAL	COMMUNITY	ENVIRONMENT
Spirit(ual)(uality)	sharing	land(s)
elder(s)	respect(s)	environment
life	social	sustainable(ed)
lifestyle(s)	community	hunt(er)(ing)
living	communities	preserve
tradition(s)(al)(ally)(alism)	unite(s)(ed) exclude (United States)	preservation
culture(s)	partner(s)	preserving
cultural(ly)	partnership(s)	subsistence
history	support(s)(ed)(ing)	animal(s)
identity	family	fish
people	provide(s)(ed)(er)	fishing
our people		salmon
generation(s)		Elk
heritage		Eagle(s)
pride		Deer
honest(y)		Trout
education(al)		Coyote(s)
proud		forest(s)
honor(s)(ing)		resource(s)
ethics		protect

The keywords above were put into three themes studied in the mission statements of tribally owned companies; spiritual/societal, community, and environmental.

Once the keywords were selected, they were divided into three categories: spiritual/societal, community, and environment. These categories were deemed to be the three most prevalent themes in the values of tribal communities in and around Washington state. Once the categories were formed, I put the mission statements into a word document one at a time and searched for each word throughout the statement, and counted the times that word was included in the statement. I repeated this process for each of the keywords.

Once all of the keywords were accounted for each company, I added the number of keywords within the mission statement and divided it by the total number of words in the statement for each category (for example, Jamestown Networks had a sum of 11 of keywords show up in the mission statement in the spirit category, and I divided 11 by the 118 words in the mission statement to get a percentage of 9.32%). I also want to mention that this includes keywords mentioned multiple times within the statement. For example, Jamestown Networks had the word cultural twice within its mission statement, and both occurrences were accounted for. These percentages are displayed in Table 3 – Average Percentage of Keywords to Total Words:

Table 3 – Average Percentage of Keywords to Total Words

Average Percentage of Keywords to Total Words			
Tribe	Spirituality	Community	Environmental
<i>Jamestown S' Klallam</i>	3.26%	1.89%	1.58%
<i>Quinault</i>	3.35%	2.29%	2.71%
<i>Skokomish</i>	4.75%	5.78%	1.81%
<i>Squaxin Island</i>	2.62%	1.58%	0.21%
<i>Chehalis</i>	3.17%	3.81%	1.30%
<i>Lummi</i>	0.60%	1.42%	0.40%
<i>Suquamish</i>	6.27%	1.29%	1.08%
<i>Puyallup</i>	2.11%	3.17%	0.72%
<i>Nisqually</i>	0.88%	1.27%	1.51%
<i>Port Gamble S'Klallam</i>	1.39%	0.00%	0.82%
<i>Swinomish</i>	1.33%	3.07%	0.00%
<i>Tulalip</i>	2.63%	3.69%	0.28%
<i>Muckleshoot</i>	1.99%	1.55%	2.65%
<i>Snoqualmie</i>	8.27%	0.75%	0.75%
<i>Yakama</i>	1.05%	1.03%	1.54%
<i>Colville</i>	1.83%	0.89%	1.35%
<i>Spokane</i>	2.39%	3.01%	0.80%
<i>Kalispel</i>	2.05%	2.93%	0.39%

The table displays the tribes that owned companies that included mission statements (some tribes were so small they either a) did not own any companies or b) the companies they did own did not have mission statements). The percentages reflect the keywords from that category that were included in the company's mission statement divided by the total number of words in the mission statement and then averaged for their respective tribes. These were then compared to the control sample in a regression analysis to test my hypothesis, which is displayed in Table 4 – Native Firms and Corporate Values:

Table 4 – Native Firms and Corporate Values

Native Firms and Corporate Values			
Variables	Hypothesis	Coefficient	Significance
Intercept	-	-0.893 (0.385)	**
Spiritual/Societal Values	+	0.325 (0.140)	***
Community Values	+	0.036 (0.118)	
Environment Values	+	0.412 (0.228)	**
McFadden R ²		0.087	
LR Statistic		15.17	***
Number of Observations		126	

Notes: *, **, *** indicate significance at the 10,5,1 percent level, respectively; standard errors are in parentheses

The table above displays how the spiritual/societal, community, and environmental values in the mission statements are able to determine if a company is tribally owned or not.

In this study, there were 126 companies selected; 63 were tribally owned, and the remaining 63 were the control sample that is non-tribally owned. The

table above displays that the coefficient values predicted (a positive or negative value) correlate with the results found in the coefficients. This tells us that, as predicted in my hypothesis, the tribally owned companies contained more of the keywords associated with tribal values than the control sample (variables spiritual/societal, community, and environment in the table). The positive coefficient communicates a positive relationship of tribally owned companies containing more keywords. This tells us that the missions of tribally owned companies are more focused on spirituality, community, and taking care of the environment than non-tribally owned companies in Washington state.

