



Strategic Plan 2015-2018

Table of Contents

Table of Contents	ii
Agency and Mission Information.....	1
Introduction.....	1
Mission Statement.....	2
Vision Statement.....	2
Values Statement.....	2
Scope of Responsibilities.....	2
Strategic Goals, Strategic Objectives, and Performance Goals.....	3
Strategic Goal 1	7
Strategic Objective 1.1	7
Strategic Objective 1.2	8
Strategic Objective 1.3	9
Strategic Goal 2	11
Strategic Objective 2.1	11
Strategic Objective 2.2	12
Strategic Goal 3	14
Strategic Objective 3.1	14
Other Information	15
Consultation with Congress and other Stakeholders	15
Cross-Agency Collaborations	15
Evaluations and Research	16
Hyperlinks	17
Appendix – Regulations and Policies Governing the Udall Foundation’s Work.....	A-1

Agency and Mission Information

Introduction

The Morris K. Udall Foundation (Udall Foundation) was established by the U.S. Congress in 1992 as an independent executive branch agency to honor Morris K. Udall's lasting impact on this nation's environment, public lands, and natural resources, and his support of the rights and self-governance of American Indians and Alaska Natives (P.L. 102-259). The 1998 Environmental Policy and Conflict Resolution Act (P.L. 105-156) created the U.S. Institute for Environmental Conflict Resolution as a program of the Udall Foundation to assist parties in resolving environmental, public lands, and natural resources conflicts nationwide that involve federal agencies or interests. In 2009, Congress enacted legislation to honor Stewart L. Udall and add his name to the Udall Foundation (P.L. 111-90). The agency is now known as the Morris K. Udall and Stewart L. Udall Foundation. The Udall Foundation's enabling legislation is codified at 20 U.S.C. 5601-5609. The Udall Foundation is located in Tucson, Ariz., and Washington, D.C.

The Foundation awards scholarships, fellowships, and internships for study in fields related to the environment and to American Indians and Alaska Natives in fields related to health care and tribal public policy; provides funding to the Udall Center for Studies in Public Policy and to the Native Nations Institute to conduct environmental policy research, research on American Indians and Alaska Native health care issues and tribal public policy issues, and training; and provides assessment, mediation, training, and other related services through the U.S. Institute for Environmental Conflict Resolution.

The Strategic Plan for Fiscal Years (FY) 2015–2018 establishes an agency-wide vision, direction, and priorities for operations and programs for four years. The Strategic Plan facilitates the integration of our six programmatic areas and the allocation of resources to achieve key goals. Development of the Strategic Plan included consultation with the Udall Foundation's Board of Trustees, agencies, and other stakeholders to incorporate their direction.

Economic trends that began during the previous strategic planning cycle will continue to impact our programs. The Udall Trust Fund is impacted by interest rates. When interest rates on both long-term and short-term Treasury obligations are low, as they have been for several years, Trust Fund revenues decline. Conversely, rising interest rates increase Trust Fund revenues. As a result, programs funded by Trust Fund revenues are directly impacted by changes in interest rates. In addition, the services that federal agencies seek from the Udall Foundation may fluctuate over time due to a number of factors including available resources, need for services, and development of an agency's internal expertise.

The Udall Foundation must try to meet the growing need for its programs by seeking new partnerships to help fund important programs and initiatives as well as developing relationships with new agencies and tribes that require its services.

Mission Statement

We provide programs to promote leadership, education, collaboration, and conflict resolution in the areas of environment, public lands, and natural resources in order to strengthen Native nations, assist federal agencies and others to resolve environmental conflicts, and to encourage the continued use and appreciation of our nation's rich resources.

Vision Statement

We foster leaders who embrace, and practices that exemplify, our core values: integrity, civility, consensus, public service, and non-partisanship.

Values Statement

We are dedicated to embodying and promoting our core values of integrity, civility, consensus, public service, and non-partisanship in everything we do. These core values exemplify the legacy of Morris and Stewart Udall and the way in which they served the public, and they provide a framework upon which all Udall Foundation programs, services, and activities are based. These core values are realized through both internal management and external educational and conflict resolution practices.

