

# Cultivating the Garden: A Case Study Using *The Far Reach* Documentary

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**ABSTRACT:** At the intersection of stewardship, sustainable agriculture, and faithful investing emerges a groundbreaking partnership. The Center for Faithful Business at Seattle Pacific University has captured this transformative alliance in *The Far Reach*—a compelling documentary from their acclaimed Faith & Co. film series that reimagines what faithful investing can accomplish when rooted in cultural heritage and spiritual capital. This paper explores the entrepreneurial collaboration between Greg DuMontier, the Confederated Salish and Kootenai Tribes of Montana, and Fred Billings. Their innovative approach demonstrates how wisdom, when honored and amplified through faith driven investment, can create pathways for agricultural revitalization that simultaneously strengthen tribal sovereignty, enhance food security, and deepen ancestral connections to the land. By examining this case study, business educators and practitioners will discover a powerful alternative to extractive economic models—one where faith-informed stewardship of resources creates regenerative systems that honor both Creator and creation.

**KEYWORDS:** comparative advantage, Confederated Salish and Kootenai Tribes, faithful investing, organic gardening, stewardship, sustainability

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## INTRODUCTION

*As long as the earth endures, seedtime and harvest, cold and heat, summer and winter, day and night will never cease*  
(Genesis 8:22).

Christian business educators consistently seek new learning opportunities and resources to integrate faith with practice. Liang (2018) surveyed several centers that support such efforts, including the Center for Faithful Business at Seattle Pacific University (originally the Center for Integrity in Business, established in 2001). The primary initiative of the Center for Faithful Business is the Faith & Co. documentary film series. The use of videos that document real-world applications improve the student learning experience through increased engagement and cultivate a deeper understanding of economic concepts (Abdesslem & Picault, 2023; Gjini, 2024; Picault, 2019). This article offers a case study and teaching notes for the season five faithful investing episode titled *The Far Reach* (SPU Faith & Co., 2023).

In alignment with the message of Genesis 8:22, emphasizing the enduring nature of creation's rhythms, this case explores how the Confederated Salish and Kootenai Tribes seek to steward the natural resources entrusted to them.

The setting for this case study is the Flathead Indian Reservation in Montana. This analysis employs a Christian theological framework as its primary interpretive lens while recognizing that the collaborative success documented in this case reflects values shaped by multiple spiritual traditions. The religious landscape of the Confederated Salish and Kootenai Tribes encompasses both Indigenous spiritual traditions and Catholic missionary influences, which began in the 1840s. These distinct yet interwoven traditions have shaped the community's approach to stewardship, reciprocity, and collaborative decision-making in ways that both resonate with and extend beyond the author's own theological perspective. Recognizing this complex spiritual heritage enriches rather than complicates the theological analysis of the partnership highlighted in this case study.

Fred Billings, one of the stars of the documentary, is a Christian agricultural entrepreneur who emphasizes investments that foster food security, community health, and sustainable practices. Billings was brought in from outside of the Indigenous culture and personally invested his time, talent, and resources into the partnership featured in this case. Billings has answered God's call for us to invest in many ventures (Ecclesiastes 11:1-6) and show our love to one another (John 13:34-35) to the ends of the earth (Acts 1:8). Billings's many roles within the Kingdom of God include his family business Buds & Blossoms in Texas; Garden for Life, which provides videos for agricultural and social development throughout the world; Grow for Life and Mission Ridge, which partner with the nonprofit Indian Commerce Campsite featured in this case; and a partnership with Sondra Martin Hicks to equip refugees from South Sudan in Uganda with training and resources to abate starvation (Bakke Graduate University, 2024).

The case video was produced in collaboration with Faith Driven Investor, which believes that "God created us to cultivate the Earth with purpose, passion, and pursuit" (Faith Driven Investor, 2025). In the video *The Most Unlikely of Places*, Faith Driven Investor's sister company asks, "What are the chances that Fred Billings, a sustainable farmer from Texas, and Greg DuMontier, a Native American tribal elder from Montana, would cross paths?" (Faith Driven Entrepreneur, 2023). The case video will answer this question and inspire us to think about economics, entrepreneurship, faithful investment, and sustainable agriculture in light shining ways (Matthew 5:14-16).