TRIBAL MAPS

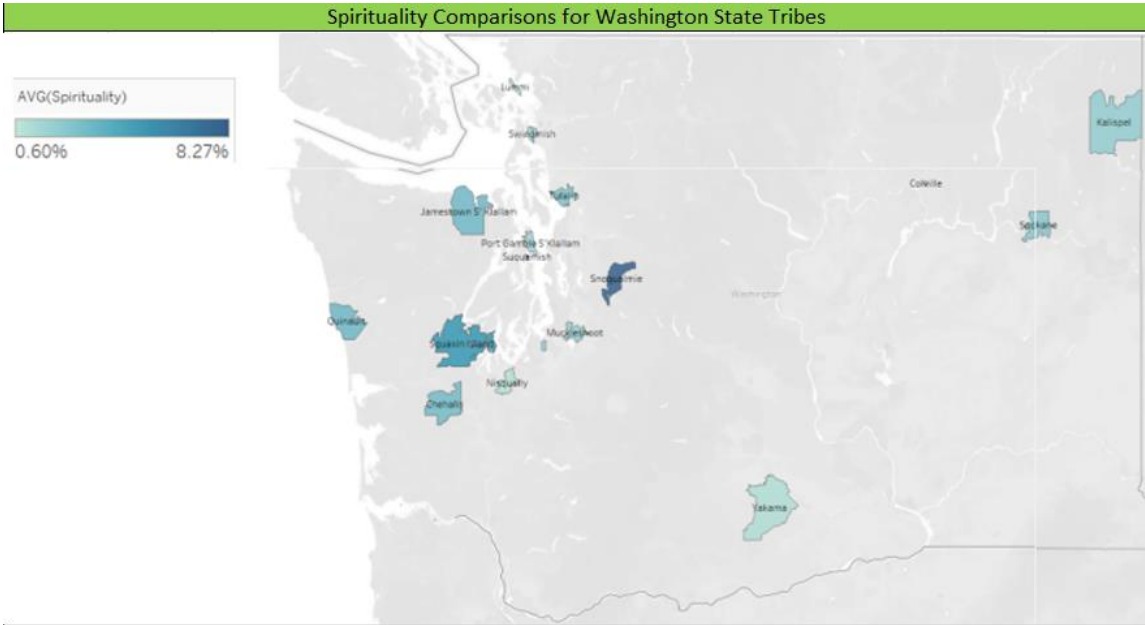
Along with a generalized analysis of the mission statements, it would also be beneficial to compare the percentage of mission statements that contain the selected keywords between each of the tribes. Below are maps that display the tribes in Washington that were included in this research. Other Washington tribes either did not have any tribally owned companies, or the few companies they did own did not have a website and/or mission statement. The three maps I have included were, again, divided into the three categories of spirituality/society, community, and environmental.

The tribes are shown in different shades of blue that reflect the percentage of keywords in the mission statements for that respective category. The darker the

color, the greater the percentage is for the companies within that tribe. The percentage reflects an average for the companies within that respective tribe.

Figure 3 – Spirituality Comparisons for Washington State Tribes above is the map that displays the tribes in Washington state, and the averages for each tribe for the percentage of spiritual/societal keywords to total words in the mission statements. Snoqualmie is the darkest shade, which shows that the companies owned by the Snoqualmie tribe have (on average) more keywords in their mission statements per word in the mission statement than the other tribes. The companies owned by the Yakama and Nisqually tribes appear to have the lowest since their shades are the lightest on the map.

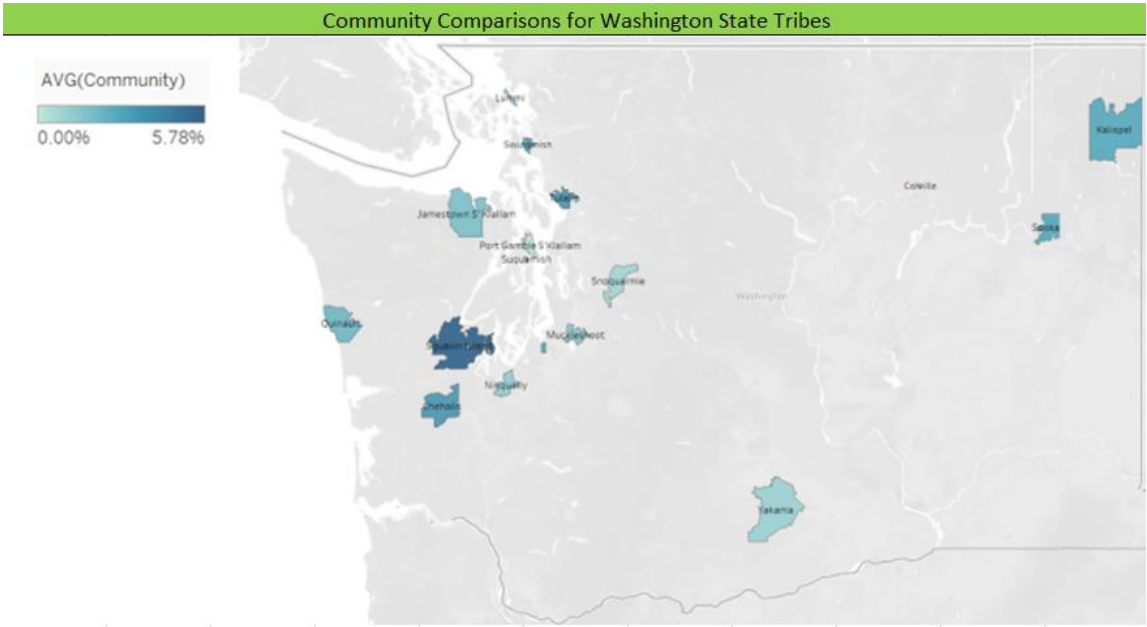
Figure 3 – Spirituality Comparisons for Washington State Tribes



The tribal communities are displayed on the map above. The darker the shade, the higher the percentage is for keywords found in the spirituality category.

The next map (Figure 4 – Community Comparisons for Washington State Tribes) is in the category of Community. One observation is that the highest percentage is only 5.78%, whereas spirituality/society has a percentage high of 8.27%. This could be due to tribally owned companies valuing spirituality/society more than community values, or it could be that there are fewer keywords for this category. For the community category, Squaxin Island is the darkest shade and displays the highest percentage of keywords within their mission statements, and Port Gamble S’Klallam and Suquamish are the lightest shades.

