Morris K. Udall Foundation

CIVILITY, INTEGRITY, CONSENSUS

2008 ANNUAL *report*

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The U.S. Congress established the Morris K. Udall Scholarship and Excellence in National Environmental Policy Foundation as an independent executive branch agency in 1992 to honor Morris K. Udall's 30 years of service in the House of Representatives. The President of the United States appoints the Udall Foundation's board of trustees with the advice and consent of the U.S. Senate. This annual report details the activities of the Foundation in FY 2008.

The Morris K. Udall Foundation is grateful to SRP for contributing the services of designing and publishing this annual report.

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REPORT FROM THE *chair*

As 2009 dawns, America welcomes a new leader and our agency welcomes a new boss. Barack Obama is the third President we have served, and he comes to office at a time when challenges are unmatched since the days of Franklin Roosevelt. Although the Udall Foundation is a small agency, we are positioned to play a profoundly important role as events unfold. Consider for a moment our assignments.

First, as the U.S. government's sole environmental mediation agency, our U.S. Institute for Environmental Conflict Resolution will be needed more than ever to find compromises that allow the economy to move forward. Billions are being targeted on infrastructure projects to lift a fragile economy, and a core challenge will be to advance them without violating environmental laws and just plain good sense. Time and again, our staff has shown a remarkable aptitude for finding common ground on seemingly intractable disputes that have flummoxed the courts and Congress. Working quietly and with discretion, the Udall mediation team—including a roster of almost 300 conflict resolution specialists in 41 states—has helped negotiate solutions to many conflicts of national significance. The sheer reach of our staff's work is what amazes me: from Everglades restoration in Florida, to public lands throughout the West, and transportation fights nationwide. We have demonstrated that a small agency can have a large footprint.

Second, as a new administration grapples with a profoundly significant environmental agenda, led by climate change and the consequent need to build a new green economy, the Udall Foundation will intensify efforts to identify and educate the most promising young environmental leaders. Already some 1,000 Udall Scholars form a deep bench to be called to national service—and many are. At a Capitol Hill reception last summer, I was approached by a Udall Scholar who asked me to dinner with our graduates in the area. I was delighted to learn that as many as 20 were working in key jobs in the executive branch, Congress, and the policy community. Our efforts in this regard will expand in the years ahead.

Third, our work in Indian Country is having a profound impact, and more—much more—is needed. Each year the federal government spends $13 billion in Indian Country. Much of it is well spent. Unfortunately, much fails to achieve progress on the core issues that have institutionalized stunning poverty and ill health on the reservations.

Our response has been to innovate, as only a small agency without the burden of legacy programs can do. With the help of notable tribal leaders and academics, we are identifying future leaders and enriching their education in areas where the tribal need is particularly acute, business and government. Through youth entrepreneurship camps at the Native Nations Institute (NNI), young tribal citizens learn how to build a business. Through the impact of NNI's Executive Education Program, Indian nations are rebuilding their economies. Through our elite Native American Congressional Internships, college-age Native leaders learn how Washington, D.C., operates. Graduates of the Udall Internship program are highly recruited by tribal governments and the federal government. These programs have been turning out leaders for 13 years, and their influence is being felt in Indian Country.

We have every indication that the Obama Administration will embrace the legacy and the future goals of the Udall Foundation. For our part, I can pledge on behalf of the trustees and staff that we will rededicate our efforts to assist a needy nation. Mr. President, we are here to serve.

I want to close by thanking our extraordinary staff, ably led by Ellen Wheeler, for another year of achievement. I want to thank my fellow trustees for lightening the burden of this job and making it fun, particularly the Vice Chair, Dr. Anne Udall, and committee chairs Mike Rappoport and Eric Eberhard. We bid adieu with gratitude to Jim Manning and are pleased to announce that departing Deputy Secretary of the Interior Lynn Scarlett has agreed to a continuing role supporting the Foundation. On to 2009!

– Terrence L. Bracy

REPORT FROM THE *executive director*

As the Udall Foundation marks its 15th year of operations in 2009, it is growing and changing in exciting new ways. One small change is this annual report itself, which has been streamlined and reformatted to focus on the highlights and visual images of our programs, while providing links to our two Web sites (www.udall.gov and www.ecr.gov) where you can get much more comprehensive information than we could ever include in an annual report.

Our programs continue to do innovative and important work on issues that are at the top of the national agenda. This annual report highlights a few of last year's projects at the U.S. Institute for Environmental Conflict Resolution, such as our role in negotiations that led to a "historic" agreement between the U.S. Fish and Wildlife Service and the Confederated Salish and Kootenai Tribes for shared management of the National Bison Range in Montana; our work convening eight states, 28 tribal nations, several federal agencies, and numerous other interests to make recommendations regarding recovery of the Missouri River ecosystem and related operations of river dams; and the Institute's training initiative, launched in 2008, which has focused on developing practical skills in collaboration and conflict management for federal managers and the stakeholders they work with. In 2009, we anticipate an increase in our conflict resolution work, particularly in light of the huge number of infrastructure projects funded by the federal economic stimulus package. We welcomed a new leader for the Institute in 2008—Mark Schaefer, who brings wide-ranging experience in environmental science and policy to the position. (See sidebar.)

