

## Editors' Introduction

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In this **Lessons from Experience** section we included two case studies — on Kitsaki Management Ltd. Partnership, LaRonge, SK, and Cameco Corporation — that build on conference presentations by Raymond A. McKay, CEO of Kitsaki, and Jamie McIntyre, Director of Sustainable Development and Corporate Relations, Cameco. Raymond McKay shares the success story of Kitsaki, the business arm of the Lac La Ronge Indian Band, which has become a key player in the economic life of northern Saskatchewan by remaining true to its philosophy on resources, treasuring the Land as a heritage resource for future generations. The Kitsaki Model for secure and sustainable development has three key components: developing a diverse network of profitable enterprises with proven partners, maximizing Aboriginal employment, and maintaining and supporting Traditional Aboriginal Knowledge. The case study of Cameco, on whose board sits Chief Harry Cook of the Lac La Ronge Indian Band, offers Cameco's own models for success, tracing the challenges and opportunities of Aboriginal business and community partnerships. The case makes clear the value of nourishing corporate and community mindsets, designing clear procedural guidelines and policy frameworks, ensuring management commitment, and securing buy-in through flexibility and strong communications.

Kenneth W. Tourand's essay reflects on the experience with unionization of one Aboriginal organization trying to maintain traditional values and culture in a time of organizational change. With a newly certified trade union, the Nicola Valley Institute of Technology (NVIT) risked eroding its status as an Aboriginal post-secondary

institution. It had to consider its uniqueness as an Aboriginal post-secondary institution, the impact of unionizing on its goal of maintaining Aboriginal culture, values, and traditions, and the steps it might take to ensure the continuity of its status as an Aboriginal institution in a unionized environment. The case of NVIT sheds light on some of the organizational and other issues facing the Aboriginal institutions and Aboriginal education many consider so critical to Aboriginal CED in the 21st century.

An interview with Jack Smith completes our Lessons from Experience. Drawing on his experience with the Hul'qumi'num Treaty Group and with educational institutions, Jack reflects on the daily issues and challenges facing Aboriginal organizations and management. From issues of control, definition, and ownership to political interference, from the difficulties and necessities of separating public and private lives, business and politics, to the role of the Elders and the foundation of traditional values and the value of education, Jack shares his philosophy and practices, his inspirations, and his hopes for the future.