

UNIVERSITY OF OKLAHOMA

GRADUATE COLLEGE

A TREND ANALYSIS OF INDIAN GAMING IN OKLAHOMA FROM 2005-2012

A TREND ANALYSIS OF INDIAN GAMING IN OKLAHOMA FROM 2005-2012

DEPARTMENT OF NATIVE AMERICAN STUDIES

A THESIS


SUBMITTED TO THE GRADUATE FACULTY

in partial fulfillment of the requirements for the

Degree of

MASTER OF ARTS


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Dr. Barbara Hobson

By

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Norman, Oklahoma
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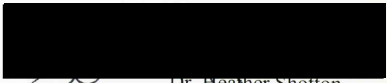
BY



Dr. Jerry Bread, Chair



Dr. Barbara Hobson



Dr. Heather Shotton

Acknowledgements

It has been an honor to be developed by the staff of the Native American Studies Program. I have enjoyed the journey at the University and the wisdom shared by Dr. Reed, Dr. Hobson, and Dr. Shelton; together, you have mentored me for almost 10 years and I will never forget your contributions, compassion, and flexibility.

To my parents, you have fostered a love of knowledge and education in order to serve others; for your guidance, I am grateful. Stephanie, your unwavering support and presence has been much appreciated, the lonely nights have not been forgotten and I look forward to more of our adventures.

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Christina, my ever-loving wife

John, my ever-loving son

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Chapter 1: Preface

Chapter 2: Theoretical and Conceptual

Application and Implementation

References

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Chapter 1: Study Design	15
Chapter 2: Hypothesis Test	25
Data Collection	18
Data Analysis	44
Chapter 3: Findings	46
Chapter 4: Discussion and Conclusion	50
Implications and Recommendations	50
References	54
Appendix A: Chart Data for Tables	56

Table of Contents

Chapter 1: Introduction

Table 1.1 Tribes with Indian Gaming Facilities	3
Background of Indian Gaming	4
Table 1.2 Indian Gaming Facilities	3
Problem Statement	9
Chart 1.3 U.S. Gaming Industry by Segment: 2009 Total Gaming Revenue	5

Chapter 2: Review of Literature

Chart 2.1 Comparison of Oklahoma and Nationwide Indian Gaming Growth ..	14
Indian Gaming in Oklahoma	12
Chart 2.2 Casino Gaming Revenue by State and Market Segment, 2009	13
Content Analysis Overview	15
Chart 2.3 Contents of Literature	46

Chapter 3: Study Design

Chart 3.1 Casino Gaming Revenue by Year	47
Data Collection	18
Data Analysis	44

Chapter 4: Findings

Chapter 5: Discussion and Conclusion

Implications and Recommendations	50
References	54
Appendix A: Chart Data for Tables	56

List of Tables

Table 1.1 Tribes with Indian Gaming Facilities	3
Table 1.2 Indian Gaming Facilities	3
Chart 1.3 U.S. Gaming Industry by Segment; 2009 Total Gaming Revenue	5
Chart 2.1 Comparison of Oklahoma and Nationwide Indian Gaming Growth	14
Chart 2.2 Casino Gaming Revenue by State and Market Segment, 2009	15
Chart 4.1 Categories of Literature.....	46
Chart 4.2 Categories by Year	47

Figure 1.1 Oklahoma Tribal Jurisdictions..... 2

Indian lands have shown that gaming revenues have been a primary factor in increasing the standards of living for Indian peoples and the increase in tribal autonomy has been an astounding by-product of the IGRA (Taylor and Kati 2005). Due to the relatively recent passage of the IGRA and implementation by tribes in the U.S., little statistical evidence is available to report the social and cultural effects of gaming on Indian lands. Figures have been available to report the increase of standards of living for Indians on reservations, according to Taylor and Kati (2005); however, the effects of gaming on urban tribes, with more opportunities for gaming, has not been available to reflect the true value of implementing gaming operations or to be used as a basis for relevant trends.

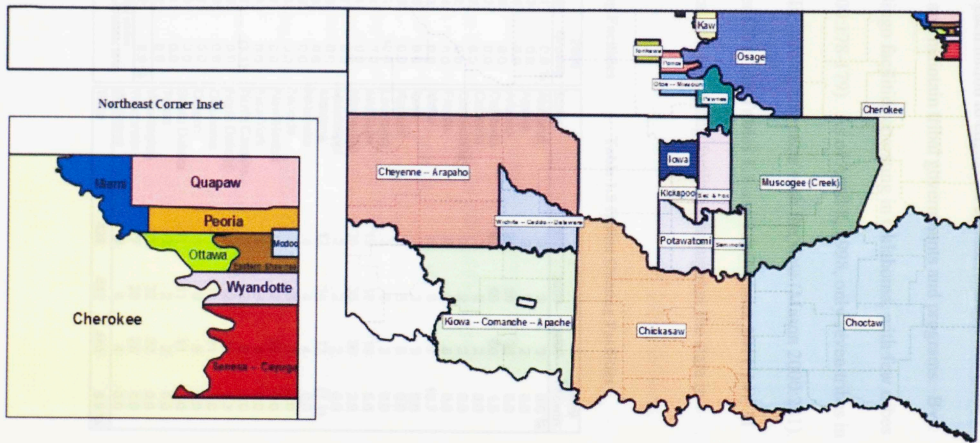
In 2011, an economic study was conducted by the Oklahoma Department of Commerce (ODOC) in partnership with several Indian tribes across the state. The study was intended to quantify the extent of tribal activities throughout the state and to estimate the impact on all Oklahoma citizens (Steven C. Agee 2012: 5). According to the 2010 Census, nearly 163,000 citizens represented the state's 38 Federally-recognized tribes (Steven C. Agee 2012: 3). Oklahoma's Native American population is roughly 13% of the total population of 3.75 million citizens; tribal jurisdictions vary across the state and are outlined below in Figure 1.1 (Steven C. Agee 2012: 7).

Chapter 1: Introduction

Economic studies conducted on the effects of gaming on reservations and/or Indian lands have shown that gaming revenues have been a primary factor in increasing the standards of living for Indian peoples and the increase in tribal autonomy has been an outstanding bi-product of the IGRA (Taylor and Kalt 2005). Due to the relatively recent passage of the IGRA and implementation by tribes in the U.S., little statistical evidence is available to report the social and cultural effects of gaming on Indian lands. Figures have been available to report the increase of standards of living for Indians on reservations, according to Taylor and Kalt (2005); however, the effects of gaming on urban tribes, with more opportunities for gaming, has not been available to reflect the true value of implementing gaming operations or to be used as a basis for relevant trends.

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Figure 1.1 Oklahoma Tribal Jurisdictions



Tribal sovereignty allows each nation to engage in commercial activities, such as gaming, as a means to operate and maintain tribal governments and programs. By late 1998, there were 37 Indian Bingo facilities operating in Oklahoma, with few tribes owning multiple sites (Mason 2000:178-179). As of April 8, 1998, only seven tribes in Oklahoma had established Class III gaming compacts with the state (Mason 2000:261). Additionally, according to Meister (2011) in **Tables 1.1** and **1.2** (Meister 2011:14), 31 tribes in Oklahoma operated a total of 111 gaming facilities throughout the state in 2009.

Table 1.1 Tribes with Indian Gaming Facilities

State	2007	2008	2009	2009 Growth
Alabama	1	1	1	0.0 %
Alaska	2	2	2	0.0
Arizona	15	15	15	0.0
California	58	60	60	0.0
Colorado	2	2	2	0.0
Connecticut	2	2	2	0.0
Florida	2	2	2	0.0
Idaho	4	4	4	0.0
Iowa	3	3	3	0.0
Kansas	4	5	5	0.0
Louisiana	3	3	3	0.0
Michigan	10	10	11	10.0
Minnesota	11	11	11	0.0
Mississippi	1	1	1	0.0
Montana	6	7	7	0.0
Nebraska	3	3	3	0.0
Nevada	3	3	3	0.0
New Mexico	13	14	14	0.0
New York	3	3	3	0.0
North Carolina	1	1	1	0.0
North Dakota	5	5	5	0.0
Oklahoma	31	32	31	(3.1)
Oregon	9	9	9	0.0
South Dakota	9	9	9	0.0
Texas	1	1	1	0.0
Washington	22	23	23	0.0
Wisconsin	11	11	11	0.0
Wyoming	2	2	2	0.0
Total*	231	237	237	0.0 %

* Total number of tribes does not equal the sum of the states because a few tribes have gaming facilities in multiple states (6 in 2007 and 7 in 2008 and 2009).

Table 1.2 Indian Gaming Facilities

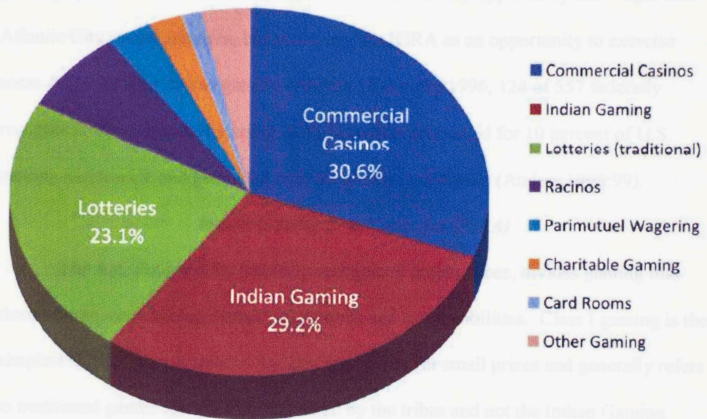
State	2007	2008	2009	2009 Growth
Alabama	3	3	3	0.0 %
Alaska	2	2	2	0.0
Arizona	26	26	26	0.0
California	62	65	66	1.5
Colorado	2	2	2	0.0
Connecticut	2	2	2	0.0
Florida	8	8	8	0.0
Idaho	6	6	7	16.7
Iowa	3	3	3	0.0
Kansas	5	5	5	0.0
Louisiana	3	3	3	0.0
Michigan	19	18	19	5.6
Minnesota	36	35	36	2.9
Mississippi	2	2	2	0.0
Montana	12	14	13	(7.1)
Nebraska	4	4	4	0.0
Nevada	3	3	3	0.0
New Mexico	21	22	22	0.0
New York	8	8	8	0.0
North Carolina	2	2	2	0.0
North Dakota	15	12	13	8.3
Oklahoma	101	111	111	0.0
Oregon	9	9	9	0.0
South Dakota	11	11	11	0.0
Texas	2	2	2	0.0
Washington	31	32	32	0.0
Wisconsin	27	28	28	0.0
Wyoming	3	4	4	0.0
Total	428	442	446	0.9 %

Chart 1.3 U.S. Gaming Industry: Background of Indian Gaming Revenue

The legalization of gambling has seen drastic shifts from moral opposition from legislators to near dependency for sustaining a state government. The budget of Jamestown, Virginia, was supported by a lottery in 1640. The system was closed down years later due to a lack of controls and cheating (Skolnick 2004:136). Many states maintained lotteries during the 19th century, but were later abolished before the new century. After a significant break in gambling, New Hampshire revived the lottery with a sin tax framework (Skolnick 2004:136). In Michigan, pari-mutuel betting on horse races was legalized in 1933. By 1972, Michigan's voters legalized lotteries; Michigan tribes followed suit and offered bingo on reservations once the state allowed charity games (Thompson 2004:57). New Jersey voters decided to legalize gambling in Atlantic City in 1976 just three years before the Seminole Tribe of Florida was authorized to run high stakes bingo games (Reid 2004:15).

As seen in **Chart 1.3** (Meister 2011:54) below, it is apparent that **Indian Gaming** makes up a considerable portion of the national gaming industry (Meister 2011:54). By 2009, the entire gaming industry created \$90.4 billion with **Indian Gaming** reporting over \$26.4 billion in revenues alone (Meister 2011:54).