The highlight of this case is the video documentary, which depicts entrepreneurship in the context of an Indigenous nation. In the next section, this author will convey in words something that is best appreciated in video format. So, if nothing else, please watch the video! The case and teaching notes use an outline inspired by Redmer (2019): case synopsis, intended courses, teaching approach, and learning objectives, relevant theory and background, homework and discussion questions with suggested answers, and epilogue.

### CASE SYNOPSIS

The video begins with an introduction to the Flathead Indian Reservation in Montana (home of the Confederated Salish and Kootenai Tribes) and technology entrepreneur Greg Dumontier. Dumontier founded the non-profit Indian Commerce Campsite to foster economic development on the reservation. Dumontier seeks to grow "from

the inside out" to create a sustainable framework within which the tribes can preserve and express their cultural identity (SPU Faith & Co., 2023, 02:45).

Next, the agricultural entrepreneur Fred Billings is introduced. At 17 years old, Billings recognized that he wanted to be part of God's redemptive plan for the world's food supply, which led him to study agricultural economics with a focus on international trade at Texas A&M University (SPU Faith & Co., 2023, 05:10). Billings's professional goal is to honor God's design through the implementation of organic growing systems that are both sustainable and commercially competitive with conventional farming practices (SPU Faith & Co., 2023, 05:35).

Joel Clairmont, a tribal farmer and rancher, and Virgil DuPuis, the extension director of Salish Kootenai College, describe the history of the tribes and the changing demographics of the region. When the Hellgate Treaty was signed in 1855 to create the Flathead Indian Reservation, the Tribes were hunters and gatherers. After the treaty signing, the United States government sought to force assimilation of the tribes and have the tribes become farmers. Given the tribes' history, the forced assimilation into agriculture was met with a great deal of resistance. Farming never developed into a major part of the economy on the reservation. Today, population migration into western Montana is raising the cost of living and making it difficult for the tribes' members to live on their land and maintain their culture.

Looking forward, DuMontier recognized that for the tribes to build a future, they need to "work with the things that the Creator's given" (SPU Faith & Co., 2023, 09:55). The tribes have land, water, and people, but "the people are not connected to the land and the water in an agricultural sense" (SPU Faith & Co., 2023, 10:05). DuMontier recognized that for the tribes to flourish, they needed to partner with someone with expertise in sustainable agriculture. This recognition led Dumontier to the connection with Fred Billings. DuMontier and Billings met through a network of like-minded people.

Given the historical reticence to agriculture, the relationship with Billings and the tribes took time to grow. The relationship did not happen overnight. It was difficult for the tribes' members to have someone come in from outside of the tribe. The initial reaction to Billings was arms folded. However, Billings demeanor and approach disarmed the tribes' members. Eventually, what started as pushing away turned into relaxing, then turned into leaning forward, and ultimately turned into pulling Billings in (SPU Faith & Co., 2023, 11:00). A year after the initial meeting between Dumontier and Billings, the Indian Commerce Campsite hired Billings in 2021 to

help develop the Confederated Salish and Kootenai Tribes' agricultural economy. Together they developed a plan to create a regenerative agricultural alliance.

For Billings, investing is more than getting a financial return. There is a “synergy associated with investing different forms of capital. If I’m investing my relational capital, and my spiritual capital, and financial capital, and intellectual capital and I pull them together, then some amazing things happen” (SPU Faith & Co., 2023, 12:00). Billings notes that we are investing in something every day, whether it be relational, spiritual, financial, or intellectual: “If I get out of bed in the morning, my investment has started. The question is what do I want to produce? What do I want my life to produce?” (SPU Faith & Co., 2023, 17:30). Billings’s perspective of investing relationally, spiritually, financially, and intellectually culminated in identifying various comparative advantages that formed the basis of an agricultural economic plan for 120,000 irrigated acres of farmland in the microclimate located in the Flathead Indian Reservation.