Our education programs continue to nurture a new generation of environmental and Native leaders. Since 1996, these programs have focused on selecting the "best and the brightest" for our scholarships, fellowships, and internships. Recipients of the Udall Foundation's merit-based awards are selected not only for their academic achievement but also for their demonstrated commitment to public service. Our programs identify and help educate tomorrow's leaders in fields that are critical to the energy, climate change, and economic issues facing our nation.

One area of increased emphasis in 2009 is Parks in Focus, our smallest program, which is featured on the cover of this annual report. Parks in Focus aims to instill in middle school students an appreciation for nature, particularly the national parks, through the art of photography. Parks in Focus has grown from one Arizona trip in 1999 to trips in four states last year—Arizona, Maine, Michigan, and New Jersey—all in partnership with Boys & Girls Clubs. This year, we have launched a multiyear effort to expand Parks in Focus nationally. Our expansion model will rely on a number of partnerships: first, we will depend on the leadership skills of Udall Scholar alumni, who serve as trip leaders, naturalists, and photography teachers; second, we will continue to work with Boys & Girls Clubs around the country; third, we will have a closer working relationship with Grand Canyon National Park, which will host two to three Parks in Focus trips, collaborate on Grand Canyon-specific educational materials, and host an exhibit of our photos at the Visitor Center or other public area; and finally, we will be seeking funding partners to maximize our reach.

– Ellen K. Wheeler

New DEPUTY EXECUTIVE DIRECTOR FOR ENVIRONMENTAL CONFLICT RESOLUTION

Mark Schaefer is the new deputy executive director for environmental conflict resolution at the Morris K. Udall Foundation. In this capacity, he directs the U.S. Institute for Environmental Conflict Resolution. Schaefer has more than 20 years experience dealing with environmental problems in a variety of positions, including as a scientist, manager, and policymaker. He brings to the U.S. Institute a commitment to conflict resolution processes and collaborative decision making, along with his deep substantive knowledge about environmental and natural resource issues.

From 2000 to 2006, Schaefer was president and CEO of NatureServe, an international nonprofit scientific organization providing information and analytical tools to inform conservation decision making. Before that, he served as deputy assistant secretary, and later acting assistant secretary, for water and science of the U.S. Department of the Interior, as well as acting director of the U.S. Geological Survey for part of that time.

Schaefer was the cochair of the National Science and Technology Council's Ecological Systems Subcommittee, responsible for coordinating ecosystem science activities across federal agencies. From 1993 to 1996, Schaefer was assistant director for environment in the White House Office of Science and Technology Policy, where he was responsible for a variety of energy and environmental science, technology, and education issues.

Schaefer recently has been a senior advisor to several organizations on environmental science and technology policy, including the Woodrow Wilson International Center for Scholars. Schaefer was CEO of the Global Environment and Technology Foundation, an organization dedicated to the advancement of sustainable development and environmental technologies worldwide. From 1989 to 1993, he served as senior staff associate and director of the Washington, D.C., office of the Carnegie Commission on Science, Technology, and Government.

He was a congressional science fellow and staff member at the Office of Technology Assessment of the U.S. Congress from 1987 to 1989, and was with the U.S. Environmental Protection Agency's Office of Research and Development early in his career.

While at Interior, Schaefer served as a member of the board of trustees of the Udall Foundation. He later was a member of a federal advisory committee for the Foundation that was focused on environmental conflict resolution.

"After serving as a trustee of the Foundation and as a member of the National Environmental Conflict Resolution Advisory Committee for the U.S. Institute, I am pleased to return to the Foundation in this position and look forward to working with the broader conflict resolution community to help find practical solutions to the environmental challenges facing the nation," stated Schaefer.

The U.S. Institute for Environmental Conflict Resolution is the only entity in the federal government dedicated to resolving federal environmental conflicts. Created by Congress in 1998, its mission is to assist in resolving federal environmental conflicts by providing impartial, third-party mediation, facilitation, assessment, and training services. The U.S. Institute provides environmental conflict resolution (ECR) services to all affected stakeholders, regardless of who initiates or sponsors the effort.

The U.S. Institute has a 10-year track record of facilitating multisector dialogue and consensus building, particularly where multiple federal, state, local, and tribal governments are involved. It has provided assistance on some of the most complex, high profile, and regionally significant environmental issues in the country. The U.S. Institute maintains a national roster of nearly 300 professionals with expertise in collaboration, conflict management, prevention, and resolution in environmental and public policy issues. During FY 2008, the U.S. Institute provided case support for more than 80 environmental conflicts, directly engaging an estimated 1,000 stakeholders nationwide.

The U.S. Institute provides ECR training each year at the request of federal agencies and other stakeholders. The training is intended to increase the appropriate and effective use of collaborative problem solving and conflict resolution processes and to help prevent, manage, and resolve environmental conflicts.