Chart 1.3 U.S. Gaming Industry by Segment; 2009 Total Gaming Revenue



Early Indian Gaming

Indian gaming began as small bingo and poker games during the 1970's and 1980's, but state officials saw these games as violations of state laws. As a result of key legal disputes opposing Indian gaming, such as *California v. Cabazon Band of Mission Indians* and *Citizen Band Potawatomi Indian Tribe v. Green*, Congress enacted the Indian Gaming Regulatory Act (IGRA) of 1988.

California v. Cabazon Band of Mission Indians (1987) was the result of attempts from states to regulate high-stakes gaming for tribes (Anders 1998). The Supreme Court held that tribes had the right, as sovereign nations, to operate gaming on Indian lands without interference from states as long as gaming is authorized for any other purpose, such as charitable events (Rose 2004). Shortly after *Cabazon*, Congress sought to establish clear standards for tribal gaming. In 1988, the Indian Gaming

Regulatory Act (IGRA) was passed to recognize the rights of tribes with respect to gaming operations (Anders 1998). The IGRA was heavily opposed by Las Vegas and Atlantic City casino interests, but states saw the IGRA as an opportunity to exercise some authority over Indian gaming (Anders 1998). By 1996, 124 of 557 federally recognized tribes operated gaming facilities which accounted for 10 percent of U.S. gaming nationwide and generated over \$5 billion in revenues (Anders 1998:99).

Indian Gaming Regulatory Act (IGRA)

The Act, designed for federally-recognized Indian tribes, divides gaming into three classes, each having distinct restrictions and responsibilities. Class I gaming is the simplest style of gaming that includes social games for small prizes and generally refers to traditional games that are only regulated by the tribes and not the Indian Gaming Regulatory Act (Ackerman 2009). Class II games consist of bingo and specific card games that must first be permitted by the respective states (Ackerman 2009). Class III gaming includes all games that do not fit in Class I or Class II categories as well as other games such as slot machines, banked card games, craps, and roulette (Ackerman 2009). The Act specifies the situations in which Classes II and III gaming revenues may be used and requires Secretary of the Interior approval if a tribe plans to distribute per capita payments to tribal members.

The establishment of the IGRA created four levels of regulation for Indian gaming: tribal, state, federal and the National Indian Gaming Commission (NIGC) (Anders 1998). At the base level of regulation are the tribes who oversee the conduct of Class I and Class II gaming without the oversight of other agencies (Anders 1998).

Class III gaming is regulated by tribal-state compacts in which both parties agree to specific terms of gaming operations and conditions for revenue sharing.

The Department of the Interior (DOI), one of the regulatory bodies at the federal level, decides which lands tribes may use for gaming, reviews and approves tribal-state compacts, oversees how tribes use gaming profits, and conducts audits of gaming facilities (Anders 1998). The Department of Justice (DOJ) enforces criminal laws and assists with background checks of gaming employees while the Federal Bureau of Investigation (FBI) and Bureau of Indian Affairs (BIA) enforce major crimes committed on Indian lands (Anders 1998). The National Indian Gaming Commission (NIGC) reviews and approves tribal gaming ordinances and oversees casino management contracts in addition to enforcing civil laws (Anders 1998).

At the time the IGRA was enacted, Congress was generally favorable to the expansion of Indian gaming to improve unacceptable economic conditions on the reservations. In 1989, the median family income on reservations was \$13,489, just 39% of the \$34,213 average for the remainder of the country (Ackerman 2009:253). More indicators of deplorable conditions included a poverty rate of 47.3% compared to a national average of 11.5%, a rate of alcoholism 663% higher than the national average, and a suicide rate 95% above the national average (Ackerman 2009:253).

The goals of Congress, with the passage of the IGRA, were to:

- a) Promote self-sufficiency for the tribes;
- b) Ensure that Indians were the primary beneficiaries of gambling;
- c) Establish fair and honest gaming;

d) Prevent organized crime and other corruption by providing a statutory basis for its regulation; and

e) Establish standards for the National Indian Gaming Commission (Ackerman 2009:254).

National Indian Gaming Commission (NIGC)

Prior to the passage of the IGRA, federal officials realized there were no clear standards or regulations for tribal gaming operations and there was no entity to properly regulate gaming on Indian lands (NIGC 1988). Congress determined that the establishment of the National Indian Gaming Commission would remedy concerns about tribal gaming and protect the integrity of operations as a means of producing tribal revenues (NIGC 1988).

Today, the NIGC monitors gaming in seven regions across the United States (NIGC 2011). Regional offices are responsible for the oversight of gaming in their respective regions and are located in: (a) Portland, Oregon; (b) Sacramento, California; (c) Phoenix, Arizona; (d) St. Paul, Minnesota; (e) Tulsa, Oklahoma; (f) Washington, D.C.; and (g) Oklahoma City, Oklahoma.

On July 18, 2011, the National Indian Gaming Commission held its public Commission meeting in Norman, Oklahoma. During the meeting the NIGC announced Indian gaming produced gross revenues of \$26.5 billion in 2010 across the United States (NIGC 2011:1). The amount of total gaming revenues was based on financial statements from 236 gaming tribes during the report year (NIGC 2011:1). The data suggests that 49% of the gaming operations saw an increase in revenues and that 51% of operations experienced a decrease in revenues (NIGC 2011:2). The industry trends

evened out the differences in revenues as the total gross gaming revenues of \$26.5 billion matched the 2009 national report (NIGC 2011:2).

Problem Statement

It is advantageous to examine the brief history of Indian gaming in Oklahoma in order to prepare for the continuation of gaming as a credible and significant tribal economic activity. As research on Indian gaming is generally limited, there is a need to establish a foundation of relevant literature to assist in decision-making between sovereigns in Oklahoma. The focus of this study is contemporary in nature and is not all inclusive of traditional Indian gaming or national Indian gaming. Meister (2011) provides a future outlook for Indian gaming, but much uncertainty remains. Overall, the general future outlook is positive once the current economy rebounds. The long term future of national Indian gaming is ambiguous and highly dependent on the direction of public policy (Meister 2011:60). This study presents implications for the future of Indian gaming in Oklahoma based on a trend analysis of related literature from 2005-2012.

Chapter 2: Review of Literature

An examination of journal articles, books, magazine articles, papers, and official documents provides an insight into the development of Indian gaming as it is a relatively new phenomenon. More than three decades have passed since the implementation of the Indian Gaming Regulatory Act (IGRA), yet federal, state, and tribal officials still attempt to further define the rights of tribes as they continue gaming on their lands. Federal officials have determined gaming to be beneficial to tribes, but with much hesitation during the infancy of the IGRA.

Development of Indian Gaming

Indian gaming is a relatively new economic phenomenon that has become the largest single source of revenue for many tribes throughout the country. Not every tribe in America has the ability, or desire, to operate gaming facilities, but a large number of tribes who have participated in gaming have been successful with considerably little opposition from non-Indian gaming ventures.

Legal gaming on Indian reservations has increased dramatically since the 1987 landmark decision by the United States Supreme Court in *California v. Cabazon Band of Mission Indians*. In this case the Supreme Court upheld the right under federal law for Indians to conduct gaming operations without state regulation in states where such gaming was legal for any purpose. This decision opened the door to significant expansion of Indian gaming across the United States. According to Ackerman (2009:253), by 1988 more than 100 tribes were engaged in bingo, with estimated collective revenues of \$100 million.

The passage of the IGRA quickly led to the development of large-scale, widespread casino gaming on Native American reservations. Between 1996 and 2006 Indian gaming in the United States increased from total revenues of \$6.3 billion to \$25.1 billion (Ackerman 2009:255). Three-fourths of all tribes involved in gaming operations devote all of their revenue to tribal government services, economic and community development, neighboring communities, and charitable purposes (Ackerman 2009:255). These tribes make no per capita payments to tribal members and have recognized the positive impact the IGRA has allowed for tribal citizens in Native communities.

Benefits of Gaming

As Taylor and Kalt, in 2005, compared socioeconomic conditions of gaming and non-gaming reservations, they found economic improvement was greater for gaming tribes than for non-gaming tribes. Though significant progress was made for non-gaming tribes, the report suggests the beneficial changes on reservations were the result of broader federal Indian policy and self-government (Taylor and Kalt 2005). The right of self-government enables local decision makers to be more accountable for local needs and conditions than outsiders (Taylor and Kalt 2005).

Focusing on gaming in Southern California, Galbraith and Stiles (2003) found that the highest priorities for tribal government agencies were to improve education, increase employment, and stimulate economic development. Personal stipends, or per capita payments, to tribal members must be approved by the Bureau of Indian Affairs; these payments are acceptable under the “general welfare of tribe and tribal members” stipulation as outlined by the IGRA (Galbraith and Stiles 2003). Most gaming tribes

contribute heavily to tribal operations, government infrastructure, and social programs, but are also encouraged to make contributions to charitable organizations and payments to local governments (Galbraith and Stiles 2003).

Indian Gaming in Oklahoma

Bingo operations in Oklahoma during the 1980's faced much opposition from political and legal authorities as courts struggled to define gaming in Indian Country. The State of Oklahoma has allowed tribes in the state to operate Class II gaming machines and conduct pari-mutuel betting (Skibine 2005:1). The State legislature authorized Class III gaming on Indian lands, allowed certain geographic exclusivity, limited the number of gaming machines at racetracks, and prohibited non-tribal operation of gaming machines and covered games in return for revenue sharing agreements with tribes (Skibine 2005:1). As gaming compacts expire, or are subject to amendment, tribes and states must renegotiate the terms of tribal gaming within state boundaries in order to satisfy the intent of the IGRA and allow tribes to become more self-sufficient through economic development projects.

As many as 24 bingo halls were in operation by 1985; by November 1990, there were as many as 34 tribal bingo halls in Oklahoma (Mason 2000:208-209). While the increase in gaming operations was significant shortly after the passage of the IGRA, Eadington (2004) addressed the future environment of Indian gaming. While his assumptions are generally related, his projections can certainly applied be to Oklahoma.

Eadington (2004:152) claims that gaming in the near future is likely to be controlled by "the larger, diverse private sector companies in the leisure and entertainment industries." Eadington anticipates a highly competitive gaming

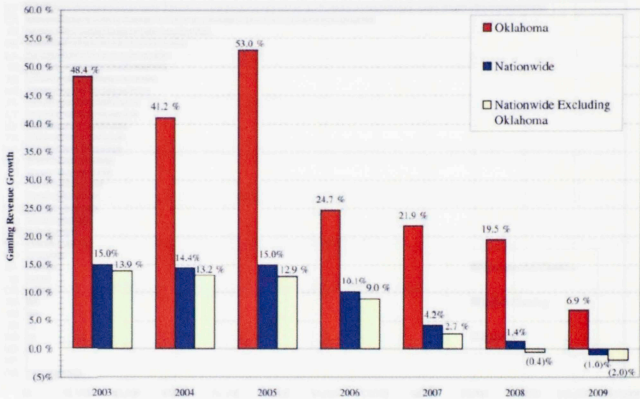
environment as the credibility of Indian gaming increases through matured regulation procedures.

Eadington presents insightful advice to tribal leaders for sustaining gaming operations; though his predictions are now slightly outdated, his guidance targets the structure of gaming as a credible activity, given proper regulatory framework. In 1989, Eadington (2004:152) projected it would be very likely that casino-style gaming would be available to virtually every person in the United States in the next 20 to 30 years. This prediction was quite accurate as casinos now rely heavily on the newest technologies, like social media platforms and easy access to the internet, to connect with potential and returning guests. Legislation to legalize internet gambling has been reviewed by tribal leaders in Oklahoma as well as the state governments of California, New Jersey, and Iowa (Hummingbird 2011); a passage of new regulations for online operations could place gaming into any household with data services.