The start of the plan called for the production of carrots. The lion’s share (approximately 95-97%) of existing land on the reservation produces hay or grass for cattle with a gross revenue per acre between \$100-\$200, whereas the national average gross revenue per acre for carrot production is \$10,500. Billings believes that carrots are the best first crop to develop the soil for long-term regenerative agriculture. DuMontier believes that this step back into agriculture is necessary for the tribes to develop a sustainable way to maintain their culture. In 2023, the Indian Commerce Campsite invested \$300,000 to create six community garden organic vegetable test plots.

#### INTENDED COURSES, TEACHING APPROACH, AND LEARNING OBJECTIVES

This case fits in a variety of courses in economics, entrepreneurship, and investments. The case topics align particularly well with introductory or intermediate courses in microeconomics and courses in agricultural economics. The case functions as a stand-alone, single-class exercise that can be placed in an economics course any time after the concept of comparative advantage has been introduced. This case, and other videos available from the Faith & Co. documentary film series, can also be used when asked to fill in for a colleague’s class on short notice.

This case is conducted as a one-day class exercise. Students are best prepared for class discussion when additional research has been completed prior to watching the film. To prepare for the class, a set of homework questions

is provided in the Appendix to aid in the development of students’ informed opinions. Watching *The Far Reach* together at the start of class will utilize twenty minutes of class time. Viewing the documentary together creates a common shared experience on which to base the class discussion. After the film, the discussion questions enable students to share what they have learned and provide their opinions. The instructor can interject and steer the discussion to integrate the film content with relevant theory and background

The learning objectives for this case related to the case setting, comparative advantage, sustainability, and faithful investing are listed below.

**Case Setting:** Students will understand the geographic location and unique history of the area in which the case takes place.

**Comparative Advantage:** Students will recognize the current economic conditions of the case setting and identify the opportunity costs of both current goods and services and proposed additions to the economy.

**Sustainability:** Students will consider the trade-offs between short-term profit maximization and long-term sustainability.

**Faithful Investing:** Students will consider investment decision making from an eternal perspective.

#### RELEVANT THEORY AND BACKGROUND

##### Case Setting

The Flathead Indian Reservation in Montana is the home of the Confederated Salish and Kootenai Tribes. The Flathead Indian Reservation was established by the Hellgate Treaty of 1855, which also recognized the tribes’ sovereignty. The Confederated Salish and Kootenai Tribes strive to promote self-sufficiency while preserving their heritage and culture (Confederated Salish and Kootenai Tribes, 2025).

The geographic distribution of agriculture in Montana, with farming concentrated in the eastern half and ranching more prominent in the west, holds significant implications for economic planning. Given that agriculture is the state’s top industry (Montana Department of Agriculture, 2025), the tribes can leverage these existing regional specializations to inform their own agricultural development strategies. By understanding the infrastructure, expertise, and market access already established in each region, the tribes can strategically focus their community garden initiatives and related businesses. This regional differentiation necessitates tailored approaches to agricultural development that account for variations in climate, soil conditions, water availability, and existing supply chains.

## Comparative Advantage

A comparative advantage is the ability of a producer to produce a good or service at a lower opportunity cost compared to their trading partners. Using comparative advantage leads to specialization and exchange that can make all trading partners better off. Historically, western Montana has had a comparative advantage in timber sales and cattle production, given the large forests, vast open spaces, and low land values. The Confederated Salish and Kootenai Tribes sell hydroelectric power through their ownership and operation of the Sêliš Ksanka Qlispè Dam, formerly Kerr Dam (U.S. Department of Energy, 2025). Additionally, due to differing laws governing sovereign Indian reservations, the Flathead Reservation has a comparative advantage in gaming and casinos. S&K Gaming owns and operates several casinos including the Gray Wolf Peak Casino, the KwaTaqNuk Resort and Casino, and the Big Arm Resort & Casino (S&K Gaming, 2025). Additionally, the tribes own and operate a portfolio of logistics, engineering, and consulting companies through S&K Technologies (S&K Technologies, 2025) and an electronics manufacturing company through S&K Electronics (S&K Electronics, 2025).