The U.S. Institute also provides leadership that guides ECR practice and policy development within the federal government.

Examples of ECR cases from FY 2008 included

DOI Bison Range Management Assisted Negotiation

Provided third-party facilitated negotiation that helped the Confederated Salish and Kootenai Tribes and the U.S. Fish and Wildlife Service reach a three-year agreement to share management of the National Bison Range in Montana. In the words of Tribal Chairman James Steele, the signed agreement is a "historic opportunity," and he added that "it is a day of great pride for many people because we will now be able to demonstrate that we can be innovative partners."

Missouri River Recovery Implementation Committee

Convened 13 federal agencies, eight states, 28 tribal nations, and numerous nongovernmental stakeholders to make recommendations and provide guidance for the U.S. Army Corps of Engineers on a study of the Missouri River and on the existing Missouri River recovery and mitigation plan. In the words of one participant, "This process facilitated collaboration between groups that have been on opposite sides of a number of previous management decisions. Hopefully, this collaboration will carry over to the work of the entire basin."

ECR trainings offered during FY 2008 included

Interest-Based and Multiparty Negotiation Trainings

Helped develop negotiation, collaboration, and problem-solving skills as core competencies for the Department of the Interior and the Environmental Protection Agency.

National Environmental Policy Act (NEPA) Workshops

Promoted effective collaboration in environmental planning processes on behalf of the President's Council on

Environmental Quality (CEQ) and individual agencies such as the U.S. Army Corp of Engineers.

Endangered Species Act (ESA) Consultation Collaboration Workshop

Designed and facilitated a pilot workshop program to streamline ESA Section 7 consultations on behalf of the Federal Highway Administration. This pilot involves creating interagency teams to work on biological assessments and biological opinions for new transportation projects.

Examples of the U.S. Institute's ECR leadership work during FY 2008 included

ECR2008 Conference (see next section)

OMB CEQ ECR Policy Memorandum Forum

Continued to support implementation of the Memorandum on Environmental Conflict Resolution jointly issued by the Office of Management and Budget (OMB) and CEQ in November 2005. The memorandum directs all federal agencies to increase the effective use of ECR and to build institutional capacity for collaborative problem solving.

Multi-Agency Study of ECR Performance

Engaged multiple agencies in an effort to build capacity to systematically evaluate ECR performance. Evaluated more than 50 recently completed ECR cases and began disseminating lessons learned and implications for practice.

Among the take-home messages from the multi-agency ECR evaluation study are the positive perspectives shared by the majority of respondents:

- ECR resulted in progress on solving the environmental problems/resolving the environmental issues;
- ECR processes significantly improved relationships and built trust among stakeholders; and
- More progress and better outcomes were achieved through ECR than alternative processes, such as litigation.

For more information on the U.S. Institute for Environmental Conflict Resolution, visit www.ecr.gov.

ECR2008 *conference*

The U.S. Institute for Environmental Conflict Resolution hosted its fifth national ECR conference in Tucson, Arizona, May 20–22, 2008, drawing 300 participants who included representatives of federal agencies; academia; state, local, and tribal governments; and professionals in the field of conflict resolution and consensus building from around the country and abroad. ECR2008 Conference sponsors included the U.S. Department of the Interior, U.S. Environmental Protection Agency, U.S. Department of Transportation's Federal Highway Administration, and the U.S. Department of Agriculture's Forest Service.

The three-day conference had 10 cutting-edge training workshops and 41 dynamic panel and interactive roundtable sessions. Discussions were held on topics and issues ranging from new tools and technology used in ECR processes, to global warming and climate change.

As in previous years, the ECR2008 Conference provided a forum for an exchange of ideas and mutual learning about environmental conflict resolution among a broad cross-section of interests. The conference program was organized along the following three tracks:

- Technology, Tools, and Innovations in ECR;
- Evaluating ECR: What's in it for me?; and
- Matching the Process to the Problem: Navigating Process Choices.

Highlights of the conference included inspirational opening remarks given by P. Lynn Scarlett, former deputy secretary, Department of the Interior, and a plenary presentation on climate change given by Professor Jonathan Overpeck, codirector of the University of Arizona's Institute for Environment and Society. At the closing reception, Ellen Wheeler, Anne Udall, and others honored outgoing U.S. Institute Director Kirk Emerson for her 10 years of service.

Here is what some of the conference participants had to say about ECR2008:

"I'm an attorney with the federal government – [ECR2008] gave me a great introduction about ECR and related processes."

"Gave me insight and inspiration for some upcoming projects. The Tuesday workshops, especially, gave me some tools. Made me think."

"Exposure to people (practitioners, brokers such as [the U.S. Institute for] ECR, and stakeholder/users such as EPA) working to advance collaboration provided access to many new ideas and approaches."

"It's the best ECR Conference around."

The next ECR conference is scheduled for May 2010 in Tucson, Arizona.