Figure 4 - Community Comparisons for Washington State Tribes

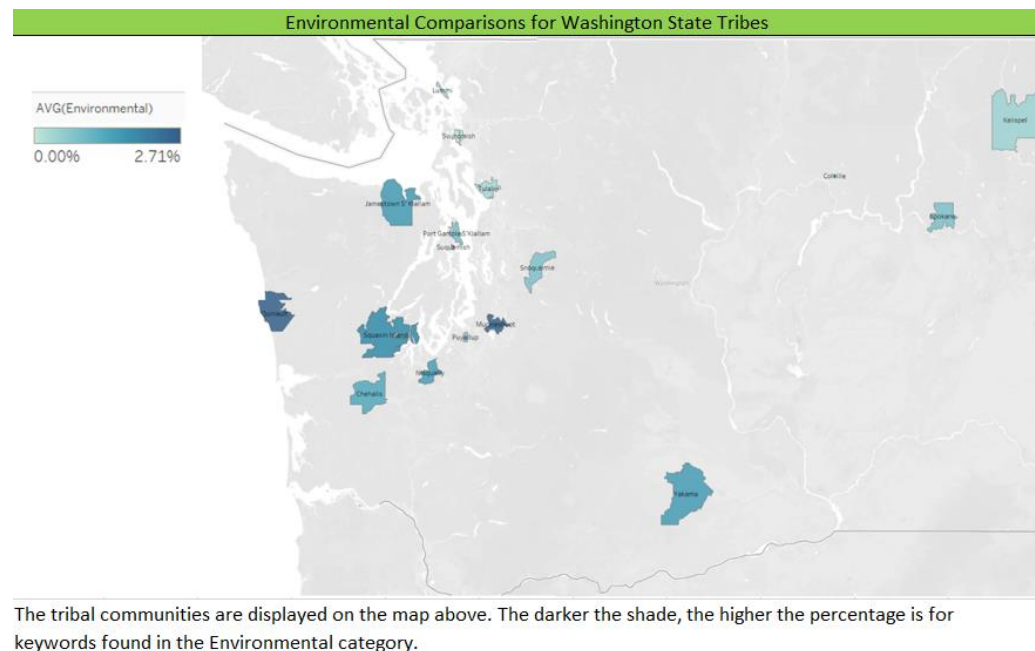


The tribal communities are displayed on the map above. The darker the shade, the higher the percentage is for keywords found in the community category.

Figure 5 – Environmental Comparisons for Washington State Tribes displays the environmental category, and it is interesting to note that the percentage high for this category is only 2.71%. Because this category has a high

number of keywords, the lower percentage would most likely be due to tribally owned companies favoring the other category values greater. However, keywords like land, environment, preservation, and resource were popular, whereas keywords like fish, animal, salmon, elk, deer, and forest were rare to find. Looking at the map, the Quinault and Muckleshoot tribes have the highest percentage of keywords, whereas Tulalip and Swinomish have the lightest shades.

Figure 5 - Environmental Comparisons for Washington State Tribes



WRDS SENTIMENT ANALYSIS

Along with a categorical keyword analysis of mission statements, I also performed several sentiment analyses as well. Below is the chart that reflects the

data found from the tribally owned companies from the VADER regression analysis performed.

The VADER analysis (done through Wharton Research Data Services) looks at the mission statements of the companies and analyzes if the words used in the text have a negative, neutral, or positive connotation. For example, “happy” would count as a word with a positive connotation, whereas “angry” would count as a word with a negative connotation. Below, Table 5 – Sentiment Analysis of Mission Statements represents the regression performed on the data collected from the VADER sentiment analysis:

Table 5 – Sentiment Analysis of Mission Statements

Sentiment Analysis of Mission Statements		
Variables	Coefficient	Significance
Intercept	0.769 (0.041)	***
Tribally Owned Firms	-0.178 (0.044)	***
Spiritual/Societal Values	0.022 (0.011)	**
Community Values	0.028 (0.012)	**
Environment Values	0.005 (0.020)	
Adj-R ²	0.133	
F-Statistic	5.812	***
Number of Observations	126	

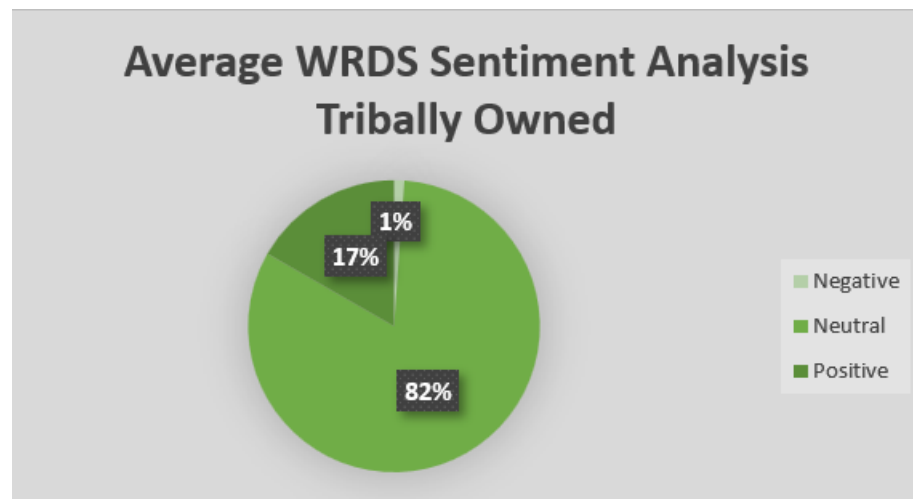
Notes: *, **, *** indicate significance at the 10,5,1 percent level, respectively; standard errors are in parentheses

The regression displays that tribally owned companies show a negative coefficient for their scores in the sentiment analysis. However, community and spiritual/societal values are not only positive, but significant as well.

The table shows us that the control sample has a more positive tone overall than tribally owned companies with the tribally owned companies having a negative coefficient (a negative relationship to tone). However, it is important to note that when looking at the categories individually, their coefficients are positive for each one. This tells us that individually, the tones of the mission statements have a more positive tone than they do when you consider all three categories together. And not only that but spirituality and community are significant, which gives their positive coefficients more leverage.