Scope of Responsibilities

The Strategic Plan is based on our [enabling legislation](#), which establishes the Foundation's mission and authority. We accomplish our mission through six programmatic areas:

- ***Native American Congressional Internships***, which provide up to 12 internships annually to outstanding American Indian and Alaska Native college, graduate, and law students in order to provide them with practical experience with the federal legislative process. Since 1996, 209 interns from 110 Native nations have participated in the internship program.
- ***The Native Nations Institute for Leadership, Management, and Policy*** (NNI) at the University of Arizona, which focuses on executive education for tribal leaders and on policy research. The Udall Foundation and the University of Arizona cofounded NNI, building on the research programs of the Harvard Project on American Indian Economic Development.
- ***Parks in Focus***, which fosters greater understanding, appreciation, stewardship, and enjoyment of the Nation's natural resources by connecting youth from underserved communities to nature through photography, positive outdoor experiences, and environmental education. Since 1997, approximately 930 youth have participated in Parks in Focus.
- ***Udall Center for Studies in Public Policy*** (Udall Center), a unit of the University of Arizona, Environmental Policy and Conflict Resolution Programs, which supports policy-relevant, interdisciplinary research, science-policy dialogues, and other endeavors that link scholarship and education with decision making, particularly in the areas of water security

and management, climate change adaptation and planning, and ecosystem services valuation and protection, primarily in the Southwest and U.S.-Mexico border region.

- ***Udall Undergraduate Scholarships***, which provide up to 50 scholarships annually to outstanding students who intend to pursue careers related to the environment, tribal public policy, or American Indian health care. Since 1996, 1,364 scholarships have been awarded.
- ***The U.S. Institute for Environmental Conflict Resolution (U.S. Institute)***, which helps federal agencies and other stakeholders resolve environmental, public lands, and natural resources conflicts and build capacity for environmental collaboration and conflict resolution. The U.S. Institute's range of services include consultations, assessments, process design, convening, neutral selection, mediation, facilitation, training, case management, program design, and other related activities covered by the Udall Foundation's enabling legislation.

Strategic Goals, Strategic Objectives, and Performance Goals

The Strategic Plan implements goals that further our mission and purpose. Three strategic goals, with their attendant objectives, strategies, and performance measures, will guide our activities.

Udall Foundation Strategic Goals, Strategic Objectives, and Performance Goals

Strategic Goal 1

Strengthen the appreciation and stewardship of the environment, public lands, and natural resources

Strategic Objectives

1.1

Provide organizational assistance and information resources to build capacity for collaborative decision making and public participation related to environmental conflicts and natural resources issues involving federal agencies and interests

1.2

Provide services and information resources to resolve environmental, public lands, and natural resources issues among governmental and non-governmental stakeholders

1.3

Provide educational opportunities to promote understanding and appreciation of the environment and natural resources

Performance Goals

1.1.1

Provide training to further the use of environmental conflict resolution, collaborative decision making, and consensus building

1.1.2

Convene and facilitate policy dialogues and forums, and host conferences to further awareness and use of environmental collaboration and conflict resolution

1.1.3

Conduct research that informs environmental policy and natural resources management

1.2.1

Provide case consultation services and mediator referrals to increase the use of environmental conflict resolution and collaboration by federal agencies

1.2.2

Provide assessment, mediation, and facilitation services that address environmental, public lands, and natural resources conflicts involving federal agencies

1.3.1

Award scholarships to outstanding undergraduate students who intend to pursue careers related to the environment, and provide training and community building to Udall scholars

1.3.2

Award fellowships to outstanding graduate students who intend to pursue advanced degrees in fields related to the environment

1.3.3

Provide outdoor, educational programming to connect youth to nature through photography

Strategic Goal 2

Strengthen Native nations to facilitate their self-determination, governance, and human capital goals