As people have migrated into western Montana, the demand for all goods and services is increasing and changing the opportunity costs of land use. Using the tribes' land to produce carrots and other vegetables will involve opportunity costs. The historical agricultural landscape of western Montana presents a significant contextual challenge for the tribes' organic farming initiatives. Given the region's limited agricultural development historically and the absence of extensive commercial farming infrastructure, legitimate questions arise regarding the tribes' capacity to establish and maintain a comparative advantage in organic production relative to more established agricultural regions.

The economic viability of such ventures necessitates careful consideration of whether the tribes can develop sufficient competitive differentiation in organic farming practices, production efficiencies, or market positioning to overcome these historical limitations. The sustainability of the tribes' agricultural economic development strategy will ultimately depend on their ability to leverage distinctive capabilities that transcend the region's historically constrained agricultural productivity.

## Sustainability

Traditional agricultural economic optimization has generated significant external costs (including pollution, soil erosion, and biodiversity loss) that directly contradict the foundational principles of sustainability established by the UN Brundtland Commission in 1987. This landmark

commission explicitly defined sustainability as "meeting the needs of the present without compromising the ability of future generations to meet their own needs" (United Nations, 2025), a definition that regenerative agriculture operationalizes across all three dimensions of sustainability. Unlike conventional agriculture's extractive approach, regenerative practices actively fulfill the environmental dimension of sustainability by replenishing rather than depleting natural resources through techniques such as cover cropping, minimal tillage, and integrated livestock management that rebuild soil health and sequester carbon. Regenerative systems simultaneously address the economic dimension by producing abundant, nutrient-dense foods while reducing input costs and building resilience against climate disruptions.

Furthermore, these systems advance the social dimension of sustainability by promoting equitable distribution of agricultural outputs, ensuring universal access to basic nutritional needs, and preserving the resources necessary for human flourishing across generations. By integrating these three dimensions, regenerative agriculture represents not merely an alternative farming method but a comprehensive implementation of the Brundtland Commission's sustainability vision in agricultural systems.

## Faithful Investing

Investors today struggle with the tension between profit and purpose. Faithful investing comes in more than one form and under more than one label. There is not a formal taxonomy that strictly applies only to faithful investment principles. Common investment styles that embody the desire to serve multiple stakeholders include socially responsible investing (SRI), environmental, social and governance (ESG) investing, sustainable investing, and impact investing. Viviers and Eccles (2012) note the faith-based origins of socially responsible investing with some early examples tracing back to the anti-slavery campaigns of the Quakers in the 1700s. Saunders (2015) documents the practice of real-life shareholder advocacy and engagement through socially responsible investing within a student-managed investment fund at a Christian university. More recently, Saunders (2021) identifies the distinct thematic investment style of biblically responsible investing (BRI) as an extension of socially responsible investing.

One way to distinguish between differing investment styles is to consider the timing and duration of the desired return on investment: short-term vs. long-term vs. eternal. One of the distinguishing features of faithful investing is an eternal perspective. Individual investment advisors who seek to explicitly integrate their faith into financial planning

often earn the Certified Kingdom Advisor (CKA) designation. Faith-based investment management firms include Eventide Asset Management, who strives to “honor God and serve our clients by investing in companies that create compelling value for the global common good” (Eventide, 2025), and Guidestone, who provides “expert financial guidance rooted in biblical values” (Guidestone, 2025).

## HOMWORK QUESTIONS AND SUGGESTED ANSWERS

The appendix includes the one-page homework assignment (along with resources). The homework questions are designed to be completed prior to the class viewing of the documentary. Suggested answers to the homework questions are provided below.

### Homework Questions Related to the Case Setting

- 1) Place an X on the map in Figure 1 (left), indicating the location of Montana within the United States, and place an X on the map below right, indicating the location of the Flathead Reservation within Montana.

Suggested Answer: The X’s should appear as indicated in Figure 1 below. To put this part of the world in context, it may be helpful to note that the popular television series *Yellowstone* is set on a fictional ranch in Montana 130 miles south of the Flathead Reservation. It is important to know the exact location of the case setting to discern reasonable goals for the agricultural alliance. For example, the production of coffee beans is not a reasonable alternative for the specific geographic location of this case.