Stability of the Oklahoma Market

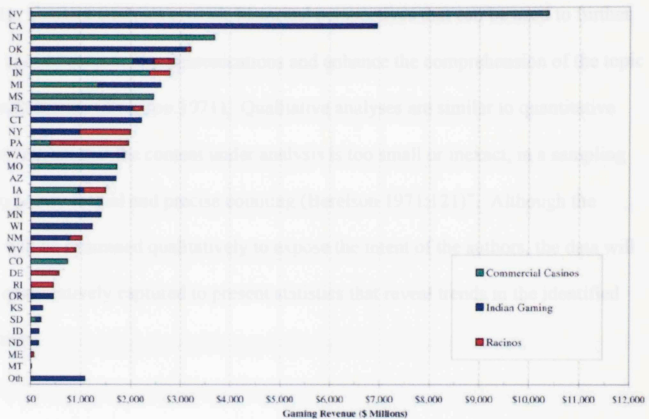
Chart 2.1 (Meister 2011:27) shows the relative strength of the Oklahoma Indian gaming market during a seven year period from 2003 to 2009. The chart separates the annual growth of each market (**Oklahoma**, **Nationwide**, and **Nationwide Excluding Oklahoma**) to track changes in revenues. **Oklahoma**'s growth is obviously much larger than the **Nationwide** average in every year examined. This growth is significantly displayed in years 2008 and 2009; the **Nationwide Excluding Oklahoma** figures reflect negative growth when the revenues are computed without Oklahoma's impact.

Chart 2.1 Comparison of Oklahoma and Nationwide Indian Gaming Growth



Though Oklahoma's gaming growth has largely been positive each year, an overall decrease in annual growth is apparent as local gaming markets have been saturated or leveled as a result of other factors such as a struggling economy. Only California produced more **Indian Gaming** revenues in 2009 than Oklahoma, according to **Chart 2.2** (Meister 2011:50). However, compared nationally against all forms of legalized gaming, Oklahoma revenues comprise only about one-third of Nevada's revenues in 2009.

Chart 2.2 Casino Gaming Revenue by State and Market Segment, 2009 (\$Millions)



Content Analysis Overview

Content analysis is “a detailed and systematic examination of the contents of a particular body of material for the purpose of identifying patterns, themes, or biases,” according to Leedy (2010:144). Content analyses focus on forms of human communications such as publications, films, art, music, and internet blogs (Leedy 2010:144). A content analysis is appropriate in this study due to the malleable structure that can reveal trends in the literature in a systematic approach. The fundamentals of content analysis are tailored to fit this study and reveal descriptive categories of focus in the selected literature.

One assumption of content analysis is that research is conducted to reveal the “purposes, motives, and other characteristics of the communicators as they are (presumably) reflected in the content (Berelson 1971:18)”. Additionally, the analyst assumes that the message within the content corresponds to the intentions of the

communicator and that the message will be recognized by the audience (Berelson 1971:31). Content analyses provide historical perspectives that can be used to further explain current content in communications and enhance the comprehension of the topic under examination (Berelson 1971). Qualitative analyses are similar to quantitative methods “except that the content under analysis is too small or inexact, in a sampling sense, to justify formal and precise counting (Berelson 1971:121)”. Although the content will be examined qualitatively to expose the intent of the authors, the data will also be quantitatively captured to present statistics that reveal trends in the identified publications.

This study included a review of one hundred thirty-four (134) articles from *Indian Gaming* magazine published from 2001 to 2012. This publication is probably the most comprehensive collection of articles and opinions on Indian gaming to this date. *Indian Gaming* was identified as a reliable resource as it is considered the premier trade publication serving the Indian gaming industry. This study was guided by the following broad question:

- a) What are the main issues that emerge from related literature?
- b) How does the focus of literature compare between the categories?
- c) To what extent do the trends identified in the study support implications for future gaming in Oklahoma?
- d) How can sovereigns better prepare for future gaming challenges according to the study and the themes revealed?

Chapter 3: Study Design

As research on Indian gaming is generally limited, there is a need to establish a foundation of relevant literature to assist in decision-making between sovereigns in Oklahoma. This descriptive pilot study presents implications for the future of Indian gaming in Oklahoma based on a trend analysis of related literature from 2005-2012. The range of study is significant in that the study was focused on contemporary Indian gaming as it has become a major economic tool for tribes shortly after the turn of the century.

The study included a review of one hundred thirty-four (134) articles from *Indian Gaming* magazine published from 2005 to 2012; this publication is probably the most comprehensive collection of articles and opinions on Indian gaming to this date. *Indian Gaming* was identified as a reliable resource as it is considered the premier trade publication serving the Indian gaming industry. This study was guided by the following trend questions:

- a) What are the major categories and topics that emerge from related literature?
- b) How does the focus of literature compare between the categories?
- c) To what extent do the trends identified in the study support implications for future gaming in Oklahoma?
- d) How can sovereigns better prepare for future gaming challenges according to the study and the themes revealed?

Data Collection

Content analysis was utilized in order to examine prevailing categories of focus and discussion as related to Indian gaming in Oklahoma. The amount of focus given to each topic assumes great importance on behalf of the author(s). Authors of selected articles include gaming regulators, lawyers, elected tribal officials, casino managers, entertainment managers, and other key leaders who contribute much to the gaming industry.

Content analysis should only be undertaken when relative frequencies of content categories are relevant to the problem at hand (Berelson 1971:17). In this instance, the frequencies of categories show considerable attention in areas that should not be ignored in future decision-making between sovereigns (regarding gaming) in Oklahoma.

Content Categories

Each article has been classified into one of five content descriptive categories: (a) **Customer Management and Human Resources (CM&HR)**, (b) **Gaming Investments**, (c) **Gaming Support**, (d) **Non-Gaming Investments**, and (e) **Governance and Preservation of Gaming (GPG)**. These categories were developed after a thorough review of all articles and the general areas/topics of focus.

As articles were examined for content they were placed into one of the five categories. After each article was read, a small summary was developed and placed according to category. The following summaries separated 134 total articles into five categories according to similarities in content; this was the first set of classification. A printed copy of each category was then cut into pieces of one-article entries; each entry

was then read and classified again as it was placed into one of five content category envelopes. The entire classification process was repeated three times over six weeks for consistency and refinement. A consistency factor of ninety (90) percent was established in relation to the reliability of this procedure. Categories of classification evolved slightly each time, but not enough to establish additional categories.

Customer Management and Human Resources (CM&HR) includes activities involving and related to marketing, customer service, casino management, human resources and personnel training, player preferences, and social media. This category was used to identify content about personal interactions; it has a focus of communications between humans that is necessary in supporting and enhancing business activities. Below is a list of the articles matched to this category:

- 1) Berrey, John
2009 Downstream Casino Resort in Quapaw, OK. *Indian Gaming*. November:28-30.

The Downstream Casino continues to see great success as the management focuses on customer service and sourcing the right personnel for the job. The tribe does not foresee any major developments in the near future so all operations will remain conservative.

- 2) Berry, John L.
2011 Downstream Casino Resort in Quapaw, OK and Quapaw Casino in Miami, OK. *Indian Gaming*. December:19-20.

Casino management for the Quapaw Tribe focus on great customer service and careful spending. Managers are able to take ownership of their duties and plan for the challenges ahead that will arrive with Internet gaming. Decision making, during these tough economic times, must be precise and new technology can help management serve the evolving needs of customers.

- 3) Bonar, Jack
2012 Fort Sill Apache Casino in Lawton, OK. *Indian Gaming*. June:20.

The Fort Sill Apache Casino offers a different approach to serving regular and new customers alike with exciting promotions and personal attention. Customer relationship management is at the center of the casino's success.

- 4) Choctaw Casino Resort Bets on NASCAR, Dallas Mavericks, Dallas Stars and Texas Rangers
2010 *Indian Gaming*. January:26-27.

The Choctaw Nation of Oklahoma officially signed on as the casino sponsor for the Dallas Mavericks, Dallas Stars, Texas Rangers, and Richard Childress Racing. These announcements came concurrently with the casino and resort's expansion and official reopening.

- 5) Cross, Jennifer L.
2008 Creek Nation Casino. *Indian Gaming*. March:24-25.

Casino marketing staff focuses much attention on the top 20% of players who are later invited to a VIP party to reward them for customer loyalty. Management also partners with 31 local hotels to offer \$10 free play to all guests since the casino does not have a hotel on the premises.

- 6) Degraffenreid, Steve
2008 Fire Lake Grand Casino. *Indian Gaming*. August:22.

The General Manager of Fire Lake Casino used an innovative approach to revealing patrons' opinions on gaming. The casino hosted a VIP dinner for 200 players and surveyed them for suggestions and concerns. Many comments focused on transportation costs; the General Manager used that information to present new marketing opportunities to assist regular customers and show them value and appreciation.

- 7) Dellaverson, Ernie
2011 Downstream Casino Resort in Quapaw, OK. *Indian Gaming*. April:26.

The marketing strategy of the Downstream Casino Resort will focus on regional and metropolitan areas that can sustain gaming crowds for future operations. Customer service and retention are keys to maintaining the 222-room hotel that offers meeting spaces, five restaurants, gift shop, golf course, and a concert venue.

- 8) Drewes, Steven
2011 Downstream Casino Resort in Quapaw, OK. *Indian Gaming*. June:30.

Game manufacturers are constantly changing the way games look and interact with players as their needs evolve. Rumble seats, 3D screen layering, and interaction with social media and websites are new features that keep guests returning to play both Classes II and III machines. Developing relationships with players has also created an increase in higher-end play.

- 9) Gaming Trends '10: Casinos Getting Very Social
2010 *Indian Gaming*. November:42.

The growing use of social networking programs and websites continues to increase, but not all casinos are following this trend. Many casino players depend on social networks

for communications and casinos are missing out on opportunities to market to potential customers.

10) Grogan, Tim

2008 Strategic Alternatives in a Mature Casino Market. *Indian Gaming*. March:36-37.

New marketing approaches must be attempted to meet the evolving customer who is now more knowledgeable and experienced than ever. Strategies to achieve differentiation include: location, become a destination, track players, host shopping and dining, develop a niche, be a price leader.

11) Grogan, Tim

2008 Winners and Losers: The Maturing Oklahoma Casino Market. *Indian Gaming*. February:46.

Oklahoma ranks first in the nation with 100 tribal casinos, second in gaming machines, and fourth in revenues. Oklahoma has been fortunate to see increases in gaming, but the growth stage has passed and casinos must plan how to avoid the pending decline. Casinos must keep up with the changing player who is experienced and knows where to find the best bargains.

12) Hancock, Gael

2009 Cherokee Nation Enterprises: Supporting Education and Economic Growth. *Indian Gaming*. March:26-27.

In 2003, employees of the Cherokee Nation and Cherokee Nation Enterprises were admitted to the Masters of Hospitality Administration degree program at the University of Nevada Las Vegas. The students attended regular in-class sessions remotely from Oklahoma with the help of a collaborative effort to network the course locations with compression technology.

13) Hawk, Janet

2008 Chickasaw Commerce Division Marketing. *Indian Gaming*. March:26.

The Riverwind Casino experiments with new marketing strategies to keep customers connected and excited about upcoming events. The Riverwind has hosted a live game show, a Women's Professional Billiards Association tournament, cage fighting matches, and comedy shows to draw new players to the gaming floor.

14) Jarvis, Molly

2008 Cherokee Casinos Connect Emotionally With Customers Through Branding. *Indian Gaming*. December:48-49, 67.

With increased competition among casinos that offer similar guest experiences, managers must be able to connect to customers personally to complete the customer experience. The key to Cherokee Casino's success is continuing to strengthen the emotional bond between customers and employees while evolving to meet the needs of customers quickly.

15) Maguire, Ken

2010 Hard Rock Hotel & Casino Tulsa in Tulsa, OK. *Indian Gaming*. April:48.

Since changing the casino's image to the Hard Rock brand name, a focus on customer service and promotions keeps guests connected to the complete entertainment experience. Amenities such as restaurants, lounges and bars, a night club, and a theater complement the gaming floor.

16) Moritz, Robert

2011 Downstream Casino Resort in Quapaw, OK. *Indian Gaming*. October:44-45.

Downstream Casino always tries to stay current with the hottest games for players of all denominations; however, there has been an increase in higher denomination players. As the machine vendors develop new games, we may see an influence of cell phone applications and internet games to match what guests are accustomed to.

17) Osage Million Dollar Elm Casinos Introduce Integrated Marketing Campaign

2009 *Indian Gaming*. July:30-31.

The Osage Nation redirected its casino marketing to be more honest with its guests and provide environments that reflect the people in the community. The new branding includes new names, advertising, websites, and pace to be more in tune with what the casinos have to offer.