Strategic Objectives

2.1

Provide education and training to Native nations and non-Native entities or individuals who engage with Native nations

2.2

Provide information resources and services to resolve environmental, public lands, and natural resources issues that concern Native nations

Performance Goals

2.1.1

Provide Native nations with information resources and tools for leadership and governance that will enable them to achieve their strategic goals

2.1.2

Provide policy analysis and research to support Native nations

2.1.3

Provide scholarships, training, and community building to American Indian and Alaska Native undergraduate students who intend to pursue careers in tribal public policy or health care

2.1.4

Provide internships, training, and community building to American Indian and Alaska Native undergraduate, graduate, and law students in the areas of tribal public policy or health care

2.2.1

Provide assessment, mediation, facilitation, and related services on issues that concern Native nations

2.2.2

Increase the awareness and use of the Native Dispute Resolution Network for environmental conflict resolution and collaboration services

Strategic Goal 3

Foster the professional development, growth, and ability of Foundation employees within a collegial working environment

Strategic Objectives

3.1

Foster an organizational culture that promotes learning and demonstrates a commitment to elevating the capabilities and leadership skills of all employees

Performance Goals

3.1.1

Orient and train employees in Foundation and federal policies, values, and procedures

3.1.2

Cross-train employees within key positions to assure continuity and quality of service

3.1.3

Continue to provide professional and career development opportunities

3.1.4

Encourage opportunities for work experience and training with other agencies and organizations

Strategic Goal 1: Strengthen the appreciation and stewardship of the environment, public lands, and natural resources.

Strategic Objective 1.1: Provide organizational assistance and information resources to build capacity for collaborative decision making and public participation related to environmental conflicts and natural resources issues involving federal agencies and interests.

Strategic Objective Context and Contributing Programs

This objective responds to (1) our legislative mandate to provide training and related services in environmental conflict resolution (ECR) and to conduct environmental policy research, and (2) recent federal directives in the September 7, 2012, *OMB and CEQ Memorandum on Environmental Collaboration and Conflict Resolution*, which explicitly encourage agencies to use environmental collaboration to minimize or prevent conflict.

Programs and services that contribute to Strategic Objective 1.1 are the U.S. Institute's training program, ECR Conference, and leadership initiatives in convening the Quarterly Interagency ECR Forums and regional environmental policy dialogues; and the Udall Center's science-policy dialogues, and ecology and policy and water resources and policy research groups.

Benefits

- Increased public participation in environmental and natural resources decision making.
- Policy-relevant, interdisciplinary research that informs and improves decision making on environmental and natural resources issues.
- Improved collaboration across federal agencies and other institutions and organizations.

External Factors Affecting Strategic Objective 1.1

Federal appropriations, which impact agency budgets, have the potential to affect the Udall Foundation's programs including the ECR conference, training program, forums, and Udall Center research initiatives. For instance, changes in appropriation levels could impact the level of agency funds that would be available for travel to conferences and for training expenses. In addition, the services that federal agencies seek from the Udall Foundation may change over time due to other factors, including the agencies' need and expertise. The Foundation must continue to develop partnerships to diversify funding sources for conferences, training, and the Udall Center.

In light of these factors, we will work to increase awareness of our programs through outreach to research and educational institutions as well as private foundations and other potential funding partners.

Performance Goals

Performance Goal 1.1.1: Provide training to further the use of environmental conflict resolution, collaborative decision making, and consensus building.

Performance Goal 1.1.2: Convene and facilitate policy dialogues and forums, and host conferences to further awareness and use of environmental collaboration and conflict resolution.

Performance Goal 1.1.3: Conduct research that informs environmental policy and natural resources management.