- 2) What is the leading crop (top commodity) produced in Montana and in what area of Montana is livestock production (i.e., ranching) the most prevalent?

Suggested Answer: Wheat is Montana’s leading crop by production volume and economic value, accounting for a significant share of the state’s agricultural exports (America’s Heartland, 2025). Livestock production is important in the mountain basins of the western half of the state (America’s Heartland, 2025). Given the location of the Flathead reservation, agricultural production is counter to the primary land use of their region currently.

### Homework Question Related to Comparative Advantage

- 3) What are some goods and services that the Confederated Salish and Kootenai Tribes currently produce and for which they have a comparative advantage?

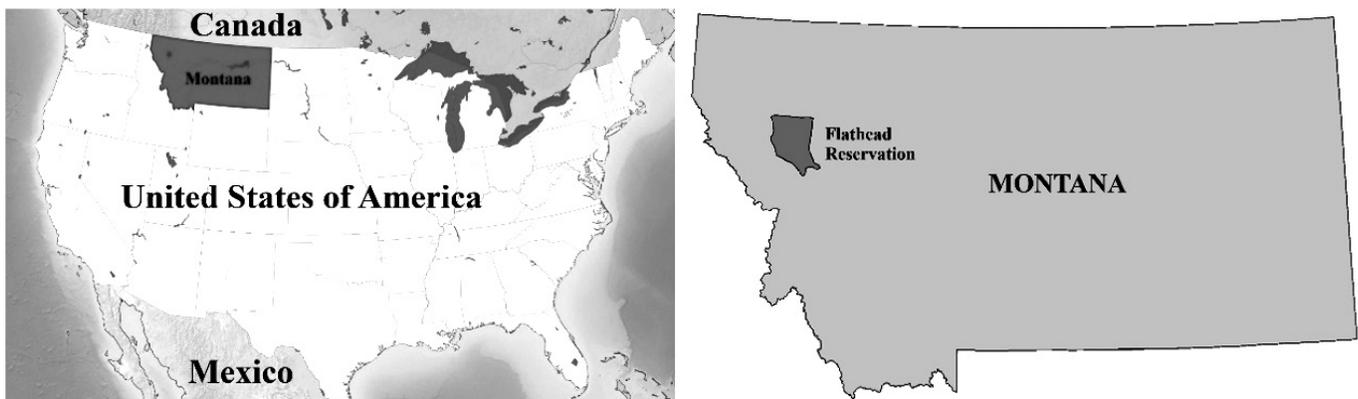
Suggested Answer: Hydroelectric power from the Seliš Ksanka Qlispè Dam (U.S. Department of Energy, 2025), timber, resorts and casinos via S&K Gaming, computer components via S&K Electronics, and a portfolio of enterprises via S&K Technologies (Governor’s Office of Indian Affairs, 2025). The ownership of the dam and the location on a sovereign nation provide a unique set of economic considerations for this case.

### Homework Question Related to Sustainability

- 4) Provide arguments for and against the statement: “Conventional agricultural practices are non-sustainable.”

Suggested Answer: Using Farm Mortgage Capital (2025), an argument in support of this statement should point out the externalities and environmental risks associated with conventional agriculture. Overuse of synthetic

**Figure 1: Location of the Flathead Reservation**



fertilizers and pesticides can pollute water and create soil erosion. Also, the prevalence of mono-cropping affects the biodiversity of the surrounding areas. An argument against this statement should point out that conventional farming methods reduce costs, increase profits, and produce high-quality food. The use of mono-cropping, machinery, and fertilizers simplifies and speeds up the farming process. Sustainable organic agriculture is gardening method advocated by Fred Billings in the case.

### Homework Question Related to Faithful Investing

- 5) What is biblically responsible investing, and what are some other names for this approach to investing?

Suggested Answer: Biblically responsible investing “is a biblical approach to investing where Christians align their investment decisions with their Christian values. Biblically responsible investing considers the investor’s financial return while seeking to glorify God through the investment process” (Envoy Financial, 2025). Envoy also mentions ESG, SRI, and “impactful investing” as similar investment approaches. Envoy also equates the term faith-driven investing with the term biblically responsible investing. The definitions provided on this site are typical of the overlap and possible confusion over what faithful investing is exactly.