18) Perkins, Skyelar

2011 Choctaw Casino & Resort in Durant, OK. *Indian Gaming*. October:46.

Today's economy has influenced players to shop more for the best bargain. Business has remained steady, but introducing new games consistently helps to improve the customers' experiences. Management continues to search for more ways to integrate technology with the gaming floor in order to be more efficient and more responsive to patrons.

19) Sadler, Aaron

2011 Riverwind Casino in Norman, OK. *Indian Gaming*. October:46-47.

The tribe decided to keep at least 40% of all Class II games on the floor in order to serve more traditional customers. The growth of penny games and an increase in the average bet is evidence that Oklahoma has not experienced as much economic hardship as other states. Management is looking to incorporate social media as a marketing tool as well as new gaming developments.

20) Shaw, Pamela

2012 Kaw Nation Southwind Casino. *Indian Gaming*. April:65-66.

Attitude is the key to success for the Kaw Nation Southwind Casino as each employee is empowered to provide a premier entertainment experience for all guests. The casino employees are the advantage in the market as they retain customers with a high level of excitement and personalized guest service.

21) Weddell, Gary

2012 Hard Rock Hotel & Casino Tulsa. *Indian Gaming*. April:66.

Management at the Hard Rock Hotel & Casino believes the key to success is hiring the right people to take care of the tribe's guests. While technical training can be commonplace, the casino looks for employees with positive attitudes and who like to have fun at work.

22) Weddell, Gary

2008 Cherokee Casino. *Indian Gaming*. July:32.

At Cherokee Casino, employees focus on intimate customer service to build relationships and provide the top hospitality possible. Consistent customer experiences with polite hosts can capture just as much business as catchy promotions, giveaways, and buffet specials.

The next category, **Gaming Investments**, includes activities that support and/or enhance gaming as the primary source of revenues at gaming sites. Activities include the spectrum starting at casino design to maintaining the newest technologies for the future. Investments include architecture and design, casino construction, management information systems, surveillance and security systems, gaming technologies and machines, and hotel construction and features. These investments are purchased for longevity to ensure gaming is a reliable income source. A list of gaming investments is displayed in the following:

1) Architectural Design in Indian Country: Cherokee Casino & Resort

2009 *Indian Gaming*. June:48.

The architects of the Cherokee Casino & Resort used designs based on traditional Cherokee patterns as they created a dramatic and inviting facility complete with a 20-story hotel tower. The intent of the construction was to provide a great guest experience while remaining rooted in Cherokee culture and history.

2) Berrey, John L.

2009 Spotlight on the Economy: Quapaw Tribe. *Indian Gaming*. January:14.

The Downstream Casino Resort opened 26 days before schedule, which saved nearly \$20 million as budgeted. Later in the year, the casino opened its 222-room hotel and hired over 1,200 employees. The tribe remains confident it will survive the tough economy, but Mr. Berrey believes the key to success is to be conservative and financially responsible.

- 3) Cherokee Casino Adding Upscale Seven-Story Hotel Tower
2009 *Indian Gaming*. October:75.

Since the current expansion of the Cherokee Casino West Siloam Springs was completed in late 2008, the next phase of construction includes a 140-room hotel tower. Over 600 tons of steel have been delivered in preparation to complement the casino's 200,000 square feet of gaming.

- 4) Cherokee Casino Resort Expansion Reaches Highest Point
2008 *Indian Gaming*. September:54.

The Cherokee Casino Resort expands its property to include a 19-story hotel, which will include a spa, fine dining, and over 200 rooms. The 230,000 square foot addition will make the largest in Oklahoma with approximately 412,000 square feet when completed. The expansion created over 500 additional jobs, bringing the total number of employees to 2,300 at the Resort alone.

- 5) Cherokee Casino Resort's New Convention Center Opens
2009 *Indian Gaming*. May:60.

Cherokee Casino Resort added an 18,000 square foot convention center to its gaming property just months before the transition to Hard Rock Hotel & Casino. Included is a large ballroom that can seat up to 1,000 guests, increasing the location's total meeting space to 35,000 square feet. The first groups to use the convention center were the Indian Health Care Resource Center of Tulsa and Tulsa Sports Charities.

- 6) Cherokee Casino West Siloam Springs Showcases New Dining Venues
2008 *Indian Gaming*. December:56-57.

The Cherokee Nation opened two premier dining venues based on elements of tribal history and heritage. The 350-seat River Cane buffet and the 150-seat Flint Creek Steakhouse incorporate designs from the 18th and 19th centuries of Cherokee elements.

- 7) Cherokee Casino West Siloam Springs Ups the Ante with New 8-Story Hotel
2008 *Indian Gaming*. February:59.

Cherokee Nation's expansion of the 200,000 square foot casino, already under construction, will include a 140-room hotel. The \$25 million project is part of the larger \$108 million gaming development designed to increase the total square footage to 312,000 as well as create stable employment for Cherokee citizens and non-citizens in the area.

- 8) Cherokee Nation Enterprises Works to Save Environment
2009 *Indian Gaming*. May:54.

Cherokee Nation Enterprises started a "green team" recycling program to collect recycled materials in corporate offices, support areas, and even the gaming floors. The program is expanding to all casino locations while many employees take advantage of a carpooling system.

9) Chickasaw Nation Builds For Future Revenues with Solid IT Foundation
2010 *Indian Gaming*. March:34-35.

The Chickasaw Nation conducted a complete overhaul of its information technology infrastructure to ensure all gaming sites could operate seamlessly without a loss of data and convenient management features. The older outdated system required maintenance leading to lost revenues. Large casinos, such as Riverwind, are subject to lose \$1 million per hour if the IT system fails or demands extensive maintenance.

10) Chickasaw Nation Sponsors Creativity World Forum and Puts Creativity Into Practice
2011 *Indian Gaming*. September:40-41.

Revenue Enhancement Teams were developed by the Chickasaw Nation Division of Commerce to improve the financial performance. Over two and a half years, the teams created and implemented strategies to improve revenue per square foot, increase hotel occupancy to 99.4%, increase the amount of "Coin-In", and increase the number of carded players by 83%.

11) Choctaw Casino in Broken Bow Unveils New Café and Lounge
2012 *Indian Gaming*. May:57.

A \$2 million renovation project has converted the gaming facility into a sportsman's theme complete with stone and wood designs. The Oak Tree Lounge includes a bar and music stage with advanced lighting and sound systems. The Reel 'Em In Café provides a new menu, drinks, and a fun place to be entertained.

12) Choctaw Casino Resort
2010 *Indian Gaming*. June:43.

The attention to cultural accuracy of the WorthGroup architects can be seen miles away from the facility as they resemble symbolic design elements of the tribe. The exterior of the hotel includes shapes that reflect the sacred rattlesnake as it moves through sand, elements of water and fire, as well as a life-sized White Buffalo sculpture.

13) Choctaw Casino Resort in Durant Undergoes Expansion
2009 *Indian Gaming*. November:115.

The Choctaw Casino Resort's size will be increased to 110,000 square feet and include 3,000 electronic games and 70 table games. The 330-room hotel includes swimming pools, fitness center, spa, and business center. Additional features include a 60,000 square foot event center, conference center, amphitheater, and multiple dining establishments. Once completed, the resort will double the number of employees to 2,000.

14) Choctaw Casino Resort Holds Six-Day Grand Opening Celebration
2010 *Indian Gaming*. March:64.

The grand opening of the Choctaw Casino Resort included days of cash prizes, luxury vehicle drawings, and special guests to showcase the entertainment. The new hotel includes the Oka Spa, Chahta Gift shop and other retail shopping for guests throughout the 330-room hotel.

15) Choctaw Nation Installs State-of-the-Art Security Systems at Stringtown, McAlester and Grant, Oklahoma Properties
2009 *Indian Gaming*. October:62-63.

Over 1,000 cameras and 120 access readers were installed at three casinos to complete a large surveillance project. The Choctaw Nation worked with multiple vendors to illustrate the industry trend for robust access control and IP video requirements. The tribe uses a server-less platform that both saves money and energy while increasing data storage.

16) Choctaw Nation of Oklahoma Finds System Solution with Aristocrat
2010 *Indian Gaming*. April:60-61.

The Choctaw Nation selected Aristocrat Technologies products for seven of the tribe's casinos. The Oasis 360 includes accounting, marketing, and player account oversight tools to help manage multiple challenges on the gaming floor. The partnership between Aristocrat and the Choctaw Nation is likely to continue as guests and casino staffs enjoy the fresh technology and support.

17) Citizen Potawatomi Nation Celebrates the Opening of FireLake Grand Casino
2007 *Indian Gaming*. January:74.

The completion of the first of three construction phases was celebrated as the FireLake Grand Casino opened its doors to feature 125,000 square feet of gaming space. Phase II includes a 7-story hotel while Phase III is the development of a 100,000 square foot coliseum to be used for events and concerts.

18) Comanche Nation Selects ASCG and Flintco for Oklahoma Casino Hotel Project
2008 *Indian Gaming*. February:58.

The Comanche Nation plans to reveal its \$97 million project in late 2009 in Lawton, Oklahoma. The property will include a 151-room hotel, spa, swimming pools, health club, golf club house, and a conference center. The gaming floor will host 1,100 electronic games, 15 table games, poker room, retail shops, and several restaurants.

19) Construction Continues on the Chickasaw Nation's Saltcreek Casino
2012 *Indian Gaming*. October:78.

Chickasaw Nation Governor Bill Anoatubby continues to focus on long term economic development planning to ensure a positive impact for the tribe and the region. The tribe's first casino in Grady County is expected to create 150 jobs and will house 556

electronic games and six table games. The project includes a road system to connect nearby improved roads and turn lanes.

- 20) Creek Nation Casino – Tulsa and Full Moon Café Announce Grand Opening of New Restaurant**
2006 *Indian Gaming*. June:59.

Creek Nation's casino in South Tulsa now has a new restaurant, the Full Moon Café, on the premises. The café's first location has resided in Tulsa since 1987 and will complement the gaming floors with 24-hour services.

- 21) Destination: Riverwind Casino**
2006 *Indian Gaming*. September:48-51.

The recently opened Riverwind Casino boasts 219,000 square feet of gaming space, the largest buffet in the state, 48 table games, and 2,220 electronic games. The property includes a theatre, multiple restaurants, bars, and a lounge while employing over 1,800 staff members.

- 22) Destination: Choctaw Casino Resort**
2010 *Indian Gaming*. April:65-67.

The Choctaw Casino Resort completed a \$300 million expansion complete with a hotel, spa, and event center. Construction required three years to develop the gaming floor, restaurants, lounge and bars, café, indoor/outdoor pool area, and KOA RV Park.

- 23) Downstream \$50 Million Hotel & Spa is Under Construction**
2012 *Indian Gaming*. August:36.

The Quapaw Tribe's new hotel, complete with spa, will provide 152 additional rooms and is scheduled to open in late 2012. The new Q Store is located across from the Downstream Casino and includes a gas station, convenience store, liquor store, and a 40-pad RV park to provide additional guest services and dramatically increase employment.

- 24) Downstream Casino Resort Opens in Oklahoma**
2008 *Indian Gaming*. August:59.

The Quapaw Tribe of Oklahoma opened a 1 million square foot resort in the Tri-State District where Oklahoma, Missouri, and Kansas meet. Initial construction includes 70,000 square feet of gaming, a collection of restaurants, 237 rooms, valet parking, and a conference center. A subsequent phase will include a spa and salon, swimming pool, and fitness center. Nearby are two 18-hole golf courses at Eagle Creek Country Club of Downstream.

- 25) Downstream Casino Resort Set to Open in July**
2008 *Indian Gaming*. June:58.

The Quapaw Tribe of Oklahoma plans to reveal Phase I of an entertainment destination located near the Tri-State district. The \$301 million project will include 237 hotel

rooms, fine dining, 2,000 electronic machines, 30 table games, and a conference room complete with a business center and six meeting rooms.

- 26) Fort Sill Apache Casino in Lawton, OK**
2010 *Indian Gaming*. August:28-29.