The WRDS analysis (Figure 6 – Average WRDS Sentiment Analysis-Tribally Owned) shows that the mission statements of tribally owned companies, on average, hold an almost completely neutral tone throughout the text, with only 17% of the text holding a positive tone and 1% holding a negative tone. I have demonstrated the makeup of mission statements on average for tribally owned companies in Washington state:

Figure 6 – Average WRDS Sentiment Analysis-Tribally Owned



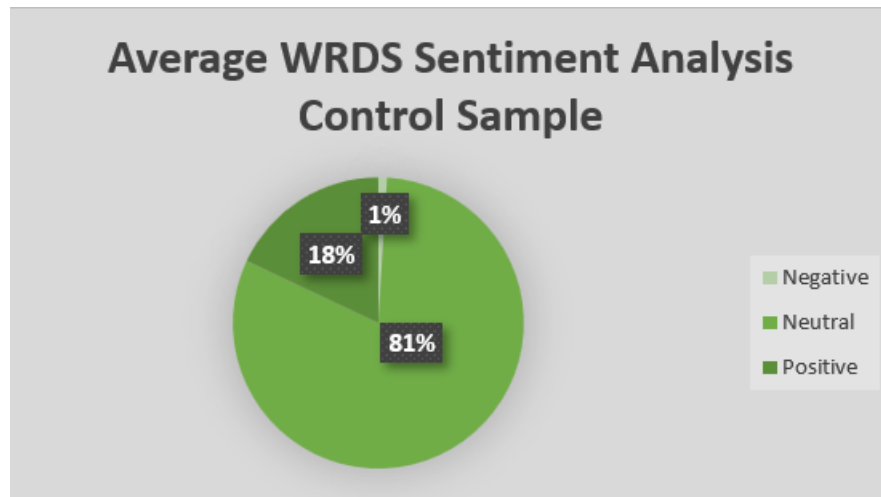
On average, the mission statements of tribally owned companies have an 82% neutral tone, 17% positive tone, and 1% negative tone.

Figure 6 – Average WRDS Sentiment Analysis-Tribally Owned tells us that the mission statements of tribally owned companies have, on average, an overall neutral tone at 82%, with a partially positive tone at 17%, and a barely existent negative tone at only 1%. This makes sense for mission statements because the purpose of a mission statement is to communicate to readers the company values and its purpose. Therefore, it makes sense that the overall tone has such a low percentage is negative.

It is also important to note that although a company would most likely aim to have positive values and a purpose to follow, only 17% of the tone (on average) of their mission statements have a positive tone. The reason for this may be the inclusion of company histories with the mission statements that may carry a more neutral tone since history sections are a recounting of events. Although the history sections on a company’s website should reflect the values and purpose of the company, they typically do not outright have their values and purpose laid out in a compact way like the mission statement itself does.

Figure 7 – Average WRDS Sentiment Analysis-Control Sample reflects the control sample for non-tribally owned companies in Washington state and the makeup (on average) of the mission statements of these companies:

Figure 7 – Average WRDS Sentiment Analysis-Control Sample



On average, the mission statements of non-tribally owned companies have an 81% neutral tone, 18% positive tone, and 1% negative tone.

If you compare this chart to the chart of the tribally owned companies, you may notice that they are almost identical. The only difference between the two is that the control sample has a 1% higher percentage for positive tone on average, which overall is not a significant difference. What this tells us is that the tone for mission statements is essentially the same whether a company is tribally owned or not. For the most part, the mission statements of companies in Washington state have an overall neutral tone, which again may be influenced by the inclusion of the supplementary information from the company's website I included with the mission statements. Although an informative supplementary analysis to the primary mission statement analysis, there is no major difference between tribally and non-tribally owned companies in the tone of the mission statements.

FOG INDEX

Another analysis I performed on the mission statements for the tribally owned companies and the control sample is the Gunning Fog Index. The Gunning Fog Index is a readability analysis that analyzes the education level needed to read and comprehend the text. The higher the index score, the higher level of educational background needed to understand the text. As you look at the Gunning Fog Index scores for the tribally owned companies and the control sample, it is important to keep in mind that having a high score can have beneficial and harmful ramifications linked to the readability of the text. If your score is higher (indicating a higher education level needed to read the text), that

may mean fewer people can comprehend the text and therefore the mission statement may not get across to as many readers. However, a higher score may show more credibility for your company and give readers greater confidence in the company’s capabilities. It is an important supplementary analysis to the primary mission statement analysis and provides a greater context for the findings of the keyword analysis previously covered in this thesis. Table 6 – Readability Analysis of Mission Statements represents the regression performed on the data collected for the Fog Index scores:

Table 6 – Readability Analysis of Mission Statements

Readability of mission statements		
Variables	Coefficient	Significance
Intercept	15.284 (0.702)	**
Tribally Owned Firms	1.059 (0.760)	
Spiritual/Societal Values	-0.246 (0.193)	**
Community Values	0.340 (0.210)	
Environment Values	0.986 (0.346)	***
Adj-R ²	0.076	
F-Statistic	3.528	***
Number of Observations	124	

Notes: *, **, *** indicate significance at the 10,5,1 percent level, respectively; standard errors are in parentheses

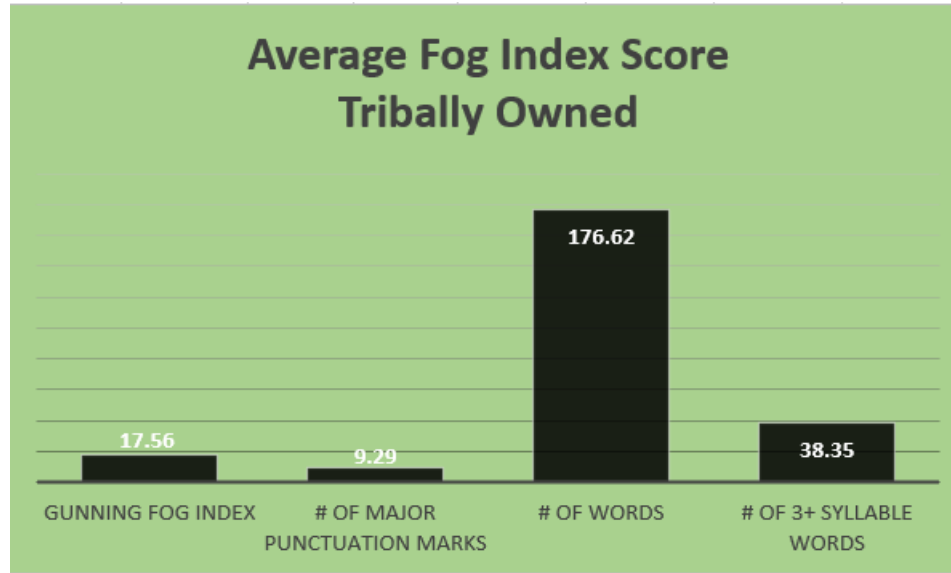
A higher Fog index score indicates the mission statement has less readability.