Strategies

- Promote a training certificate program in environmental collaboration to federal agency officials, environmental conflict resolution practitioners, and stakeholders.
- Identify and pursue partnerships to fund conferences, forums, research efforts, and policy dialogues that will increase awareness and use of environmental policy and environmental collaboration and conflict resolution.
- Identify and apply for funding to support interdisciplinary research and policy analysis.
- Develop and expand distance, web-based, and in-person learning to increase the reach of our training program.
- Strengthen partnerships with the President's Council on Environmental Quality (CEQ), the Office of Management and Budget (OMB), federal departments and agencies, and others working to promote environmental collaboration and conflict resolution in the federal government.
- Identify and assess those areas where the U.S. Institute can complement federal department and agency alternative dispute resolution (ADR) and ECR programs to augment the reach of these programs.

Strategic Objective 1.2: Provide services and information resources to resolve environmental, public lands, and natural resources issues among governmental and non-governmental stakeholders.

Strategic Objective Context and Contributing Programs

This objective responds to (1) our legislative mandate to provide assessment, mediation, and other related services to resolve environmental disputes involving agencies and instrumentalities of the United States, (2) the need within federal agencies and the general public for greater use of ECR to address environmental conflicts rather than through costly and protracted litigation, and (3) recent federal directives in the September 7, 2012, [*OMB and CEQ Memorandum on Environmental Collaboration and Conflict Resolution*](#), which explicitly encourage agencies to use environmental collaboration to minimize or prevent conflict.

The U.S. Institute's services contribute to Strategic Objective 1.2. These include case consultation, assessment, process design, convening, neutral selection and mediator referral, mediation, facilitation, case management, program design, and other related activities authorized by the enabling legislation.

Benefits

- Increased use of environmental conflict resolution and collaboration by the federal government.
- Sustainable, cost-reducing, and long-term solutions to environmental disputes.

External Factors Affecting Strategic Objective 1.2

Changes in federal appropriations to federal agencies who seek the U.S. Institute's services could affect the U.S. Institute's delivery of programs and services as well. Areas that are likely to be affected by federal agency budgets are: (1) environmental collaboration and conflict resolution services on environmental, public lands, and natural resources issues; (2) services involving interagency/intergovernmental conflicts, technology-enhanced ECR, the National Environmental Policy Act, and nationally and regionally important projects, including priority projects identified by CEQ and federal partners; and (3) the U.S. Institute's financial and organizational neutrality that allows it to serve as an independent trusted convener in multiparty, high-conflict, low-trust cases in which other federal agencies may also be participants.

Performance Goals

Performance Goal 1.2.1: Provide case consultation services and mediator referrals to increase the use of environmental conflict resolution and collaboration by federal agencies.

Performance Goal 1.2.2: Provide assessment, mediation, and facilitation services that address environmental, public lands, and natural resources conflicts involving federal agencies.

Strategies

- Maintain a publicly accessible database of national environmental conflict resolution practitioners.
- Cultivate partnerships with federal agencies and other stakeholders to increase the use of environmental conflict resolution in resolving environmental, public lands, and natural resources conflicts.
- Develop a comprehensive marketing and outreach plan to federal agencies to address the need for environmental collaboration and conflict resolution services and guide program activities and the expenditure of resources in areas where ECR can have the most impact.

Strategic Objective 1.3: Provide educational opportunities to promote understanding and appreciation of the environment and natural resources.

Strategic Objective Context and Contributing Programs

This objective responds to our legislative mandate to (1) award scholarships to outstanding undergraduate students who intend to pursue careers related to the environment; (2) award fellowships to outstanding graduate students who intend to pursue advanced degrees in fields related to the environment; and (3) increase awareness of the importance of and promote the benefit and enjoyment of the Nation's natural resources.

Programs and services that contribute to Strategic Objective 1.3 include the undergraduate scholarship, dissertation fellowship, and Parks in Focus programs. In order to achieve this objective, the Udall Foundation works with accredited institutions of higher education; youth-serving organizations such as the Boys and Girls Clubs and Big Brothers Big Sisters; and the National Park Service.

Benefits

- Greater understanding, support, and appreciation of the importance of public lands by future generations of Americans.
- Unique opportunities for underserved youth to explore and learn about nature.
- Increased health and activity levels of the nation's youth.
- A national network of environmental professionals.
- Encouragement and support for environmental careers.