Due to the tribe's limited trust lands, the Fort Sill Apache Casino sets on .53 acres; there are plans to break ground on a 130-room hotel to complement the current facilities. The casino staff holds monthly employee meetings complete with cash bonuses for high-performing departments.

- 27) Hard Rock Hotel & Casino Tulsa, OK**
2012 *Indian Gaming*. October:71.

The design of the buffet and dining area at the Hard Rock Hotel & Casino Tulsa reflects much traditional imagery in addition to other aesthetic elements provided by YWS Edmondson, the design firm hired to complete the project. Cherokee artists provided their own works and designs to provide inspiration from tribal elders.

- 28) Hard Rock Hotel & Casino Tulsa Officials Celebrate Construction Milestone**
2012 *Indian Gaming*. May:56.

A topping out ceremony was held at the Hard Rock Hotel & Casino Tulsa to celebrate reaching the highest point of hotel tower construction for the Cherokee Nation. The 10-story hotel will surpass other hotels in northeast Oklahoma by boasting 456 guest rooms.

- 29) Hard Rock Hotel & Casino Tulsa to Add Third Hotel Tower**
2011 *Indian Gaming*. December:68.

The Cherokee Nation plans to add a third tower to the Hard Rock Hotel & Casino Tulsa. The \$52 million project will add 100 suites and over 55,000 sq. ft of entertainment space to the existing property. The first hotel tower was constructed in 2004 while the second tower was erected in 2009.

- 30) Houser, Jeff**
2007 *Spotlight on Oklahoma: Fort Sill Apache Tribe*. *Indian Gaming*. August:22.

The tribe plans to expand its gaming operations to increase the number of machines by 75%. Gaming profits are used to provide per capita payments to tribal citizens, fund higher education, and other tribal programs.

- 31) JCM American's UBAs and ICBs Increase Profits at FireLake Casino and FireLake Grand Casino in Oklahoma**
2007 *Indian Gaming*. 56-57.

FireLake Casino converted its older bill acceptors to Universal Bill Acceptors and all metal cash boxes to high impact plastic Intelligent Cash Boxes. The FireLake Grand Casino is the first location in the state to offer 100% Class III games. The ICBs have

reduced the need for more employees and decreased the time required to process accounting operations.

32) Littleraven, Kris

2008 Lucky Star Casino Concho and Clinton, Feather Warrior Casino Watonga and Canton. *Indian Gaming*. August:24.

In order to survive the economic slowdown, the Cheyenne & Arapaho Tribes employ a marketing campaign that continues to evolve. The variety of gaming machines, addition of a players club accounting system, and physical expansion at three of four locations has sustained profits.

33) Moritz, Robert

2012 Downstream Casino Resort in Quapaw, OK. *Indian Gaming*. October:42-43.

Downstream Casino features over 2,000 machines on the gaming floor and management tries to stay current with the latest trends in technology. Arcade style bonuses and interactive seating attract new guests while the casino's design enables line of sight freedom to entice players to visit all areas inside the facilities.

34) Muscogee (Creek) Nation Casinos Deploy Avigilon High Definition Surveillance System to Protect Tribal Assets and Meet National Surveillance Standards
2012 *Indian Gaming*. September:42-43.

The tribe's Office of Public Gaming installed a new surveillance system in 6 of its 11 casinos. Surveillance staff has enjoyed a more effective system, saving time and resources with an increased investigation success rate of 90%. The system helps the casinos regulate gaming, monitor and safeguard guests, and protect tribal assets.

35) New Casino Coming to Wyandotte

2007 *Indian Gaming*. February:66.

Wyandotte Nation is scheduled to open a new gaming facility in early 2007. The new property is located near the smaller Lucky Turtle Casino and will boast 20,000 square feet of gaming area included in the total of 50,000 square feet of new construction. The casino's player reward program also offers discounts to players at other businesses in the Wyandotte, Oklahoma area.

36) The New Grand Hotel is on the Rise – Going Up!

2012 *Indian Gaming*. March:51.

A 14-story hotel tower will feature 262 suites and provide much needed employment to the local area. The 16-month project is scheduled to be completed by 2013.

42) Choctaw Nation Announces New Phase I by Listing Destination
2008 *Indian Gaming*. January:17.

A groundbreaking ceremony was held in Ponce City, Oklahoma as the tribe announced plans for its \$14 million casino. The 15,000 square foot facility will bear the name of a

37) New Parking Facility Opens at River Spirit Casino
2009 *Indian Gaming*. December:49.

A new parking facility has opened between the new River Spirit Casino and the old Creek Nation Casino. The multi-million dollar facility is six-stories high with parking for 1,300 vehicles.

38) New WinStar World Casino Hotel Offers Luxurious Amenities and Organic Spa
2009 *Indian Gaming*. October:74.

The fifth largest casino in the world recently added a 12-story hotel with 395 rooms. The architecture is modeled after a Tuscan villa which is connected to a gaming floor that is half a mile long. The addition features restaurants, banquet rooms, swimming pool, spa, boutique, gift shop, and concierge services.

39) On the Frontlines: Fort Sill Apache Casino
2009 *Indian Gaming*. June:22-23.

From 2006-2009, Fort Sill Apache leadership struggled to exploit the local gaming market as a result of not having an illustrious facility and marketing plan. Under direction from construction firms, the tribe was able to build a new facility on top of the old gaming site. The new site includes room for 750 games, restaurants, and a 120-room hotel in addition to a new customer service strategy focused entirely on customer appreciation and retention.

40) Opening of Quapaw Tribe's Upscale Hotel is a First for Oklahoma's Tri-State Region
2008 *Indian Gaming*. December:56.

The grand opening of the Downstream Casino Resort was a historic occasion for the Tri-State area as it presents the first upscale entertainment destination in the area. The 12-story hotel features luxurious amenities that include personal hosting, wireless check-in, concierge services, catering and room service that is unlike any location around the Oklahoma-Missouri state line.

41) Osage Casino – Sand Springs Completes 10-Month Renovation and Hosts Grand Reopening
2012 *Indian Gaming*. August:38-39.

The Osage Nation renovated its Sand Springs casino to greatly improve the air quality for its patrons. The new ventilation system was installed without major disruption for gaming guests; other renovations include a larger dance area and performance stage, bar area, and multiple high-definition TVs for sports enthusiasts.

42) Osage Nation Announces New Ponca City Gaming Destination
2008 *Indian Gaming*. January:57.

A groundbreaking ceremony was held in Ponca City, Oklahoma as the tribe announced plans for its \$14 million casino. The 35,000 square foot facility will bear the name of a

historic figure for the tribe, Million Dollar Elm. As oil leases were sold in the early 20th century, auctions were held under the conspicuous elm tree near the Osage tribal building.

43) Price, Darin

2007 Golden Pony Casino. *Indian Gaming*. October:32.

The Golden Pony currently uses a technology suite that promotes upcoming events, food and beverage specials, and other player incentives; however, management is also shopping for a system that can integrate operations for both compact and non-compact games on the floor.

44) Quapaw Tribe's Remarkable Success Rose From Humble Beginnings

2011 *Indian Gaming*. April:52-55.

In two years, the Quapaw Tribe constructed the \$300 million Downstream Casino Resort that includes 2,000 electronic games, 32 table games, and 14 poker tables. The 222-room hotel adds a lounge and bar, swimming pool with cabanas, meeting spaces, multiple restaurants, sports bar, and 18 holes of golf nearby and a 6,000 seat outdoor theater. The construction planning, financial support, and revenue generation goals surpassed all expectations of tribal leaders and partners as business growth of 10% to 12% over three years is rarely experienced.

45) River Spirit Casino

2009 *Indian Gaming*. June:53.

Cunningham Group and Red Thunder Studios collaborated with tribal elders and used historical metaphors during the design process to create a gaming facility that reflects the history of the tribe. Details inside the casino reinforce cultural references and provide an inviting setting to guests.

46) River Spirit Casino Announces Grand Opening Celebration in May

2009 *Indian Gaming*. May:60.

The grand opening of Tulsa's River Spirit Casino includes three days of celebration with live entertainment and prize giveaways. The \$195 million facility boasts 300,000 square feet of entertainment including 2,800 electronic games, four restaurants, a lounge, 24 table games, and 15 poker tables.

47) Riverwind Casino Set for August Grand Opening

2006 *Indian Gaming*. July:57.

The Riverwind Casino will be the largest casino in Oklahoma with 2,200 electronic games and over 70 blackjack and poker tables. The Chickasaw Nation will employ 1,800 workers and provide an economic boost to the local economy around Norman, Oklahoma.

- 48) River Spirit Casino Sets New Standards for IP Video Surveillance Solutions and Security**
2009 *Indian Gaming*. July:32-33.

The construction of the River Spirit Casino included surveillance vendors and IT specialists who developed the infrastructure that includes over 1,400 IP cameras and multiple servers. The Office of Public Gaming is responsible for monitoring all activities while protecting tribal assets and players.

- 49) Robinson, Matthew S.**
2006 Hotels in Indian Country – 2006. *Indian Gaming*. April:60-63.

The total number of Indian casinos with hotels is 125 with a total capacity of 27,876 rooms. The ratio of gaming positions per room is 4.9 to 9.3. As demand for additional hotel space increases, there will likely be an increase in quality of facilities, additional guest services, and new amenities.

- 50) Robinson, Matthew S.**
2011 Hotels at Indian Casinos – 2011. *Indian Gaming*. April:62-63.

Casinos continue to increase hotel space in tough financial times. Oklahoma reports 12 Indian casinos with 2,150 units; the ratio of gaming positions per room is at 11.4, which is the highest ratio nationally.

- 51) Robinson, Matthew S.**
2012 Hotels at Indian Casinos – 2012. *Indian Gaming*. April:90.

At the end of 2011, there were 160 Indian casinos with hotel properties nation-wide. Between the years 2005 and 2011, the greatest percentage growth of Indian casinos with hotels occurred in Oklahoma. The greatest percentage growth in the number of rooms was also reported in Oklahoma.

- 52) Shawnee Tribe Shares Preliminary Details of Planned Oklahoma City Resort**
2008 *Indian Gaming*. March:54.

The Shawnee Tribe formally submitted an application to place 104 acres of land into federal trust with intentions to develop a large scale entertainment destination. The \$400 million project is projected to create 1,900 jobs and have a large economic impact in the Oklahoma City area. Plans include an 18-story hotel, casino, spa, retail area, performance and cinema halls, and a bowling center.

- 53) Silver Buffalo Casino Holds Grand Opening Celebration**
2006 *Indian Gaming*. August:59.

The new casino in Anadarko employs 283 slot machines as well as electronic blackjack and video poker. Compact gaming was chosen in order to be a close partner with the community and support education.

54) Sine, Dan

2008 Creek Nation Casino – Tulsa. *Indian Gaming*. August:26-28.

The construction of a new facility will increase the number of electronic games and table games to almost twice the current capacity. Additional growth is evident in the new employee programs, entertainment, and promotions. Employees are rewarded as they inform casino guests of special events, player's club promotions, and upcoming entertainment.

55) Topping Off Ceremony Held for the New Grand Hotel

2012 *Indian Gaming*. August:38.

A ceremony was held to honor Flintco team members who dedicated much labor to the construction of Citizen Potawatomi Nation's new 14-story hotel. The 141 foot tower is the tallest structure on Interstate 40 between Oklahoma City and Little Rock.

56) Two Hundred Tons of Steel Going up at Cherokee Casino West Siloam Springs

2007 *Indian Gaming*. December:54.

Cherokee Nation's \$83 million expansion of the current casino will add another 600 jobs to the area. The 240,000 square foot facility will include 1,300 electronic games, close to 40 table games, and several dining establishments.

57) WinStar World Casino Breaks Ground on New Hotel Tower

2012 *Indian Gaming*. January:56.

A new 18-story hotel will be constructed adjacent to the existing 12-story hotel tower at WinStar World Casino. The 500-room tower will connect to a new luxury pool and garden area all constructed by Flintco and expected to open in the summer of 2013.

58) WinStar World Casino Oklahoma's Newest Destination Spot

2008 *Indian Gaming*. August:59.