The regression performed shows us that for tribally owned companies, the categories for community and environmental show a positive coefficient, indicating higher Fog Index scores. The category spiritual/societal, however, has a negative coefficient that reflects lower Fog Index scores and, therefore, greater readability. Overall, tribally owned companies have a positive coefficient, meaning they have higher Fog Index scores and lower readability.

Moving on from the regression, I would like to share the data divided between the tribally owned companies and the control sample. I have created graphs that display the average Fog Index scores for each, along with other supplementary information that is important to consider.

Figure 8 – Average FOG Index Score-Tribally Owned depicts the tribally owned companies average Gunning Fog Index score, which was 17.56 with an average count of 38.35 of three or more syllable words. On average, 21.71% of the total words used in mission statements are three or more syllable words. Another factor to notice is that the tribally owned companies' average number of words used in their mission statements is only 176.62 words per mission statement. A higher average number of words per mission statement may tell us that the mission statement is more descriptive, and a lower average may indicate a mission statement is more direct. Another factor may again be the supplementary information that I included along with the mission statement. Tribally owned companies, on average, may have provided less supplementary information on their company websites than non-tribally owned companies.

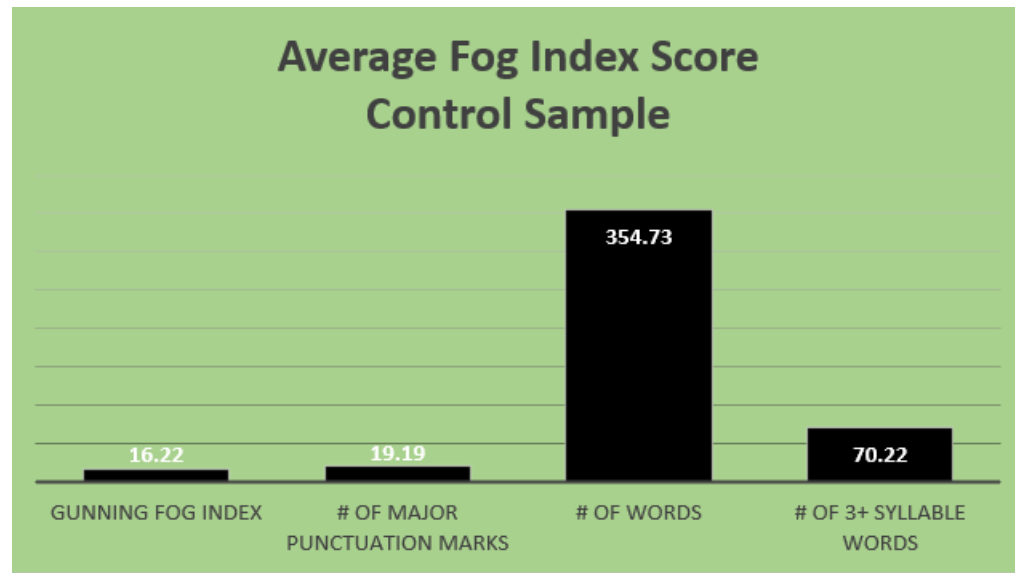
Figure 8 – Average FOG Index Score-Tribally Owned



Tribally owned companies show a Fog Index score of 17.56, in which a higher score decreases readability.

Figure 9 – Average FOG Index Score-Control Sample demonstrates the control sample, which shows an average Gunning Fog Index score of 16.22, which is a lower score than for the tribally owned companies by a difference in score by 1.34. This indicates that, on average, a higher level of reading comprehension will be required to interpret the text in the mission statement of tribally owned companies in Washington state than in the control sample. The mission statements of tribally owned companies, on average, have greater complexity in their mission statements than the control sample. This can be interpreted as positive or negative, depending on if you find more advanced writing inhibiting readers with lower reading comprehension from understanding your company’s mission. You may also view a higher score as greater credibility and the capability for the company.

Figure 9 – Average FOG Index Score-Control Sample



Non-tribally owned companies show a Fog Index score of 16.22, in which a higher score decreases readability.

There is also an average count of 70.22 of three or more syllable words in which 19.80% of the average number of words are 3 or more syllable words. The control sample, on average, has 19.80% of their words which were three or more syllable words. This is less than 21.71% for tribally owned companies, which contributes to their higher Fog Index score.

As I mentioned in the literature section, Li¹ said that a reading level of high difficulty is in the range of 14-18. The average scores of the mission statements of both tribally owned companies and the control sample fall in this range, and Li's research along with Loughran and McDonald² both found that

¹ Li, Feng. "Annual report readability, current earnings, and earnings persistence." *Journal of Accounting and Economics* 45, no. 2-3 (2008): 221-247.

² Loughran, Tim, and Bill McDonald. "Measuring readability in financial disclosures." *the Journal of Finance* 69, no. 4 (2014): 1643-1671.

financial data presented by companies have very low readability. Although mission statements are not financial data presented by companies, the business jargon used in the financial statements and annual reports of companies is likely to occur in a company's mission as well. However, correlation does not mean causation so I can only assume that business jargon featured in financial reports of companies would also make an appearance in the mission statements of companies at this point in my research. Looking into that relationship would be an entirely different study, however, I found this relationship interesting in concept, nonetheless.