For more information on the ECR2008 Conference and the 2010 conference, visit www.ecr.gov.

Native American CONGRESSIONAL INTERNSHIP PROGRAM

The Morris K. Udall Foundation funds 12 Native Americans or Alaska Natives each summer for a 10-week internship in Washington, D.C. Interns are placed in Senate and House offices, committees, Cabinet departments, and the White House, where they are able to observe government decision-making processes firsthand, including attending hearings and votes in the House and Senate. The Udall Foundation provides interns with housing; a per diem; round-trip travel to Washington, D.C.; and a $1,200 stipend upon successful completion of the program.

Numerous enrichment activities add immeasurably to the richness of the interns' experience. The 2008 enrichment activities included meetings with members of Congress, Native American organizations, agency officials, and prominent Native American professionals, such as Representative Dale E. Kildee (D-MI), cochair of the Congressional Native American Caucus; Kevin Gover, director of the National Museum of the American Indian; and former Deputy Secretary of the Interior and Udall Foundation Trustee Emeritus P. Lynn Scarlett.

Interns also work on a variety of research projects, which they present to each other and invited guests at the end of the 10-week program.

Applicants for the 2008 internship represented 16 different fields of study, 18 tribes, and 23 colleges and universities in 20 states. Thirty percent of applicants were master's or law students and 30 percent were members of tribes that had not previously participated in the program. A four-member independent selection committee selected 12 Interns from 11 tribes and 11 institutions.

For more information about the internship and the 2008 Native American Congressional Interns, visit www.udall.gov.

I will cherish my Udall internship and the connections that I have made. Coming into this experience, I thought that I wanted to focus on one specific area of law. I learned that I am in love with the process of helping people's voices be heard in many different arenas. I was fortunate to be among 11 other amazing and determined people that I know will be my colleagues and friends for life.

Tracie Revis
2008 Udall Intern

Parks IN FOCUS PROGRAM

Parks in Focus aims to connect underserved youth to nature through the art of photography, instilling in them a long-lasting understanding of and appreciation for national parks and other public lands.

Since its inception in 1999, Parks in Focus has taken underserved middle school students from Tucson's Boys & Girls Clubs to Arizona's state and national parks. For the last few years, the Foundation has slowly expanded the Parks in Focus program by involving Udall Scholar alumni. Alumnus Marcos Orozco led the first Parks in Focus trip outside of Arizona—Parks in Focus New Jersey—in 2006.

With the Board's encouragement, the Foundation has proposed to expand Parks in Focus to the national level. In 2008, the Foundation supported four full Parks in Focus trips: Arizona, Maine, Michigan, and New Jersey.

The expansion of Parks in Focus will provide additional opportunities for leadership development to Udall Scholar alumni and enable the Foundation to partner with organizations like the Boys & Girls Clubs, whose mission involves underserved youth, environmental education, or photography.

By teaching participants basic photography skills and providing opportunities to explore the ecology, geology, and plant and animal life of national parks and public lands, Parks in Focus hopes to engender a lasting appreciation for our national and natural heritage.

PARKS IN FOCUS 2008 PARTNERS

- **Boys & Girls Club of Monmouth County, Inc., New Jersey**
- **Muskegon River Valley Chapter of Big Brothers Big Sisters, Michigan**
- **Penobscot Nation Boys & Girls Club, Maine**
- **NCCS Boys & Girls Club of Newaygo County, Michigan**
- **Boys & Girls Clubs of Tucson, Arizona**

  Jim & Vicki Click Clubhouse
  Steve Daru Clubhouse
  Roy Drachman Clubhouse
  Frank & Edith Morton Clubhouse
  Pascua Yaqui Clubhouse
  Holmes Tuttle Clubhouse

PARKS IN FOCUS ARIZONA

June 2–6, 2008
Flagstaff, Sunset Crater Volcano National Monument, Wupatki National Monument, Marshall Lake, Slide Rock State Park, and the Grand Canyon

Led by 2004 Udall Scholar Bobby Filbin, assisted by Meg Matthews (2003 Udall Scholar) and Gillian Locascio (2007 Udall Scholar)

PARKS IN FOCUS MAINE

August 18–22, 2008
Acadia National Park and Baxter State Park

Led by 2004 Udall Scholar Bobby Filbin, assisted by 2008 Udall Scholars Nikolai Smith, Alison Cohen, and Lauren Nutter

PARKS IN FOCUS MICHIGAN

August 20–24, 2008
Tahquamenon Falls State Park, Whitefish Point Bird Observatory, Seney National Wildlife Refuge, and Pictured Rocks National Lakeshore

Led by 2005 Udall Scholar Bret Muter, assisted by Ben Wasserman (2007 Udall Scholar)

PARKS IN FOCUS NEW JERSEY

August 18–22, 2008
Stokes State Forest, Delaware Water Gap National Recreation Area, and Gateway National Recreation Area

Led by 2003 & 2004 Udall Scholar Marcos Orozco, assisted by Jessica Fagan (2006 Udall Scholar)

For more information on the Parks in Focus program, visit www.udall.gov.