The Chickasaw Nation of Oklahoma dedicated a new name (WinStar World Casino) and theme to its 519,000 square foot gaming facility. The new design and expansion, to be completed in 2009, will include destination themes replicating Beijing, London, Madrid, Paris, and Rome. The expansion includes a renovation of the Showplace Theater, a VIP mezzanine, balcony seating, and advanced lighting and acoustics.

The third category is **Gaming Support**; this area is another form of investments, but includes components of individual non-gaming industries that have been added to gaming sites in order to offer more non-gaming entertainment options. Activities include live music, comedy shows, bowling lanes, magic shows, RV parks, cafes, spas, bars, restaurants, lounges, and golf courses. These attractions seek to capture the

attention of potential customers in efforts to further promote gaming; these features are equally important in maintaining loyalty with returning guests. Summaries of gaming support articles are listed below:

- 1) Cherokee Casino Resort
2005 *Indian Gaming*. December:58.

The Cherokee Casino Resort offers 7,500 square feet of meeting spaces, banquet areas, and lounge for professional and intimate settings. Guests can stay at the 150-room hotel and enjoy entertainment on the 92,000 square foot gaming floor.

- 2) Cherokee Nation Entertainment Holds 5th Annual Art Market
2010 *Indian Gaming*. November:88.

The annual Cherokee Art Market was held at the Hard Rock Hotel & Casino in October. The show featured over 150 national artists and hosted more than 3,000 guests.

- 3) Chesser, Chris
2010 FireLake Golf Course. *Indian Gaming*. May:52.

The FireLake Golf Course features water on 15 of 18 holes and is rated in the top 10 of daily fee golf courses in Oklahoma. The pro shop has been remodeled and features a restaurant, bar, driving range, putting green, and snack bar.

- 4) Chickasaw Nation's WinStar Golf Course
2008 *Indian Gaming*. August:48.

The designers of the WinStar Golf Course followed the natural elements of the land to build a challenging course that was also environmentally responsible. The course is designed to handle tournament play and will host two major Native American golfing events in August alone.

- 5) Deal, Frank
2011 Spotlight on Entertainment: Choctaw Casino Resort in Durant, OK. *Indian Gaming*. August: 24-25.

The Choctaw Casino Resort offers four different venues for entertainment. A 175-seat amphitheater and Diamondback Lounge complement the Choctaw Event Center that can seat 5,500 guests.

- 6) Destination: Downstream Casino Resort
2008 *Indian Gaming*. November:58-61.

The Downstream Casino Resort offers 222 hotel rooms, multiple restaurants, a sports bar, live music, and 70,000 square feet of gaming space. The casino provides a players club and hosting program to further develop customer relations as well as a bus program for day tourists.

- 7) Destination: Hard Rock Hotel & Casino – Tulsa, Oklahoma
2009 *Indian Gaming*. September:40-42.

The 400,000 square foot casino offers: 356 hotel rooms, retail shopping, bars, restaurants, convention center, ballroom, buffets, café, piano lounge, night club, multipurpose theater, and 18-hole golf course.

- 8) Downstream Expanding on the Missouri Side With C-Store and RV Park
2011 *Indian Gaming*. November:59.

A 24-hour convenient store with a liquor store and RV park will be constructed on the Missouri side of the Downstream Casino Resort in the Joplin area. The new project will add about 20 permanent jobs, 40 RV spaces, 22 parking spaces for semi-tractor trailer trucks, and multiple fuel pumps.

- 9) Finnerty, Danny
2010 Hard Rock Hotel & Casino Tulsa. *Indian Gaming*. July:34.

The live music and nightclub entertainment will be supplemented with a new venue that offers 2,500 seats, VIP boxes, and top entertainers. The casino hosts big name shows frequently, but much of the success remains with return customers and regular business.

- 10) For Many, Gaming and RVing Go Together
2009 *Indian Gaming*. February:32-33.

A new customer group is taking advantage of cheaper lodging and staying longer at gaming destinations as RV enthusiasts are finding both excitement and relaxation at RV sites near gaming facilities. The Choctaw Nation of Oklahoma will create a new Kampground of American (KOA) site near the Choctaw Casino Resort in Durant, Oklahoma in March of 2009.

- 11) Jarrett, Jeff
2010 Cherokee Hills Golf Club. *Indian Gaming*. March:54.

Cherokee Hills has been rated as one of the top five public courses in Oklahoma as well as being recognized as being among the top 40 casino golf courses in the nation. The club offers a golf shop, meeting spaces, and Champions Grill restaurant.

- 12) Hammond, Mike
2010 WinStar Golf Course. *Indian Gaming*. March:60.

The WinStar Golf Course offers a resort style course with championship capabilities on a course that fits in with natural settings but also offers unique challenges. The 18-hole attraction offers a clubhouse complete with a bar & grille, pro shop, locker room, and banquet facilities.

13) Harrison, Sean

2010 Downstream Casino Resort. *Indian Gaming*. July:34-35.

The Venue is an outdoor entertainment facility that hosts up to 6,200 guests; as concerts end, many customers flow into the casino to continue the night of fun and excitement. The casino opened in 2008 and has had great success attracting the top entertainers in the country.

14) Harrison, Sean

2009 Downstream Casino Resort in Quapaw, OK. *Indian Gaming*. February:45.

Live bands featured at the Downstream Casino Resort present a fun environment for guests that is not always centered on gaming; supporting local musicians and providing quality entertainment coupled with great food is a combination for customer retention and showing added value to the destination.

15) Heartland Poker Tour: Young Guns Battle it Out in Outlaw Country

2009 *Indian Gaming*. November:110.

The Heartland Poker Tour, filmed at the Downstream Casino Resort, is a national television show that showcases exciting tournament play for cash prizes. Of 292 poker players at one tournament, 5 of the 6 players in the final rounds were from the four-state area of Oklahoma, Missouri, Kansas, and Arkansas. The HPT show is available to over 100 million viewers.

16) New WinStar Golf Course Opens

2006 *Indian Gaming*. November:94.

The new Chickasaw Nation-owned public golf course includes 18 holes of play, clubhouse, pro shop, locker room, grill, banquet facilities and a practice area. Construction of the course follows the natural setting of the 225-acre Red River basin and includes native prairie grasses, four lakes, wildlife, and sandy natural areas.

17) Property Review: Chickasaw Nation WinStar World Casino

2012 *Indian Gaming*. January:26-29.

The WinStar World Casino is home to 395 hotel rooms, 200-pad RV park, 3,000 seat event center, and 380,000 square feet of gaming space. The property includes a spa, 10 restaurants, and a 27-hole golf course to create a complete luxurious entertainment destination.

18) Ramsey, Larry

2009 Eagle Creek Golf Club. *Indian Gaming*. July:48.

Eagle Creek is a full resort golf club complete with a clubhouse, fitness center, bar, restaurant, and banquet room. The challenging course layout is open for players of all skills and part of the property will be redesigned with the help of golfer John Daly.

19) Robinson, Matthew S.

2011 Gas Station/Convenience Stores in Indian Country. *Indian Gaming*. August:44-46.

Oklahoma has the largest number of gas station/c-stores located at or near casinos with a total of 36. New characteristics are vehicle washes and RV park services. Choctaw Nation of Oklahoma operates 13 travel plazas, ranking first in the nation; the Chickasaw Nation ranks fourth with seven travel plazas.

20) Robinson, Matthew S.

2010 Spas at Indian Casinos – 2010 Update. *Indian Gaming*. April:54-55.

The number of spas at Indian casinos tripled in a five year period totaling 50 nationwide in 17 states. There are spas at about one in three hotels with casinos and the growth is expected to continue as the size of the spas increases as well.

21) Robinson, Matthew, S.

2009 Golf In Indian Country – 2009 Update. *Indian Gaming*. September:56-57.

Tribes that operate casinos continue to diversify their economies and offer new services to guests. This trend will continue to grow as casinos evolve into full scale resort destinations. Nationally, there are 56 tribes that own 76 golf courses; Oklahoma has 7 courses.

22) Robinson, Matthew S.

2009 RV Parks in Indian Country – 2009 Update. *Indian Gaming*. April:48-49.

There are almost 80 RV parks associated with Indian tribes nationally. RV parks at Indian casinos are not individual profit centers, but rather marketing tools to entice overnight stays and other entertainment.

23) Robinson, Matthew S.

2008 Bowling Centers at Indian Casinos – 2008 Update. *Indian Gaming*. January:34-35.

The number of bowlers per year matches the number of gamblers per year, but the number of bowling centers at Indian casinos also increases recently. Bowling centers can establish a way to attract overnight visitors with tournaments, league play, and gaming entertainment.

24) Robinson, Matthew

2008 Gas Station/Convenience Stores in Indian Country. *Indian Gaming*. April:70-71.

Oklahoma is home to 36 Indian casinos with gas stations/convenience stores while all other states offer significantly fewer. Nationally, there are 167 sites while some tribes are introducing new features such as car washes, liquor stores, delis, cafes, and RV parking lots.

25) Robinson, Matthew S.

2006 Golf in Indian Country – 2006. *Indian Gaming*. November:76-77.

The number of golf courses in Indian Country continues to rise as gaming operations evolve into full resort destinations. Oklahoma is home to five tribally owned/operated golf courses with an additional four courses in the planning stages. Nationally, there are 45 tribes in 18 states that operate 66 golf courses in total with many more to be expected in the near future.

26) Spas in Indian Country: Oka Spa

2010 *Indian Gaming*. November:92.

A four-room spa was revealed as part of the Choctaw Casino Resort's \$300 million grand opening. The 2,000 square foot spa offers packages for spa parties and couples packages to add to the list of services at Oklahoma's latest luxury destination.

27) Weddell, Gary

2011 Hard Rock Hotel & Casino Tulsa in Tulsa, OK. *Indian Gaming*. May:27.

As customers remain closer to entertainment due to difficult financial times, the Hard Rock Hotel & Casino offers more options to keep gaming dollars nearby. Updated electronic games, more dining areas, lounges, convention spaces, an art gallery, a jewelry store, a clothing store, and a golf course have been added to attract younger generations of guests.

28) Zanzanian, Brian

2010 WinStar World Casino. *Indian Gaming*. July:36.

The WinStar World Casino is home to the 2,500 seat Global Event Center where popular talents frequent the entertainment circuit. An expansion of the event center did not prevent each guest from being close to the excitement while dining and gaming are nearby as well.

Non-Gaming Investments are activities not related to gaming sustainment, but rather how revenues are utilized by tribal leadership; these are the products of gaming operations. Investments include contributions to tribal infrastructures and tribal programs to promote self-sufficiency and assist members. This category is the end result of the IGRA as it was intended and examples are provided:

1) Anoatubby, Bill

2007 Spotlight on Oklahoma: Chickasaw Nation. *Indian Gaming*. August:18.

The success of Chickasaw Nation's gaming allows the tribe to diversify its economic interests while it invests in projects such as: restaurants, travel plazas, employee-training centers, motels, radio stations, Lazer Zone Family Fun Center, bowling,

miniature golf, a police force, and donations to fire departments, schools, churches, scholarships, and charitable organizations.

- 2) The Cherokee Nation: Building Economic Stability For Generations to Come
2009 *Indian Gaming*. August:38-41.

Cherokee Nation Entertainment, as the tribe's economic development entity, began operating bingo in 1990 with 83 employees. Today, CNE manages seven casinos, convenience stores, tobacco shops, golf courses, hotels, and gift shops. CNE employs more than 3,400 people with total revenues over \$441.2 million with 100 percent profits going to tribal programs.

- 3) Chickasaw Nation Opens Ada Community Center
2007 *Indian Gaming*. July:53.

The largest of five Chickasaw Nation community centers was opened in Ada, Oklahoma to serve Chickasaw families for many occasions. The 10,800 square foot building can host up to 500 guests and also includes outdoor amenities such as a horseshoe pit, volleyball and basketball courts, and parking for 150 vehicles.

- 4) Coffey, Wallace
2007 Spotlight on Oklahoma: Comanche Nation. *Indian Gaming*. August:20.