External Factors Affecting Strategic Objective 1.3

The scholarship and fellowship programs are funded by the interest earned on a permanent Trust Fund endowment. As indicated above, Trust Fund revenues are affected by changes in interest rates. In recent years, low interest rates on both long-term and short-term Treasury obligations have resulted in decreased revenue from the Trust Fund. Accordingly, in future, fellowship and scholarship awards will fluctuate with changes in interest rates.

We are authorized to accept donations and grants to support our education programs. To meet these challenges, we will continue to seek external funding for our Parks in Focus program through partnerships with the National Park Service, corporations, non-profit organizations, and the private sector.

Performance Goals

Performance Goal 1.3.1: Award scholarships to outstanding undergraduate students who intend to pursue careers related to the environment, and provide training and community building to Udall scholars.

Performance Goal 1.3.2: Award fellowships to outstanding graduate students who intend to pursue advanced degrees in fields related to the environment.

Performance Goal 1.3.3: Provide outdoor, educational programming to connect youth to nature through photography.

Strategies

- Expand partnerships with federal agencies, universities, youth-serving, and other organizations to promote educational opportunities and increase the reach of our programs.
- Host a yearly conference for scholarship award-winners to promote public service, critical thinking, professional development, and collaboration.

- Identify additional partnership opportunities with national parks, the National Park Service, and youth-serving organizations that will enable Parks in Focus to support and expand youth programs.
- Expand use of web-based technologies to reduce staff travel, disseminate program information more efficiently, and increase staff outreach.

Strategic Goal 2: Strengthen Native nations to facilitate their self-determination, governance, and human capital goals.

Strategic Objective 2.1: Provide education and training to Native nations and non-Native entities or individuals who engage with Native nations.

Strategic Objective Context and Contributing Programs

This objective responds to our legislative mandate to (1) award scholarships to outstanding American Indian and Alaska Native undergraduate students who intend to pursue careers related to health care and tribal public policy; (2) award internships in federal agencies and congressional offices to qualified American Indians and Alaska Natives; (3) conduct research and training on American Indian and Alaska Native health care and tribal public policy issues; and (4) responds to President Obama's Executive Order 13592 - *Improving American Indian and Alaska Native Educational Opportunities and Strengthening Tribal Colleges and Universities*.

Programs and services that contribute to this objective are the Native Nations Institute, the Native American congressional internship program, and the undergraduate scholarship program.

Benefits

- Improved relations among federal government and Native nations.
- Greater self-determination for Native nations.
- Better-informed decision making and more effective governance for Native nations.
- Improved access to and quality of health care for citizens of Native nations.

External Factors Affecting Strategic Objective 2.1

As noted above, Trust Fund revenues, which provide funding for the scholarship and fellowship programs, are directly impacted by changes in interest rates. When interest rates go up, Trust Fund revenues increase. Conversely, when interest rates go down, Trust Fund revenues decline. As a result, the number of scholarship and fellowship awards will fluctuate in accordance with changes in interest rates.

Annual appropriations from Congress fund executive education for tribal leaders and policy research at the Native Nations Institute, as well as the Native American congressional internship program. Changes to appropriation levels will impact both of these programs.

Performance Goals

Performance Goal 2.1.1: Provide Native nations with information resources and tools for leadership and governance that will enable them to achieve their strategic goals.

Performance Goal 2.1.2: Provide policy analysis and research to support Native nations.

Performance Goal 2.1.3: Provide scholarships, training, and community building to American Indian and Alaska Native undergraduate students who intend to pursue careers in tribal public policy or health care.

Performance Goal 2.1.4: Provide internships, training, and community building to American Indian and Alaska Native undergraduate, graduate, and law students in the areas of tribal public policy or health care.