UDALL FOUNDATION UNDERGRADUATE SCHOLARSHIP *program*

The Udall Foundation awards approximately eighty $5,000 merit-based scholarships each year to outstanding college students who intend to pursue careers related to the environment, or who intend to pursue careers in health care or tribal public policy and are Native American or Alaska Native.

In March 2008, a 14-member independent selection committee chose 80 Morris K. Udall Scholars from applicants at 239 institutions in 49 states, Guam, and the District of Columbia. Of the applicants, 91 percent were studying fields related to the environment; 3 percent were Native American or Alaska Native, studying fields related to health care; and 6 percent were Native American or Alaska Native and studying fields related to tribal public policy. Fifty-one applicants received Honorable Mention awards of $350.

The 80 Scholars and 51 Honorable Mentions hail from 41 states and 92 institutions. Following are some selected statistics:

72 percent are juniors;

26 percent self-identify as Native American/Alaska Native, Hispanic, Asian/Pacific Islander, or African-American;

3 scholars attend a two-year college; and

14 students are their institution's first Udall Scholar.

2008 SCHOLAR ORIENTATION

The 2008 Scholar Orientation was held at the Westward Look Resort, August 2–6. Keynote speakers were alumni Carlyle Begay (2002 Udall Scholar), vice president and chief development officer at American Indian Health and Management Policy, and Jared Duval (2003 & 2004 Udall Scholar), a senior fellow with ecoAmerica. Terrence L. Bracy, chair of the Udall Foundation's Board of Trustees, led a session on Morris Udall's congressional legacy, assisted by Donald W. Carson and James W. Johnson (authors of a biography of Morris Udall). Anne J. Udall, vice chair of the Udall Foundation's Board of Trustees and Morris Udall's daughter, moderated a family session with Elma and Ren Udall (Morris Udall's sister and granddaughter, respectively). Trustees Diane Humetewa and Eric Eberhard presented a joint session on Indian law, while alumnus Diana Bob (2001 Udall Scholar & 2002 Udall Intern) led a session on tribal sovereignty. Scholars worked in groups on presentation topics ranging from reducing their school's carbon footprint to building coalitions among diverse constituencies.

For more information about the scholarship and the 2008 Morris K. Udall Scholars, visit www.udall.gov.

I leave this weekend with great affection for the Udall family and the extended family of scholars, alumni, and staff. I am overcome by the level of passion, drive, and humanity expressed by this special group of people. We will look back on this weekend as the moment our values were crystallized into an ambitious vision for a better world.

Sam Schiller, 2008 Udall Scholar

This scholarship says to me that someone outside my tribe, outside my nation is saying 'that we see what you are doing, and we see that it is important; therefore, we want to help you the best way we know how.'

Autumn Mitchell, 2008 Udall Scholar

UDALL FOUNDATION DISSERTATION FELLOWSHIP *program*

The Morris K. Udall Foundation awards two one-year fellowships of up to $24,000 to doctoral candidates whose dissertation topic is relevant to U.S. national environmental public policy and/or environmental conflict resolution research. Udall Dissertation Fellowships are intended to cover both academic and living expenses during the fellowship year.

Fellows must demonstrate personal commitment to national environmental public policy and/or environmental conflict resolution and an understanding of Morris K. Udall's environmental legacy.

The Udall Foundation received applications from Ph.D. candidates in 22 different fields of study at 32 universities in 21 states. A three-reader independent committee selected the two 2008 Udall Fellows in April 2008.

2008 UDALL DISSERTATION FELLOWS

Anita Milman

Energy and Resources Group
University of California, Berkeley

"Bordering on Water Management: Challenges to Cooperation between the U.S. and Mexico"

Through an analysis of the Upper Santa Cruz River Basin (USCRB), located along the U.S.-Mexico border, Anita Milman's research seeks to understand factors influencing the formation of cooperative management strategies for internationally shared aquifers and cross-border flows of wastewater. Concurrently, she aims to reduce uncertainty regarding flows of water in the USCRB. Aside from her dissertation research, Milman has worked in rural Mexico and El Salvador to implement and evaluate the performance of community-based water systems. She has also worked on a variety of projects related to indicators of sustainability, carbon emissions reductions, and environmental justice.

Jennifer Rice

Geography and Regional Development
University of Arizona

"From Nations to Networks: Global Climate Change and Local Climate Governance in the United States"

Jennifer Rice's dissertation examines the emergence and spread of municipal climate change programs in the United States. Working with city officials and local interest groups, her work explores the science-policy networks that have prompted climate action at the local level in the United States, with the goal that future policies can sustain and enhance these efforts. Rice's engagement with the practical politics of environmental governance was sparked by her previous research with local activist organizations regarding water quality issues while she was a master's student at Ohio State University, as well as earlier work at the Texas Commission on Environmental Quality.

For more information on the fellowship program, visit www.udall.gov.