### DISCUSSION QUESTIONS AND SUGGESTED ANSWERS

As with most cases, there is room for disagreement and discussion of the underlying assumptions and resulting conclusions to some of the discussion questions. The discussion questions are designed to be answered after the viewing of the documentary. Given that the case can be used in a variety of course settings (e.g., entrepreneurship, economics, investments), instructors should plan and think through which questions are most relevant for their specific class. Also, instructors should feel encouraged to develop their own questions! Discussion questions and suggested answers are listed below.

### Discussion Questions Related to the Case Setting

- 1) What are some reasons why the Confederated Salish Kootenai Tribes may have difficulty adopting a farming mindset?

Suggested Answer: The tribes’ history as hunters and gatherers; the U.S. Government’s forced imposition of farming in the 1850s; the prevalence of ranching in Western Montana; alternative work options, such as the dam, casinos, and the timber industry all work against the development of

a farming mindset. Organic farming is hard work, and the results are slow to develop. It takes a high degree of buy-in to see the benefit of pulling weeds in the middle of the growing season when other employment options are available.

- 2) What are some economic advantages and disadvantages for the Confederated Salish and Kootenai Tribes related to the location of the Flathead Reservation?

Suggested Answer: The location and history of the reservation are unique, which comes with both advantages and disadvantages. Advantages include land, clean water, a population of culturally connected people, and a sovereign government. Disadvantages include the remoteness of Montana, high transportation costs, housing affordability, the possibility of floods, and wildfire vulnerability.

### Discussion Questions Related to Comparative Advantage

- 3) What are some of the changes in Montana that could alter the goods and services where the Confederated Salish and Kootenai Tribes have a comparative advantage?

Suggested Answer: Individuals can feel powerless in the face of macroeconomic changes and circumstances beyond their control. The film mentions how some Tribe members who sold their homes could not afford to buy another home on the reservation. Population influx, inflation, changes in trade policies with Canada, climate change, along with floods and wildfires all could alter existing comparative advantages.

- 4) What are some of the opportunity costs associated with the creation of vegetable gardens on tribal land?

Suggested Answer: Opportunity costs are the values of the alternatives forgone when a choice is made. If tribal land is used to plant vegetable gardens, then the opportunity to use that land to produce other goods or services is foregone (e.g., ranching, housing construction, etc.). Also, organic farming is labor-intensive. If the vegetable gardens require an elevated level of labor, then the opportunity to use that labor elsewhere is foregone (e.g., working in ranching, the timber industry, home construction, etc.). For existing cattle/hay producers, a relatively small amount of land can be converted to vegetable production with minimal cost and disruption to ongoing agricultural operations. Moreover, there could be market entry barriers, such as commercial packing facilities and brokerage services.

### Discussion Questions Related to Sustainability

- 5) According to Fred Billings, what is a distinguishing feature between organic growing practices and chemical agriculture practices?

Suggested Answer: Organic growing practices are regenerative, whereas chemical agriculture practices are depletive. Billings believes that regenerative organic growing practices are a part of God’s design for growing fruits and vegetables.

- 6) What are the types of capital that Fred Billings considers necessary for investment, and which of these do you find the most interesting?

Suggested Answer: The four types of capital that Billings notes are relational, spiritual, financial, and intellectual. Which type one finds the most interesting will vary. Billings notes that we are investing in something every day, whether it be relational, spiritual, financial, or intellectual: “If I get out of bed in the morning my investment has started. The question is what do I want to produce? What do I want my life to produce?” (SPU Faith & Co., 2023, 17:30). Asking students what they want their life to produce is a good follow up or alternative question.

- 7) Do you agree or disagree with the statement that profit maximization in agriculture compromises future generations’ ability to produce?

Suggested Answer: Answers to this question will vary. This question provides an opportunity for students to express diverse opinions. To support their answer, students should mention some of the points they made in homework question 4.

### Discussion Question Related to Faithful Investing

- 8) In what ways has watching the video helped you think more holistically about faithful investing (that is, beyond just a financial return)?