Strategies

- Conduct policy research and analysis on health care for American Indians and Alaska Natives and on other public policy issues for Native nations.
- Develop and conduct governance and leadership trainings to Native nations.
- Develop and maintain partnerships with universities, congressional offices, federal agencies, and other organizations to promote scholarship and internship opportunities and increase program impacts.
- Ensure that Udall Foundation employees have knowledge of Native nations, the Federal trust responsibility, and government-to-government consultation policies.
- Expand the use of web-based technologies and distance learning to disseminate program information more efficiently, reduce travel costs, deliver online training, and increase staff outreach.
- Continue to work with representatives of Native nations, congressional offices and federal agencies, and other organizations that work with and support Native nations.

Strategic Objective 2.2: Provide information resources and services to resolve environmental, public lands, and natural resources issues that concern Native nations.

Strategic Objective Context and Contributing Programs

This objective responds to (1) the U.S. Institute's legislative mandate to provide assessment, mediation, and other related services to resolve environmental disputes involving agencies and instrumentalities of the United States, including Native nations; (2) President Obama's November 2009 memorandum, "Consultation and Coordination with Tribal Governments," directing every federal agency to develop a plan to fully implement Executive Order 13175 (E.O.13175); and (3) the Secretary of the Interior's Secretarial Order 3317 to develop the first department-wide policy on tribal consultation.

The U.S. Institute's services contribute to Strategic Objective 2.2. These include case consultation, assessment, process design, convening, neutral selection and mediator referral, mediation, facilitation, case management, program design, and other related activities covered by its enabling legislation in support of Native nations.

Benefits

- Improved environmental conflict resolution and collaboration involving Native nations.
- Increased capacity of Native nations to resolve environmental or natural resources conflicts.
- More effective governance and increased internal capacity of Native nations.

External Factors Affecting Strategic Objective 2.2

Annual appropriations from Congress enable the U.S. Institute to support the Native Dispute Resolution Network and the Native Skills Exchange workshop series. Changes to appropriation levels and federal agency budgets may impact the level of support the U.S. Institute provides to these programs.

Performance Goals

Performance Goal 2.2.1: Provide assessment, mediation, facilitation, and related services on issues that concern Native nations.

Performance Goal 2.2.2: Increase the awareness and use of the Native Dispute Resolution Network for environmental conflict resolution and collaboration services.

Strategies

- Maintain a database of environmental conflict resolution practitioners who have experience working with Native nations.
- Increase the number of American Indian and Alaska Native environmental conflict resolution practitioners qualified to address environmental issues that impact Native nations.
- Convene and facilitate Native Network Skills Exchange Workshops to promote networking, skills exchange, and professional development opportunities for Native Network members and partners.
- Seek and provide funding and resources to enable Native nations to participate in environmental conflict resolution processes.
- Continue to provide coordination support for the Native Dispute Resolution Network.
- Develop an outreach plan to increase the use and value of the Native Dispute Resolution Network for the federal government and others.
- Cultivate private, nongovernmental, interagency, and other partnerships to help support the Native Dispute Resolution Network and the related Native Network Skills Exchange Workshop Series.

Strategic Goal 3: Foster the professional development, growth and ability of Foundation employees within a collegial working environment.

This goal identifies strategies to support and enhance our employees' skills, job performance, and work environment to improve employee effectiveness, job satisfaction, and ensure continuity of service delivery.

Strategic Objective 3.1: Foster an organizational culture that promotes learning and demonstrates a commitment to elevating the capabilities and leadership skills of all employees.

Strategic Objective Context and Contributing Programs

A well-trained staff and improved operational efficiency will allow us to better support Strategic Goals 1 and 2. The strategic objective is designed to ensure that employees learn necessary skills, share these skills with other staff, and improve job satisfaction and growth. Successful implementation of this objective will also help cultivate a collegial working environment that is vital to the success of our organization.

Benefits

- Support a positive work environment.
- Improve operational efficiency.
- Embody the core values of the Udall Foundation: integrity, civility, consensus, public service, and non-partisanship.
- Strengthen inter-Foundation communication.
- Ensure the highest quality service to the public.
- Encourage staff cohesiveness and collegiality.