MORRIS K. UDALL *archives*

To preserve and honor Morris Udall's legacy and make his accomplishments known to the public, the Morris K. Udall Foundation contributes funding to the Udall Family Archival Collections located in the University of Arizona Libraries Special Collections Department. These collections are consulted by local and national users on a monthly basis.

During FY 2008, the Library undertook several initiatives to enhance the understanding of the Udall legacy to the American people.

- The Library welcomed two Udall graduate assistants from the Knowledge River Program, Kelly Battese and Natalia Fernandez. Their contributions included archival work documenting the Udall family and the cultural resources of Arizona.
- The Morris K. Udall Oral History Project continued this year with the inclusion of more interviews on the Morris K. Udall Oral History Project Web site. The goal of this site is to provide online, searchable access to the audio and text files of the interviews.
- The Udall Archives continues as an active contributor to the Western Waters Digital Library project. This collaborative project involving several western universities highlights development of the Central Arizona Project to deliver Colorado River water to Arizona. This project includes 5,000 to 7,000 pages of documents selected from the Morris K. Udall Papers focusing on water-related issues in the West.
- The Udall Travel Grant program aims to encourage contemporary scholarship on the Udall brothers. This past summer, author Judy Pasternak traveled to the Udall Archives to review materials from the Morris K. Udall Papers on uranium mining and the environmental aftermath.

For more information on the Udall Family Archival Collections, visit www.library.arizona.edu/speccoll/public_programs/.

Native Nations INSTITUTE FOR LEADERSHIP, MANAGEMENT, AND POLICY

The Native Nations Institute for Leadership, Management, and Policy (NNI), cofounded in 2001 by the Morris K. Udall Foundation and the University of Arizona, and housed at the University's Udall Center for Studies in Public Policy, serves as a self-determination, self-governance, and development resource for Indigenous nations in the United States, Canada, and elsewhere. NNI's mission is to assist in the building of capable Native nations that can effectively pursue and ultimately realize their own political, economic, and community development objectives.

NNI fulfills its mission by providing Native nations with comprehensive, professional training and development programs; by providing Native nations and other policymakers with outstanding policy analysis and accessible research on governance and development in Indian Country; and by working with Indigenous groups on strategic and organizational development. NNI also has launched an innovative, multi-pronged curriculum development initiative that will supply state-of-knowledge educational resources designed to advance the nation-building objectives of Native nations and their citizens.

Research and outreach projects completed or initiated by NNI during FY 2008 included

- The third printing of the highly acclaimed *Rebuilding Native Nations: Strategies for Governance and Development*, published by the University of Arizona Press, which addresses issues ranging from constitution-making to intergovernmental relations, and from tribal judicial systems to nation-owned enterprises;
- The development of a casebook, Web site, and study guide on Native nation economic development to serve as companions to *Rebuilding Native Nations* and for use in the executive education curriculum;
- Series publication of the latest title in JOPNA (Joint Occasional Papers on Native Affairs), *We Are the Stewards: Indigenous-Led Fisheries Innovation in North America*, which reviews the current state of Indigenous-led fisheries management in the United States;
- The completion of the first phase of a study, *Improving Health Care Access In Native American Communities,* which details the impact that tribal control of health care services has on access to quality care;
- Seven executive education sessions on nation building for nearly 300 leaders representing some 50 Indigenous nations in the United States and Canada;
- Two Executive Forums on Native Nation Building that brought together groups of leaders and experts to discuss the topics of "Per Capita Distribution for Tribal Revenue" and "Education for Indigenous Governance";
- The 12th Native American Youth Entrepreneur Camp (NAYEC), an award-winning program designed to encourage private sector development in Indian Country, and the first annual Native American Youth Governance Camp, teaching the fundamentals of governance and leadership; and
- The first year of the Indigenous Leadership Fellows Program, where senior tribal leaders spend several weeks at NNI reflecting on their experiences, speaking to classes at the Law College and American Indian Studies program, and meeting with NNI's researchers.

For more information on NNI, visit www.nni.arizona.edu.

Udall Center FOR STUDIES IN PUBLIC POLICY

Established in 1987, the Udall Center for Studies in Public Policy sponsors policy-relevant, interdisciplinary research and forums that link scholarship and education with decision making. The Udall Center receives assistance from the Morris K. Udall Foundation to support programs and activities related to Indigenous nations policy (see section on NNI) and environmental policy and conflict resolution, described here.

The environmental and natural resources policy program at the Udall Center includes projects and publications related to environmental and public policy conflict resolution, community-based conservation, and water policy. The Udall Center's environmental and public policy conflict resolution work emphasizes multistakeholder policy dialogues on contentious environmental issues. In the area of community-based conservation, the Udall Center researches and provides outreach on topics such as collaborative approaches to public participation and decision making around natural resources and participatory research methods.