Suggested Answer: Viewing the film shows that faithful investing is not just done in monetary terms. Billings and Dumontier demonstrate a successful alliance that invests in relationships, invests in the environment, and invests time thinking about how goods and services are produced much more than thinking solely about the monetary return on investment. A good follow-up question might be to ask students where they want to invest their relational, spiritual, financial, and intellectual capital.

- 9) How would you define faithful investing?

Suggested Answer: Faithful investing aspires to use our gifts to enable the work of God’s kingdom here on earth, in our churches, in our communities, and throughout the world. Whether someone’s gift is wisdom, knowledge, faith, healing, miraculous power, prophecy, discernment, tongues or the interpretation of tongues (1 Corinthians 12:1-11), there is a need to invest that gift here in this world. A faith-

ful investor uses their gifts of time, talent, and treasure to serve God and take risks for God’s Kingdom. When faithful investors each use their own gifts, the gifts spread like leaven to help bring the kingdom of heaven into this world (Matthew 13:33). 1 Peter 4:10 says, “Each of you should use whatever gift you have received to serve others, as faithful stewards of God’s grace in its various forms.” Whether the initial gift is five, two, or one (Matthew 25:14-15), a faithful investor should use it and get more. A faithful investor should consider the eternal ramifications of their investment decisions. The goal of a faithful investor is to lead their lives and use their unique spiritual gifts so that on their fateful day they will hear the words, “Well done, good and faithful servant! Come and share your master’s happiness!” (Matthew 25:23).

## EPILOGUE

Personal communication with Fred Billings (October 8, 2025) relayed progress and challenges for the agricultural alliance in 2024 and 2025. Wildlife, particularly deer, represents the primary constraint to commercial organic vegetable production on the Confederated Salish and Kootenai Tribes reservation. High-fence barriers are necessary for crop protection. In 2024, most growers were plagued with huge setbacks in their operations and did not produce a harvest that season. Even in the presence of these setbacks, the community gardens expanded dramatically from four gardens to eight gardens across the reservation communities.

During 2024, the combined total of 1.75 acres produced over 18 tons of mixed produce valued at \$38,475 wholesale. Revenue generation enabled select teaching gardens to achieve self-sustainability, prompting the Food Sovereignty Team to commit 50 acres at Bison Springs for tribal demonstration farming. Simultaneously, Billings and his partner pursued an integrated commercial organic infrastructure with packing facilities to provide growers with equipment, expertise, and market access.

At the end of the 2024 season, Billings filmed an organic gardening and leadership development course, GardenforLIFE, in two of the Montana gardens. The GardenforLIFE team is “committed to helping the world feed and heal itself as part of a redemptive plan for the world’s food supply” (GardenforLIFE, 2025). In early 2025 the course was released globally so that anyone in the world can grow their own food with minimal and regenerative inputs (available at no explicit cost at [www.gardenforlife.site](http://www.gardenforlife.site)).

By early 2025, Billings and his partner’s 40-acre property featured completed high-fencing and greenhouse con-

struction, with the inaugural commercial crop planted for a late October 2025 harvest amid strong market demand. The Bison Springs development was delayed pending tribal implementation decisions and financial commitment assessments. Additional growers maintained successful test plots and target expansion in 2026. Community garden leadership has transitioned to local officials with mixed results. Reinvigoration of local leadership will be necessary to sustain momentum in 2026 and beyond. The challenge for the ultimate success of this endeavor is that there is an economy of scale that must be reached before Tribal growers can become truly competitive.

The seeds of intellectual, relational, spiritual, and financial capital have been planted. Billings's quote related to the seed germination of carrots is applicable for the entire venture. You put "seed in the ground, and wait, and wait, and wait, and wait, and wait, and wait a little more, and then all of the sudden 'boop' two leaves" (SPU Faith & Co., 2023, 16:00). If it is the Lord's will (James 4:13-15, NIV), Dumontier's belief will come to fruition; that it is a "far reach from growing something out of the ground to healing in a spiritual and emotional sense, but all of those things are connected, all those things are intertwined, and I believe that we can get there" (SPU Faith & Co., 2023, 18:20).

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