Performance Goals

Performance Goal 3.1.1: Orient and train employees in Foundation and federal policies, values, and procedures.

Performance Goal 3.1.2: Cross-train employees within key positions to assure continuity and quality of service.

Performance Goal 3.1.3: Continue to provide professional and career development opportunities.

Performance Goal 3.1.4: Encourage opportunities for work experience and training with other agencies and organizations.

Strategies

- Implement a comprehensive orientation program for new employees that includes our policies, procedures, and culture; federal regulations and procedures; and ethics instruction for employees of the executive branch.

- Identify areas and job functions that will benefit from employee cross-training.
- Develop and maintain tools and practices to improve communication, teamwork, and productive working relationships at all levels of the Foundation.
- Continue to invest financially in employees' professional development.
- Ensure that performance plans adhere to federal guidelines and clearly delineate employee responsibilities and expectations.
- Identify opportunities for trainings or work detail with other federal agencies that further employees' ability to contribute to our mission and goals.

Other Information

Consultation with Congress and other Stakeholders

The Udall Foundation solicited comments from relevant congressional stakeholders and others on the strategic plan. The feedback was generally supportive. The stakeholders consulted viewed the document as an improvement on previous strategic plans. Specific feedback stated that the integrated goals and objectives provide a more comprehensive overview of the Udall Foundation's activities.

Cross-Agency Collaborations

Through case assistance, training, and/or leadership initiatives the U.S. Institute works with the following departments and agencies:

- Department of Defense (DoD)
- Department of Energy (DOE)
- Department of the Interior (DOI)
- Department of Transportation (DOT)
- National Oceanic and Atmospheric Administration (NOAA)
- Nuclear Regulatory Commission (NRC)
- USDA Forest Service (USFS)
- Environmental Protection Agency (EPA)
- Federal Energy Regulatory Commission (FERC)
- Department of Veterans Affairs (VA)
- U.S. Department of Justice, Environment and Natural Resources Division (DOJ ENRD)

These departments and agencies identify where environmental collaboration and conflict resolution (ECCR) can be beneficial. When an outside neutral entity, additional capacity, or specialized expertise is required, these entities can call upon the U.S. Institute for assistance. It is through these partnerships and the identification of priority ECR needs across the federal government that the U.S. Institute achieves its strategic objectives.

Departments and agencies that have dedicated ADR/ECR staff and assistance centers, including EPA's Conflict Prevention and Resolution Center, DOI's Office of Collaborative Action and Dispute Resolution, FERC's Dispute Resolution Service Center, and the USACE's Conflict Resolution and Public Participation Center, are key partners in identifying where ECCR and the U.S. Institute can add the most value.

The Department of Justice, Environment and Natural Resources Division (ENRD) provides ECR assistance to departments and agencies in the context of litigation. ENRD works collaboratively with client agencies towards adjudications, mediations, alternative dispute resolution (ADR), and settlements. The U.S. Institute maintains a partnership with ENRD and assesses emerging areas of environmental conflicts through reports, statistics, and other information provided by ENRD.

Evaluations and Research

We evaluate our education programs and environmental collaboration and conflict resolution services in order to measure and report on performance and learn from evaluation responses and improve our services.

The U.S. Institute has partnered with several state and federal agencies to collaboratively develop its evaluation system. The Environmental Protection Agency, Conflict Prevention and Resolution Center (CPRC) received permission from OMB to act as a named administrator of the U.S. Institute evaluation instruments in 2003. The Department of the Interior, Office of Collaborative Action and Dispute Resolution received similar permissions in 2008, and the U.S. Army Corps of Engineers, Conflict Resolution and Public Participation Center (CPC) became a named administrator in 2012.

The Udall Foundation used the [2005 National Environmental Conflict Resolution Advisory Committee Report](#) to inform the development of strategic objectives. In addition, since 2005, the U.S. Institute has worked on behalf of OMB and CEQ to analyze and synthesize federal agency Environmental Collaboration and Conflict Resolution Annual Reports. This information was also used to inform the Udall Foundation's strategic objectives.