Research and outreach projects completed or initiated by the Udall Center during FY 2008 included

- Two major grants to study climate change, water resources, and growth in southern Arizona and northern Sonora, Mexico;
- Research addressing the ecology and policy of managing transboundary systems and related ecosystem services, led by Laura López-Hoffman, Ph.D., who joined the Udall Center in June;
- A study of water supply and water reuse systems in the high-growth, water-scarce Southwestern United States as part of a team of researchers at the University of Arizona;
- Collecting and evaluating materials and information about institutional structures and responsibilities related to the U.S.-Mexico Transboundary Aquifer Assessment Program with a focus on the Santa Cruz and San Pedro basins;
- Convening a workshop on conservation across the U.S.-Mexico border for U.S. and Mexican authors of chapters for a wide-ranging new book titled *Conservation Across the United States-Mexico Border*, to be published in 2009 by the University of Arizona Press;
- The Water Reuse to Offset Growth-Driven Water Scarcity project, which aims to study public attitudes about water reuse, particularly with regard to household landscaping and indirect potable reuse of effluent; identify limitations and opportunities for the adoption of supply-substituting water-reuse practices; and link patterns and rates of growth for the region with sustainable water use based on a portfolio approach to water reuse; and
- Organizing and hosting in Tucson a symposium on water history of the Southwestern United States for the officers and members of the board of directors of the International Water History Association, of which Udall Center Deputy Director Robert Varady is president.

For more information on the Udall Center for Studies in Public Policy, visit www.udallcenter.arizona.edu.

A BRIEF PERSONAL *history*

The U.S. Congress established the Morris K. Udall Foundation as an independent executive branch agency in 1992 to honor Morris K. Udall's 30 years of service in the House of Representatives. While serving in the House of Representatives, Morris Udall's concern for Native Americans and love of the environment resulted in numerous pieces of legislation moving through Congress.

He was elected to the U.S. House of Representatives in 1961 in a special election to replace his brother Stewart, who left the position to become President John F. Kennedy's secretary of the Department of the Interior.

Chief among his accomplishments was the Alaska Lands Act of 1980, which doubled the size of the national park system and tripled the size of the national wilderness system. Other significant legislation includes the Postal Reform Act, Indian Child Welfare Act, Archaeological Resources Protection Act, and the Indian Gaming Regulatory Act.

Morris Udall was diagnosed with Parkinson's disease, a neurological disorder impairing movement and speech, in 1979. In May 1991, he resigned from Congress for health reasons, and he died on December 12, 1998. He left six children, one stepson, and his wife, Norma Gilbert Udall.

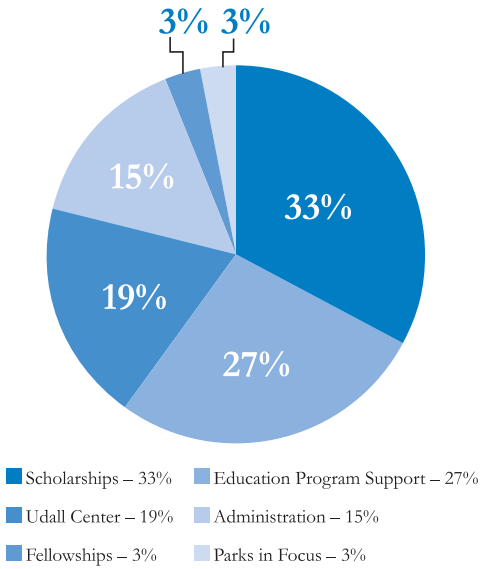
Morris Udall's career was distinguished by civility, integrity, consensus, and a commitment to the preservation of the nation's natural environment. Consistent with these values, the Udall Foundation is committed to educating a new generation of Americans to preserve and protect their national heritage through studies in the environment or Native American health or tribal public policy. The Udall Foundation also is committed to promoting the principles and practices of environmental conflict resolution.

The Udall Foundation's educational activities are supported by the interest accrued in a federal trust fund and by donations. Annual appropriations and revenues from fees for services support the U.S. Institute for Environmental Conflict Resolution.

TRUST FUND EDUCATION PROGRAMS FINANCIAL REPORT

Since the Trust Fund was first funded in October 1994, a total of $41.3 million has been appropriated through FY 2008, of which $5 million has been transferred to the Native Nations Institute. $3.75 million was appropriated in FY 2008 (October 1, 2007, through September 30, 2008).

The current corpus balance of $37.8 million is due in part to reinvestment of a portion of earnings in prior years. The Morris K. Udall Scholarship and Excellence in National Environmental and Native American Public Policy Act (P.L. 102-259) provides, among other things, that Trust funds be invested in public debt securities with maturities suitable for the needs of the Udall Foundation. Accordingly, the Udall Foundation realized a revenue stream in the amount of $1.72 million in FY 2008.