Given the success of the tribe's gaming operations, the Comanche Nation has invested in projects for the City of Lawton and distributed per capita payments to tribal members. Both direct and indirect contributions to the local economy reflect the value of gaming in the community as local governments have partnered to improve economic stability.

- 5) Downstream Opens Quality Pre-School "The Learning Center" for Employee Children
2011 *Indian Gaming*. May:55.

Employees of Downstream Casino Resort now have a facility for childcare nearby while at work. The Learning Center is another benefit for employees who have grown close to near family members. The new center can accommodate 300 children and employ 30-40 staff members.

- 6) Ellis, A.D.
2007 Spotlight on Oklahoma: Muscogee Creek Nation. *Indian Gaming*. August:20-22.

The Creek Nation Casino has been approved to operate Class III games, but has not conducted a conversion yet. The tribe's casino revenues are reinvested into higher education, social services, school clothing, health care, construction projects, and a savings account of 20% of the profits.

- 7) Mathews, J.R.
2009 Oklahoma and National Indian Gaming Resilient During Recession. *Indian Gaming*. August:20.

Oklahoma's 31 tribes that operate casinos generated almost \$106 million in state revenues as a result of compact fees. The state's gaming operations have survived tough economic times, but tourism at Downstream Casino reflects 65% of its business, in 2009, was from outside the immediate three-state area where the Quapaw Tribe developed a resort destination.

- 8) Naff, A.J.
2008 Chickasaw Nation Finds Recipe for Success with Bedre Fine Chocolates. *Indian Gaming*. February:36-37.

In 2000, The Chickasaw Nation purchased Bedre Fine Chocolates from a chocolate hobbyist in an effort to diversify the tribe's business operations. Since the purchase, the company has grown to employ 60 to 80 people from the community while it distributes products worldwide.

- 9) Prairie Chief-Boswell, Janice
2011 Spotlight on the Benefits of Indian Gaming. *Indian Gaming*. June:16.

Since 1994, the Cheyenne and Arapaho Tribes have expanded gaming operations across Clinton, Canton, and Watonga, Oklahoma. About half of the casinos' employees are tribal members while an additional 35% are Native Americans from other tribes. The tribe plans to construct a wind farm to power gaming and other tribal facilities while saving over \$9.2 million over 40 years.

- 10) Pyle, Gregory E.
2009 Tribal Leader Roundtable: Choctaw Nation of Oklahoma. *Indian Gaming*. May:18.

Since bingo started in 1987 in Durant, the tribe continues to expand its gaming and invest in tribal services for its members. A large amount of gaming profits are earmarked for scholarships, career development, and job creation. The tribe has plans to build a new headquarters, multiple casinos with hotels, and further develop its environmental program to conserve natural resources.

- 11) Pyle, Gregory E.
2007 *Indian Gaming*. January:23.

The tribe's economic development continues to expand as gaming operations have funded many construction projects. Tribal expansion includes 14 Head Start centers, 6 health clinics, 17 community centers, 7 casinos, 13 travel plazas, and 4 child development centers.

12) Pyle, Greg

2007 Spotlight on Oklahoma: Choctaw Nation. *Indian Gaming*. August:22.

As a result of gaming success, the tribe is able to fund Choctaw language courses, housing assistance, health programs, scholarships, student incentives, health clinics, and career and employment programs. Choctaw Nation internally funds 80% of all its programs; ten years ago, 80% of the funding was provided by the federal government.

13) Qualls, David

2012 Class II: The Key to Oklahoma's Success. *Indian Gaming*. August:14.

The 18th Annual Oklahoma Indian Gaming Association Conference and Trade Show is scheduled to attract over 2,000 attendees in Oklahoma City. In 2010 the State's economy increased by 2.33 percent as a result of gaming. Class II gaming in Oklahoma makes up 60% of the nation's Class II operations.

14) Smith, Chadwick

2007 Spotlight on Oklahoma: Cherokee Nation of Oklahoma. *Indian Gaming*. August:22-23.

The Cherokee Nation uses gaming profits wisely to provide services to tribal members and fund innovative programs. The tribe has provided support after natural disasters, funded housing and community programs, and developed a unique back-to-work program to help members with health concerns return to the work force after complete a complete therapy routine.

**15) Up Close with Brian Campbell, Chief Executive Officer of the Chickasaw Nation
Division of Commerce**

2008 *Indian Gaming*. May:14-15.

The Chickasaw Nation operates 57 businesses with 16 of those being casinos. The tribe continues to seek opportunities in health care while negotiating terms to export chocolate to China. Business profits are used to assist tribal members with over 100 programs for Chickasaws.

16) Up Close with Bill Anoatubby, Governor of the Chickasaw Nation

2010 *Indian Gaming*. May:24-25.

While the tribe's casinos continue to be profitable, the tribe invests in tourism, gaming consultation, banking, a chocolate company, health care, radio stations, and a collection of other ventures. The tribe's cultural center, wellness centers, and educational programs are designed to enhance the lives of tribal members and citizens of Oklahoma.

Governance and Preservation of Gaming (GPG) includes activities related to protecting gaming as a vehicle for tribal economic development; challenges and displays of sovereignty, online gaming discussions, and gaming regulation are key topics. The following entries complete the collection of articles examined:

- 1) Cadue, Steve
2011 Spotlight on 2012 and Beyond: Kickapoo Nation. *Indian Gaming*. December:30.

The future of economic development for Indian tribes is being threatened by online gaming and expanded state gaming operations. Indian gaming may be taken away just as gold, oil, water, and other resources have been exploited by non-Indian interests. Indian gaming income is a tribal resource to support tribal governments and programs, but the tribal economies will continue to be threatened by outsiders.

- 2) DesRosiers, Norm
2008 Economic Impact of NIGC's Proposed Class II Gaming Regulations. *Indian Gaming*. April:34-36.

Oklahoma, California, and Florida account for over 84% of Class II gaming nationally. In Oklahoma, the number of Class II games dropped from 37,000 to 25,000 in just two years; however, Class III games replaced the Class II games once state compacts authorized Class III operations.

- 3) Foster, Brian
2005 Up Close with Brian Foster on the Proposed Legislative Changes to Class II Gaming. *Indian Gaming*. December:16-17.

The Oklahoma Indian Gaming Association is working with the National Indian Gaming Association on effective ways to inform tribal leaders, employees, and members about critical issues. The Department of Justice wants to see a distinguishing separation between Class II and Class III games so that the DOJ can take some jurisdiction away from the tribes.

- 4) Hummingbird, Jamie
2011 Spotlight on 2012 and Beyond: Cherokee Nation Gaming Commission. *Indian Gaming*. December:33.

The controversial topic of online gaming is being reviewed by state governments such as California, New Jersey, and Iowa. The National Indian Gaming Commission will amend minimum internal control standards that will affect tribal regulatory bodies as well.

- 5) Kyser-Collier, Barbara
2007 The Formation of the Oklahoma Tribal Gaming Regulators Association. *Indian Gaming*. February:54.

In a 2005 meeting in Tulsa, Oklahoma, tribal regulators decided to create a formal group to share information, network, and meet with other professionals. The OTGRA was formed to exchange ideas and enhance regulatory standards for the gaming industry.

- 6) McBride III, D. Michael
2010 Indian Gaming Compacts in Oklahoma: Respecting Tribal Jurisdiction and Enforcing Understanding – A Continuing Role for Class II Gaming. *Indian Gaming*. May:14-16.

A new controversy has arisen in Oklahoma between the State and tribes over which courts can hear tort claims. New proposals require that tribes waive their sovereign immunity in prize claims and tort claims. The next compact will be required in the year 2020, so many arguments may see arbitration as a solution.

- 7) McBride III, D. Michael
2008 Proposed Federal Gaming Rules Will Hurt Oklahoma and the Country. *Indian Gaming*. April:40-42.

In Oklahoma, 33 tribes have Class III compacts, 94 gaming locations, and about 30,000 Class II machines; Oklahoma also operates 59% of Class II devices nationwide. Under proposed rules, almost all of Oklahoma's Class II machines would have to be modified or discontinued. Tribes need Class II gaming as a backup for Class III compacts if states do not uphold the agreements.

- 8) Morago, Sheila
2011 Spotlight on 2012 and Beyond: Oklahoma Indian Gaming Association. *Indian Gaming*. December:34.

Tribes are participating in the NIGC's Tribal Advisory Committee (TAC) to advise the NIGC on Classes II and III minimum internal control standards in an effort to clearly define the controls. Much time and resources have been invested in the past due to ambiguity between classes in addition to online gaming debates that have not been settled as of 2011.

- 9) Ritchie, Kip
2011 Spotlight on 2012 and Beyond: Potawatomie Business Development Corporation. *Indian Gaming*. December:36-37.

Cloud technology, social media, and politics will shape the future of Indian Gaming. Off-reservation gaming, online gaming, and state tax deficits are focuses for many regulatory bodies and tribal governments. Cloud technologies and social media will enhance the efficiency and effectiveness of daily operations and marketing campaigns to keep gaming revenues stable.

10) Stevens, Ernest L.

2011 Spotlight on 2012 and Beyond. *Indian Gaming*. December:40.

Congress is considering federal proposals to legalize online gaming, but the National Indian Gaming Association has not received any proposals that address the impacts on Indian gaming as a result of online gaming legalization. Tribes depend on Congress to deliver fair treatment in the online gaming debate and expect Congress to abide by the Indian Gaming Regulatory Act.

Data Analysis

Data collected from articles provided the bulk of information necessary to analyze the dynamics of Oklahoma Indian gaming and tribal government operations. The analysis of data will provide tribal actors with constructive perspectives that will optimistically provide supplementary guidance for future decision-making between sovereigns in Oklahoma.

At the conclusion of the classification process, the results of the totals revealed in each category were visually represented with charts. The representations display the varying concentrations on each category as dedicated by the authors, or ultimately the people largely invested in the Indian gaming industry.

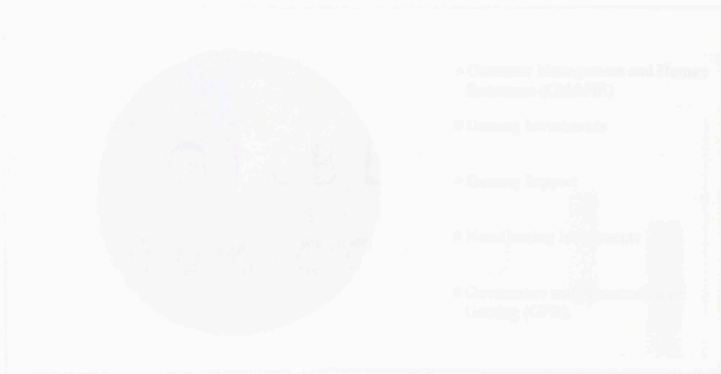
A pie chart (**Chart 4.1**) was used to display differences (in percentages) between categories in the literature; serving as a summary of all articles examined, the chart vividly separates areas of the industry considered more valuable (in focus) and enables quick comparisons among categories.

Another chart was used to visually display the data chronologically. A bar graph provided another approach to reveal the focus of categories according to individual year of publication. Starting with year 2005 and ending in 2012, the chart separates each year by the number of categories reported. Each category is color-coded identically as in **Chart 4.1** for consistency. This chart visually exposes patterns in the

literature as article totals are separated by category each year. Reading the chart chronologically by category also discloses the value of each category compared annually. Naturally, the continued presence of a certain category in following years expresses great focus on behalf of the industry.

These categories are relevant to the problem (Bridges, 1971). In this case, frequencies of certain categories reflect the focus of articles dedicated by authors, who include school employees, elected officials, CEOs, Indians, and non-Indians, deeply involved in the industry. The prevailing frequencies display trends in various areas that are likely to continue in the distribution of issues to gain resolution.