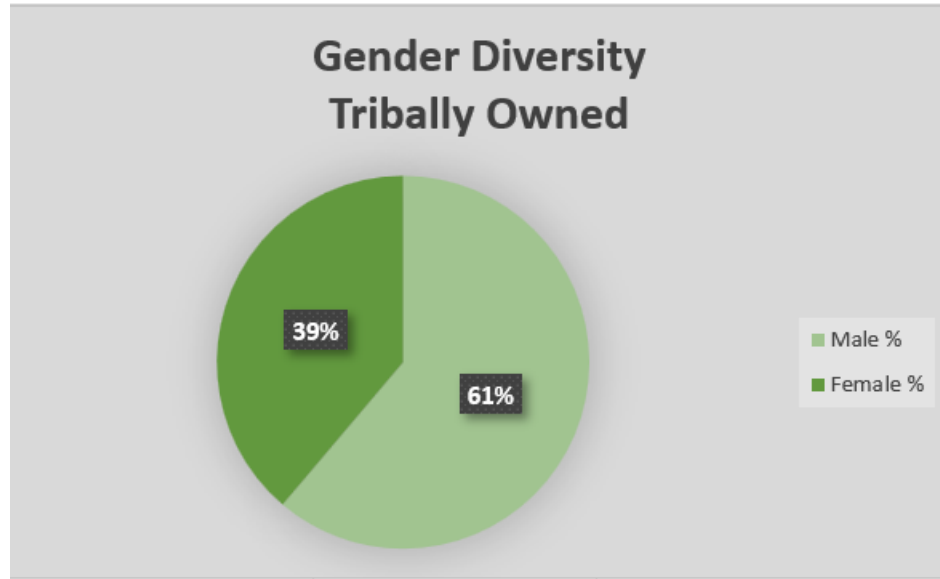
CHAPTER V

GENDER DIVERSITY

As stated earlier in my thesis, my hypothesis that tribally owned companies have greater diversity in their board of directors was found to be correct. However, I also mentioned that the difference does not show that tribally owned companies show significant superiority in gender diversity over non-tribally owned companies.

Figure 10 – Gender Diversity-Tribally Owned reflects the distinction between male and female representation, which shows how similar the tribally owned and controlled sample companies are in their makeup for their board of directors. I began my calculations by first dividing the male board members by the total board members for each company, then repeating the same for women to get two percentages that added up would account for 100% of the board members for that company. Then I averaged the male percentages and repeated the same for the women percentages which again, added up to 100%. These averages are the percentages displayed in Figure 10 – Gender Diversity-Tribally Owned.

Figure 10 – Gender Diversity-Tribally Owned

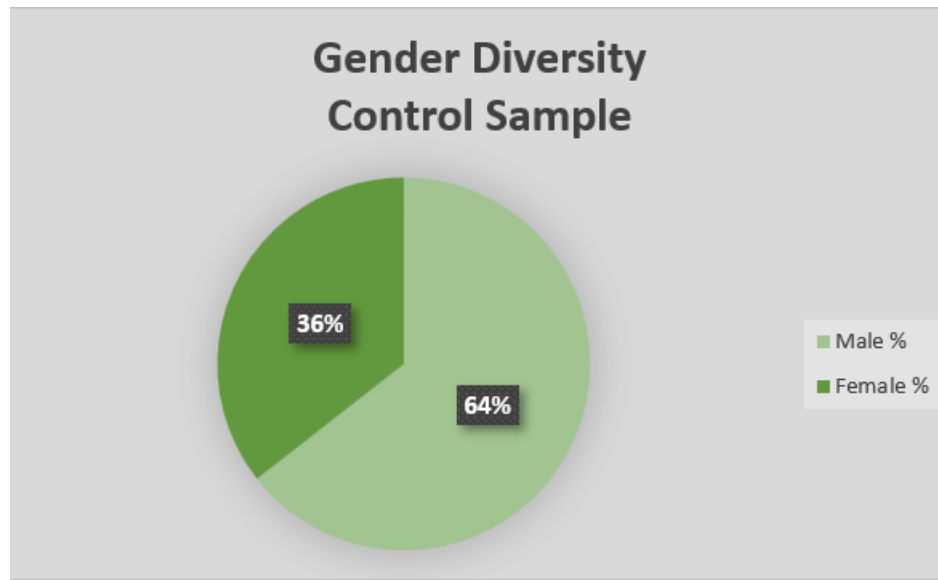


The board of directors of tribally owned companies show that, on average, 61% of members are male and 39% of members are women.

Tribally owned companies in Washington state show that, on average, their board of directors is made up of almost 40% women. Although not completely equal, I find this statistic to show great progress toward gender equality in business and show great promise for future growth.

Another key figure to consider is the size of tribally owned companies in Washington and how that impacts this analysis. Only 22.22% of the tribally owned companies in this research had a board of directors. This shows us that about 78.78% of the tribally owned companies in this research are not serving shareholders directly, but instead are primarily serving their families and community. A contributing factor may be the size of the companies in this study. Because the size of many of the tribally owned companies is extremely small, there is no need for a board to govern the activities of small businesses.

Figure 11 – Gender Diversity-Control Sample



The board of directors of non-tribally owned companies show that, on average, 64% of members are male and 36% of members are women.

The control sample (displayed in Figure 11 – Gender Diversity-Control Sample) showed an average makeup for their board of directors to include 36% women and 64% as men. The control sample, however, had 34.92% of the companies used in the control sample had a board of directors, which is much larger than the tribally owned companies. The reason for this may be that tribal communities take up a small percentage of Washington’s geography, therefore many of their companies are too small to need a board of directors. Although the control sample was chosen based on the smallest or most similar sizes to their tribally owned counterparts, the communities these companies serve have larger populations.

Although the control sample has less gender diversity than the tribally owned companies, this statistic is not far behind and shows promise for greater

gender equality in the board of directors for companies in the state of Washington. However, I would like to add to my conclusion that the difference in gender diversity between the tribally owned companies and the control sample is not significant enough to determine that tribally owned companies are performing better in creating a gender diverse business environment with only a 3% difference for the average number of women in their board of directors.

In the literature section, I mentioned the article “New Law Requires Diversity on Boards of California-Based Companies” written by David A. Bell, Dawn Belt, and Jennifer J. Hitchcock.¹ In the definition of underrepresented communities, they listed in their article, women were not included. Looking at the data above, I would have to disagree with that definition, especially since this is an enacted law that may decrease the number of women represented as a result.