Hyperlinks

The U.S. Institute:

<http://onlinelibrary.wiley.com/doi/10.1002/crq.209/abstract>

<http://onlinelibrary.wiley.com/doi/10.1002/crq.247/abstract>

<http://www.ecr.gov/Resources/FederalECRPolicy/AnnualECRReport.aspx>

<http://www.justice.gov/olp/adr/doj-statistics.htm>

Appendix – Regulations and Policies Governing the Udall Foundation’s Work

Udall Foundation:

- Morris K. Udall and Stewart L. Udall Foundation. Available at: <http://www.law.cornell.edu/uscode/text/20/chapter-66>

U. S. Institute:

- Executive Order 12988, Civil Justice Reform, 61 Fed. Reg. 4729, Feb. 7, 1996. Available at: <http://www.gpo.gov/fdsys/pkg/FR-1996-02-07/pdf/96-2755.pdf>
- Administrative Dispute Resolution Act of 1996 (ADRA). Available at: <http://www.adr.gov/pdf/adra.pdf>
- Regulatory Negotiation Act of 1996. Available at: <http://www.epa.gov/adr/regnegact.pdf>
- Alternative Dispute Resolution Act of 1998. Available at: http://www.epa.gov/adr/adra_1998.pdf
- Environmental Policy and Conflict Resolution Act of 1998. Available at: http://www.ecr.gov/pdf/PL_105-106.pdf
- Presidential Memorandum, “Designation of Interagency Committee to Facilitate and Encourage Use of Alternative Means of Dispute Resolution and Negotiated Rulemaking” (May 1, 1998). Available at: <http://govinfo.library.unt.edu/npr/library/direct/memos/disputre.html>
- Environmental Policy and Conflict Resolution Advancement Act of 2003 (P.L. 108-160). Available at: <http://www.ecr.gov/pdf/PLAW-108publ160.pdf>
- Executive Order 13352, “Facilitation of Cooperative Conservation” (August 4, 2004). Available at: http://ceq.hss.doe.gov/nepa/regs/Executive_Order_13352.pdf
- Office of Management and Budget and Council on Environmental Quality Memorandum on Environmental Conflict Resolution (November 28, 2005). Available at <http://georgewbush-whitehouse.archives.gov/ceq/joint-statement.html>
- Presidential Memorandum, “Transparency and Open Government” (January 21, 2009). Available at: http://www.whitehouse.gov/the_press_office/TransparencyandOpenGovernment
- OMB Memorandum, “Open Government Directive” (December 8, 2009). Available at: http://www.whitehouse.gov/sites/default/files/omb/assets/memoranda_2010/m10-06.pdf
- Presidential Memorandum, “Tribal Consultation” (November 5, 2009). Available at: <http://www.whitehouse.gov/the-press-office/memorandum-tribal-consultation-signed-president>

- Presidential Memorandum, “Building a 21st Century Digital Government” (May 23, 2012). Available at: <http://www.whitehouse.gov/the-press-office/2012/05/23/presidential-memorandum-building-21st-century-digital-government>)
- Executive Order 13571, “Streamlining Service Delivery and Improving Customer Service” (April 27, 2011). Available at: <http://www.whitehouse.gov/the-press-office/2011/04/27/executive-order-streamlining-service-delivery-and-improving-customer-ser>)
- OMB/OSTP Joint Memorandum, “Science and Technology Priorities for the FY 2014 Budget” (June 6, 2012). Available at: <http://www.whitehouse.gov/sites/default/files/m-12-15.pdf>)
- 25-Point Implementation Plan to Reform Federal Information Technology Management (December 9, 2010). Available at: http://www.whitehouse.gov/sites/default/files/omb/assets/egov_docs/25-point-implementation-plan-to-reform-federal-it.pdf)



For more information on the Udall Foundation visit www.udall.gov