Chart 4.1 Categories of Literature Total Articles = 134

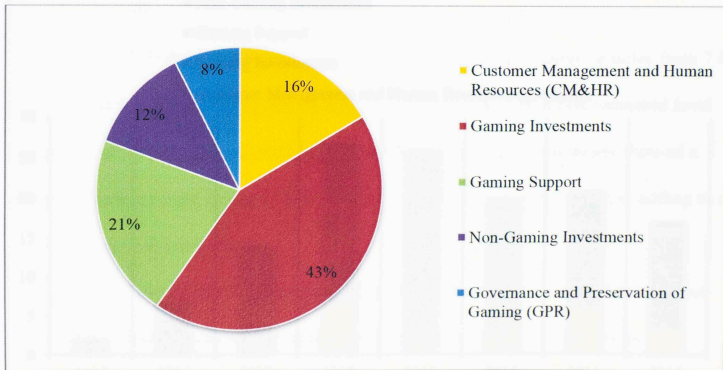


The pie chart of Categories of Literature (Chart 4.1) shows a breakdown of all 134 articles relevant from Indian Gaming Incentives relevant to Oklahoma. Gaming Incentives is the largest category of articles represented with 40% accounted for, followed by Gaming Support and Non-Gaming Incentives. Gaming Support made up 20% of the total. Customer Management and Human Resources (CM&HR) related to the health care

Chapter 4: Findings

The categories of literature have been defined so that any analyst can apply them to the same content and reach similar conclusions. Content analysis should be undertaken only when relative frequencies of content categories are relevant to the problem at hand (Berelson 1971). In this case, frequencies of content categories reflect the focus of attention dedicated by authors, who include tribal employees, elected officials, vendors, Indians, and non-Indians, deeply involved in the industry. The prevailing frequencies display trends in various areas that are likely to continue in the near future or cease to gain attention.

Chart 4.1 Categories of Literature; Total Articles = 134

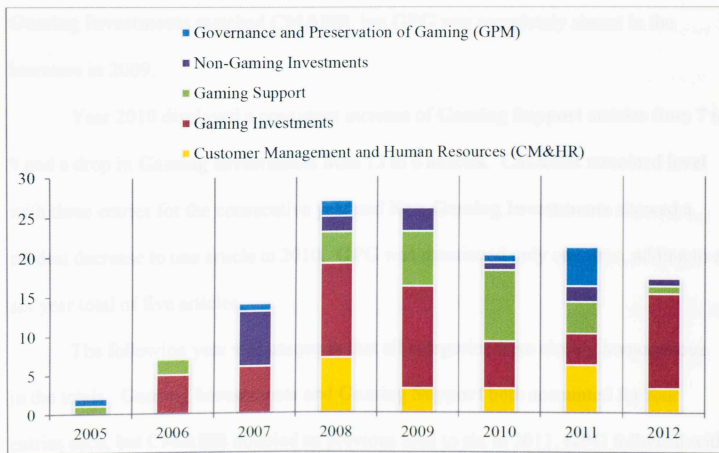


The pie chart of **Categories of Literature (Chart 4.1)** shows a breakdown of all 134 articles selected from *Indian Gaming Magazine* relevant to Oklahoma. **Gaming Investments** was the largest category of articles represented with 43% accounted for; the next closest category, **Gaming Support**, made up 21% of the total. **Customer Management and Human Resources (CM&HR)** reflected 16% of the chart while

closely leading **Non-Gaming Investments** by 4%. Together, as the top two and three categories, **Gaming Support** and **Non-Gaming Investments** do not make up the equivalent of the **Gaming Investments** total. The smallest category of articles, **Governance and Preservation of Gaming (GPG)**, reflected 8% of the literature.

The articles were also classified not only by category, but also by year to reveal patterns of discussion that are considered important over a short period of time. Below in **Chart 4.2**, the graph visually represents the patterns by color and shows the varying frequencies of literature topics.

Chart 4.2 Categories by Year



In 2005, only **Gaming Support** and **GPG** were discussion points of Oklahoma gaming. The following year, neither previous category was represented, but **Gaming Investments** dominated **Gaming Support** with five articles over two articles. In 2007, the **Gaming Investments** category remained level with six entries while **Non-Gaming**

Investments reflected seven articles and **GPG** posted one article. A surge of publications in all categories was exhibited in 2008 with a total of 27 articles. **Gaming Investments** was the category leader with 12 entries while **CM&HR** posted 7 classifications; **Gaming Support**, with 4 articles, doubled both **Non-Gaming Investments** and **GPG**, each reporting only two entries.

Midway through the study period, **Gaming Investments** continued to lead all categories with 13 articles in 2009, reaching the highest total of any segment. **Gaming Support** revealed seven entries, an increase of three from the previous year. However, **CM&HR** decreased by over half of the 2008 count with only three articles. **Non-Gaming Investments** matched **CM&HR**, but **GPG** was completely absent in the literature in 2009.

Year 2010 displayed a consistent increase of **Gaming Support** articles from 7 to 9 and a drop in **Gaming Investments** from 13 to 6 articles. **CM&HR** remained level with three entries for the consecutive year and **Non-Gaming Investments** showed a modest decrease to one article in 2010. **GPG** was mentioned only one time, adding to a six year total of five articles.

The following year was unique in that all categories were closely homogenous in the totals. **Gaming Investments** and **Gaming Support** both accounted for four entries each, but **CM&HR** doubled its previous total to six in 2011. **GPG** followed with the second largest total of five articles; the smallest representation was **Non-Gaming Investments** with two entries.

Year 2012 displayed a tremendous increase of **Gaming Investments** entries (12) while **CM&HR** dropped by 50% to 3 entries. **Gaming Support** and **Non-Gaming**

Investments each revealed one article and **GPG** was not a category of discussion for the third time over eight years in this period.

Upon transcription of the visual representations in Charts 4.1 and 4.2, it appears that continued investing in gaming advancement, gaming platforms, and all efforts to produce revenue will continue as long as tribes and/or customers determine this activity to be lucrative. This study provided a complete summary of exchanges in the industry as they advance gaming for tribes.

Implications and Recommendations

The Gaming Investments category was the most represented of all categories. Perhaps this proves the idea that "if you build it, they will come," as evidenced by the 1989 blockbuster hit, *Field of Dreams*. Furthermore, this article may have inadvertently signaled tribes to invest as the IGRA was passed just six months prior. In Chart 4.2, Gaming Investments was a topic of discussion for seven of eight years analyzed. Similarly, Gaming Support was mentioned for six many years, but this is the only category. Investing in the longevity of gaming, as a viable and profitable industry, is likely to pay off exponentially over several years, especially in the future, as it has proven to be profitable.

Chapter 5: Discussion and Conclusion

As articles were classified according to content, the search for the most accurate titles for each category was exhausting. Though there is no standard or perfect set of categories to describe this complex industry, refinement is a valuable process in transferring the intent of the author using this study as a medium. The categories employed have captured the meanings projected by the authors as intended and have relevant applications in the gaming industry.

Upon examination of the visual representations in **Charts 4.1** and **4.2**, it is apparent that sustained investing in gaming infrastructures, gaming platforms, and all efforts to produce revenues will continue as long as tribes and/or customers determine this activity to be lucrative. This study provided a snapshot summary of exchanges in the industry as they enhance gaming for tribes.

Implications and Recommendations

The **Gaming Investments** category was the most represented of all categories. Perhaps this proves the idea that “if you build it, they will come,” as explained in the 1989 blockbuster hit, *Field of Dreams*. Furthermore, this movie may have inadvertently signaled tribes to invest as the IGRA was passed just six months prior. In **Chart 4.2**, **Gaming Investments** was a topic of discussion for seven of eight years examined. Similarly, **Gaming Support** was mentioned for as many years, but not in the same magnitude. Investing in the longevity of gaming, as a stable and unique source of tribal income, is likely to pay out exponentially over several years, especially in Oklahoma, as it has proven to be profitable.

Gaming Support is a reliable component of attracting customer dollars. If gaming is ever characterized as less credible, the entertainment foundation remains to entice guests. Many tribes are developing casino resorts that are family destination spots. The industry has evolved from mobster influences in Las Vegas to affordable family vacation retreats. None of the topics in the category assume financial losses will be made by these supplementary activities; it is understood that gaming is the primary effort in capturing competitive revenues. **Gaming Support** activities may also attract events and guests not previously at gaming sites such as business conferences, golf tournaments, concerts, and weekend travelers. Expect **Gaming Support** activities to grow at the same pace as other expansions of gaming sites as they are equally important in this era.

Customer Management and Human Resources (CM&HR) was reflected steadily after 2008, but this area should see an increase in attention as the troubled economy has created smarter customers who make calculated decisions about each dollar. Retention of previous customers is far more cost effective than recruiting new, unfamiliar customers from the general public. This means that casinos must personalize guest visits and never hesitate to make the experience better. As the economy recovers, one assumption is that customer dollars will return with fervor.

Non-Gaming Investments began to appear in 2007, yet remained minimal in grabbing the attention of authors. These activities are likely much larger in number than the literature reflected. Tribes have been using gaming revenues to re-invest in governments and social programs since the IGRA era and have continued to expand. The value of these activities is in the tribal citizens serviced by gaming profits. The

beneficiaries of gaming revenues are the true winners in this industry, yet the literature does not provide stories in that deep detail. These activities are crucial in maintaining tribal operations, but are not expected to capture a large portion of publications.

It is interesting that the **Governance and Preservation of Gaming (GPG)** category was the least discussed among authors since it is the foundation of all other activities and establishes rules that allow this industry to exist. Only when gaming is threatened will authors create discussion on this topic. There was no discussion in any article about the sustainment of tribal governments in a post-gaming world in which it was no longer legal, profitable, or desirable. Decision makers must dedicate more attention to evolving regulations and the implementation of online gaming technologies. Eadington detailed a legitimate strategy with an analogy of building a house – it must have a strong (regulatory) foundation first; only then will the house withstand blows such as threats to sovereignty and commercial competition.

Decision makers must be forward-thinking and continue to diversify tribal investments and new opportunities as if gaming will end tomorrow. The collapse of hundreds of tribes is imminent if the gaming industry crashed altogether. If the beneficiaries of gaming (tribal citizens) cannot sustain tribal governments, the peoples are extinct as we understand sovereignty at its most basic level.

This topic alone will determine the future of gaming as we understand it post-IGRA. The findings of this study are conversely what were expected; continued investing in gaming cannot be a means to sustain tribes as the primary economic development choice, though the trends in the literature point to this entirely. Indian gaming has only been around a few decades, yet tribes continue to plan as if it will be

around for the next seven generations. Sovereigns have created symbiotic relationships that must endure, but gaming may not be the common bond forever.

Implications for Future Research

Though the literature points to authors dedicating focus to specific categories, the content can be compared for other applications. A researcher may be able to take one article and compare it to similar articles to establish relationships between those independent activities. Also, in reference to further trend analysis studies, there may be numerous external factors leading to cascading activities as demonstrated in the **CM&HR** category of this study. For example, if one examines the unexpected appearance of **CM&HR** articles in 2008, that researcher can further investigate that activity in relation to other similar activities. A spike in **CM&HR** attention may be the result of local competition, developing information technology infrastructure, or a cultural shift that meets new customer needs; these factors are not easily isolated until further research is conducted. As the literature about Indian gaming continues to grow there will be even greater opportunity to conduct similar studies with even more precision and predictability which will contribute to the expansion of understanding, stronger decision making and greater gaming profit for tribal, state, federal, and private entities.

Finally, as the publication process requires much time, a researcher may investigate discussions held at industry meetings, conferences, and/or professional organizations such as the Oklahoma Indian Gaming Association (OIGA). The analysis of discussions held at professional meetings will reflect the most current activities and most important issues within the local economies. The value of additional examination

will certainly enhance the success of the industry and the beneficiaries for current and future generations of tribal, state, and national citizens overall.

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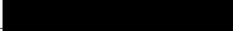
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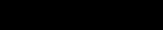
Appendix A: Chart Data for Tables

Category	2005	2006	2007	2008	2009	2010	2011	2012	Total
CM&HR	0	0	0	7	3	3	6	3	22
Gaming Investments	0	5	6	12	13	6	4	12	58
Gaming Support	1	2	0	4	7	9	4	1	28
Non-Gaming Investments	0	0	7	2	3	1	2	1	16
GPG	1	0	1	2	0	1	5	0	10
Articles	2	7	14	27	26	20	21	17	134

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