¹ Bell, David A., Dawn Belt, and Jennifer J. Hitchcock. “New Law Requires Diversity on Boards of California-Based Companies.” Harvard Law School Forum on Corporate Governance (2020).

CHAPTER VI

CONCLUSION

In my thesis, I researched to find if tribally owned companies had a greater emphasis on spiritual/societal, community, and environmental values in their mission statements and if tribally owned companies showed greater gender diversity in their board of directors than a control sample of non-tribally owned companies. Tribally owned companies not only show a greater prevalence of words following the themes of spirituality/societally, community, or environmentally, but they also have greater gender diversity in their board of directors than the control sample of non-tribally owned companies. Tribally owned companies have more keywords following the three themes above than the control sample. Cumulatively, tribally owned companies had their board of directors made up of 39% female and 61% male, whereas the control sample showed only 36% female and 64% male.

I also added to this study with additional mission statement analyses to complement the main topics studied in my research. I used WRDS (Wharton Research Data Services) sentiment analysis and a Gunning FOG Index readability analysis to further evaluate the mission statements. The WRDS sentiment analysis showed that the tone of the mission statements for tribally owned companies is almost always neutral with an average percentage of the mission statement with an 82% neutral tone, 17% with a positive tone, and 1% having a negative tone.

The FOG Index showed us that tribally owned companies require a more advanced reading level to comprehend the mission statement on average than the control sample of non-tribally owned companies. Tribally owned companies had an average Fog Index Score of 17.56, whereas non-tribally owned companies had an average Fog Index Score of 16.22.

The additional mission statement analyses helped us evaluate the complexities of mission statements and provides a greater context to the study. Looking at factors such as tone and word complexity in these mission statements gives us a more detailed picture of the mission statement data in this research, especially since the data collected is highly qualitative.

Overall, my research has found that the mission statements of tribally owned companies have a greater percentage of their words following the three themes of spirituality/societally, community, or environment. It has also uncovered that tribally owned companies have greater gender diversity (on average) than the control sample of non-tribally owned companies in Washington state, however, difference was not significant enough to conclude that tribally owned companies are doing a better job at creating greater gender diversity than non-tribally owned companies in the state of Washington.

This research has uncovered data on tribally owned companies in Washington state that has not yet been collected and looking at subcultures within the general culture and comparing the two provides an insight into the impact that values have on their businesses. As a resident of Washington state, I believe that

general culture can be positively influenced by the values held by tribal communities if adopted.

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APPENDIX

3G Americas, LLC <https://www.5gamericas.org/>

7 Cedars Casino <https://7cedars.com/>

12 Tribes Colville Casino <http://colvillecasinos.com/>

Anacortes Yacht Club <https://www.anacortesyachtclub.org/>

Benton Pud <https://www.bentonpud.org/>

Berts Red Apple Mkt. <http://www.bertsredapple.com/>

Burke Museum Association <https://www.burkemuseum.org/>

Camas Center for Community Wellness <https://camascenter.org/>

Camas Center Medical and Dental Clinic <https://camascenterclinic.org/>

Carlson Sheet Metal Works Inc <http://www.carlsonsheetmetal.com/>

Cascade Water Alliance <https://cascadewater.org/>

Chehalis Tribal Enterprises

<https://www.chehalistribe.org/businesses/chehalis-tribal-enterprises/>

Chehalis Tribal Loan Fund

<https://www.chehalistribe.org/businesses/tribal-loan-fund/>

Central Washington Fair Association <https://www.statefairpark.org/>

Chewelah Casino <https://www.chewelahcasino.com/>

Coast Salish Coffee Company <https://coastsalishcoffee.com/>

College Hill Custom Threads LLC <https://collegehill.com/>

Colliers International WA, LLC <https://www.colliers.com/en/united-states/cities/puget-sound>

Colville Confederated Tribes Inc. <https://www.colvilletribes.com/>

Colville Tribal Credit Corporation <http://www.colvilletribalcredit.com/>

Colville Tribal Federal Corporation

<https://www.colvilletribes.com/contact-ctfc>

Contessa Liquidating Co., Inc. <https://www.aquastar.com/>

Crosscut Public Media, Inc. <https://crosscut.com/>

DigiDeal Corporation <http://www.digideal.com/>

Didgwalic Wellness Center <https://www.didgwalic.com/about.htm>

Dispute Resolution Center of Thurston County

<https://www.mediatethurston.org/>

Dry Soda, Inc. <https://drinkdry.com/>

Dungeness Valley Health & Wellness Clinic

<https://www.sequimfreeclinic.org/>

Eddie Bauer Holdings, Inc. <https://www.eddiebauer.com/>

Eighth Generation <https://eighthgeneration.com/>

Elevation <https://high-elevation.com/>

Fircrest Golf Club Inc <https://fircrestgolf.com/web/pages/home>

Hall Enterprises, LLC <https://nwlinen.com/>

Harold E Lemay Museum <https://www.americascarmuseum.org/>

Hempler Foods Group LLC <https://hemplers.com/>

Hest Collaborations <https://www.hestcollaborations.com/about>

Housing Authority <https://www.chehalistribe.org/businesses/chehalis-tribal-housing-authority/>

Incyte Diagnostics <https://www.incytediagnostics.com/>

Inland Northwest Blood Center <https://vitalant.org/>

Integrated Technologies, Inc. <https://www.lmiaerospace.com/>

Intersea Fisheries West, Inc. <http://www.interseafisheries.com/>

Island Enterprises Retail, LLC <http://islandenterprisesinc.com/>

Jamestown Dental Clinic <https://www.jamestownfamilydentalclinic.com/>

Jamestown Networks <https://jamestownnetworks.com/>

Jamestown Seafood <http://jamestownseafood.com/>

JayMarc Homes on Langley, LLC <https://www.jaymarchomes.com/>

Kadlec Health System <https://www.providence.org/locations/kadlec/home>

Kalispel Casino <https://www.kalispelcasino.com/>

Kalispel Golf and Country Club <https://www.kalispelgolf.com/>

Kalispel Linen Services <https://www.kalispellinen.com/>

Kalispel Metal Products <https://kalispelmetalproducts.com/>

Kalispel Tribal Economic Authority <https://www.ktea.com/about>

Kelly General, Llc <https://www.jhkelly.com/>

Lincoln Square Hotel, Llc <https://www.marriott.com/default.mi>

Lucky Eagle Casino <https://www.luckyeagle.com/>

Lummi Seafood Market <https://www.lummiseafoodmarket.com/>

Marchex, Inc. <https://www.marchex.com/>

Marine View Ventures Inc. <https://www.marineviewventures.com/>

Medicine Creek Enterprise Corporation <https://www.mc-ec.org/>

Minterbrook Oyster Co <http://www.minterbrookoyster.com/>

Muckleshoot Indian Casino <https://www.muckleshootcasino.com/>

New Health Programs Association <https://newhealth.org/>

Nisqually Red Wind Casino Corporation <https://www.redwindcasino.com/>

Noo-Kayet Development Corporation <https://noo-kayet.com/>

Northwest Open Access Network, Washington <https://www.noanet.net/>

Olympia Country & Golf Club <https://www.olygolfclub.com/>

Olympia Radiological Associates Ltd Ps

<https://www.southsoundradiology.com/>

Pacific Mortgage Corporation <https://pmcfunding.com/>

Parametrix, Inc. <https://www.parametrix.com/>

Performance Building Products, Inc. <https://givemepformance.com/>

Port Gamble S'Klallam Housing Authority Inc.

<https://www.pgst.nsn.us/tribal-programs/tribal-entities/port-gamble-housing-authority>

Prescriptions Etc Inc <http://www.bgrxonline.com/>

Providence Northeast Washington Medical Group

<https://www.providence.org/?region=WA>

Puyallup Nation Health Authority <https://www.eptha.com/>

Puyallup Tribal Cannabis Enterprises Inc.

<https://medicinecreekanalytics.com/news-info/>

<https://commencementbaycannabis.com/?age-verified=1d33b4f577>

Quinault Pride Seafood <https://www.quinaultpride.online/>

Quinault Solutions <https://www.quinaultsolutions.com/about/>

Qwibil <https://www.qwibil.com/>

Rainier Oncology Professional Services

<https://www.nwmedicalspecialties.com/about-us/leadership/>

Salish Cancer Center <https://www.salishcancercenter.com/>

Salish Networks <https://www.salishnetworks.com/>

Salmon Bay Sand and Gravel Company <http://www.sbsg.com/>

Samena Club <https://samena.com/>

Seattle Yacht Club <https://www.seattleyachtclub.org/>

Sequim Bay Yacht Club Inc <https://sequimbayyacht.club/>

Sh Worldwide, Llc <https://shworldwide.com/>

Shoot 360 Inc. <https://www.shoot360.com/>

Siff <https://www.siff.net/>

Skokomish Community Center

<https://www.skokomish.org/communitycenter/>

Skokomish Indian Tribal Enterprises Inc. <https://www.skokomish.org/>

<http://www.skokomishenterprises.org/>

Skookum Creek Tobacco <https://skookumcreek.com/>

Spokane Tribal Credit <https://spokanetribalcredit.com/>

Spokane Tribal Enterprises <https://spokanetrientalenterprises.com/>

Spokane Tribe Casino <https://www.spokanetribecasino.com/>

Sterling Realty Organization Co. <https://sterlingrealty.com/>

Summit View Clinic, Inc., P.S. <https://www.everettclinic.com/locations-nav/locations/wa/summit-view-clinic-11019-canyon-rd-e-ste-a-puyallup-wa-98373/6e072fdf-6694-4892-bbe6-7f4e7a5095fe.html?v=everettclinic.com/summitviewclinic>

Suquamish Clearwater Casino Resort <https://www.clearwatercasino.com/>

Suquamish Foundation <https://suquamish.nsn.us/home/suq-foundation/board/>

Swinomish Casino and Lodge
<https://www.swinomishcasinoandlodge.com/>

T Creek Research and Diagnostics <https://www.t-creekrd.com/>

Talking Cedar <https://talkingcedar.com/>

Taylor Shellfish Farms, Inc. <https://www.taylorshellfishfarms.com/>

The Bartell Drug Company <https://www.bartelldrugs.com/>

The Shop Club, Inc. <https://theshopclubs.com/seattle/>

Tri-Cities Laboratory, LLC <https://www.labcorp.com/>

Tshimakain Creek Laboratories <https://t-creek.com/>

Tulalip Clinical Pharmacy <https://www.tulalipclinicalpharmacy.com/>

Tulalip Tribes Housing and Construction <https://www.tulaliphousing.org/>

Unified Signal, Inc. <https://www.unifiedsignal.com/>

Universal Funding Corporation <https://www.universalfunding.com/>

Vesta Hospitality, LLC <https://www.vestahospitality.com/>

Washington Athletic Club <https://www.wac.net/>

Washington Soldier's Home & Colony <https://dva.wa.gov/>

Washington State Convention Center <https://seattleconventioncenter.com/>

Washington State Transit Insurance Pool <https://www.wstip.org/>

West Coast Mills, Inc. <https://www.lincolncreeklumber.com/>

Whh Nisqually Federal Services <https://www.nisquallyconstruction.com>

Yakama Nation Cultural Center

<http://www.yakamamuseum.com/home.php>

Yakama Nation Forest Products <https://yakamaforestproducts.com/>

Yakama Nation Land Enterprises <http://www.ynle.com/>

Yakama Nation Library <http://www.yakamamuseum.com/library.php>

Yakama Nation Museum <http://www.yakamamuseum.com/museum.php>

Yakama Nation Networks <https://www.ynnetworks.com/>

Yakama Power <https://www.yakamapower.com/>

Yakamart <https://www.yakamart.com/>

Yakima Valley Genealogy Society <https://www.yvgs.net/>