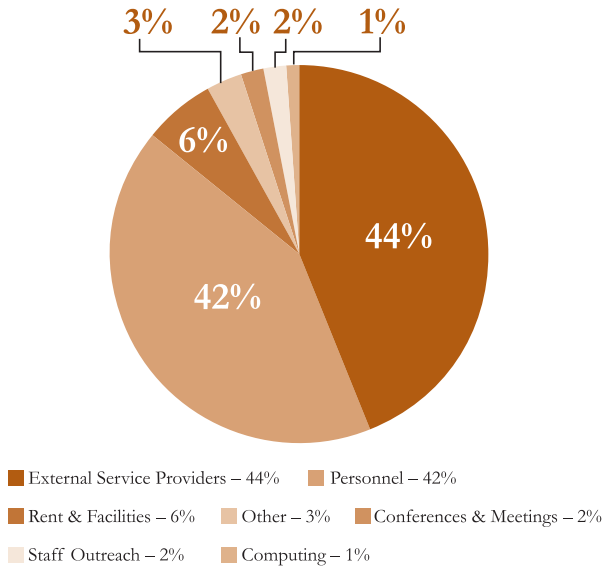


P.L. 102-259 authorizes financial support to the Udall Center for Studies in Public Policy, University of Arizona.

The Udall Foundation is grateful to D. Michael Rappoport, chair, Management Committee, for his oversight of the annual budget.

U.S. INSTITUTE FOR ENVIRONMENTAL CONFLICT RESOLUTION FINANCIAL REPORT

The U.S. Institute for Environmental Conflict Resolution began operation in October 1998. Through FY 2008, approximately $17.8 million has been appropriated. The U.S. Institute received an appropriation of $2 million in FY 2008 (October 1, 2007, through September 30, 2008). The Environmental Policy and Conflict Resolution Act of 1998 (P.L. 105-156) provides that the U.S. Institute may collect and retain fees and that any funds that are not required to meet current withdrawals be invested in interest-bearing obligations of the United States. Accordingly, the U.S. Institute realized earned revenue of approximately $3.1 million and interest of $25,967 in FY 2008.



Please see www.udall.gov for the Udall Foundation's FY 2008 audit.

UDALL FOUNDATION BOARD OF *trustees*

Pictured left to right, **row 1**: **Terrence L. Bracy,** *Chair;* Chief Executive Officer, Bracy Tucker Brown & Valanzano; **Dr. Anne J. Udall,** *Vice Chair; Chair, Education Committee;* Executive Director, The Lee Institute; **Robert Lance Boldrey,** Member, Dykema Gossett PLLC;

row 2: Michael A. Butler, Executive Director, Tennessee Wildlife Federation; **Nancy Sutley,** Chair, Council on Environmental Quality; **Eric Eberhard,** *Chair, Native Nations Committee;* Attorney at Law, Dorsey & Whitney LLP;

row 3: Diane J. Humetewa, United States Attorney, District of Arizona; **Dr. Stephen M. Prescott**, President, Oklahoma Medical Research Foundation;

row 4: D. Michael Rappoport, *Chair, Management Committee;* Associate General Manager, Salt River Project (SRP); **Dr. Robert N. Shelton,** President, University of Arizona (Photo credit: Margaret Hartshorn); **Bradley Udall,** Director, CU-NOAA Western Water Assessment, University of Colorado;

row 5: Herbert R. Guenther, *Trustee Emeritus;* Director, Arizona Department of Water Resources; **Dr. Peter W. Likins,** *Trustee Emeritus;* President Emeritus, University of Arizona; **P. Lynn Scarlett,** *Trustee Emeritus;* Former Deputy Secretary, U.S. Department of the Interior

Not pictured: Secretary of the Department of Education or designee; Secretary of the Department of the Interior or designee

UDALL FOUNDATION *staff*

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Mark Schaefer, *Deputy Executive Director for Environmental Conflict Resolution*

Lynne M. Gillette, *Director of Operations, U.S. Institute for Environmental Conflict Resolution (USIECR)*

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Adam Baker, *Application Developer*

Colin Ben, *Program Manager, Education Programs*

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Diana Wilkinson, *Training Coordinator, USIECR*

REPORT PHOTO CAPTIONS AND *credits*

Front Cover (Top to Bottom; L to R)

2008 Udall Intern Jason Croxton
Photo credit: Earl Dotter

Udall Scholars Christa Lee and Crystal Becenti show their team spirit
Photo credit: Tom Spitz

U.S. Institute staff interact with participants at ECR2008
Photo credit: Lynne Gillette

Scholars enjoy the Arizona-Sonora Desert Museum
Photo credit: Tom Spitz

Photo taken on an Arizona Parks in Focus trip
Photo credit: Isaiah, Parks in Focus Arizona participant

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Photo of a bison
Photo Credit: Anonymous

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Photo of the Missouri River
Photo credit: Anonymous

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The 2008 Udall Interns with Udall Foundation Trustee Emeritus P. Lynn Scarlett at the Department of the Interior (not pictured: Samuel Kohn)
Photo credit: Colin Ben

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The Grand Canyon
Photo credit: Ty, Parks in Focus Arizona participant

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Nature, up close and personal
Photo credit: Isabella, Parks in Focus Arizona participant

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The 2008 Udall Scholars
Photo credit: Tom Spitz

Page 11 (Top to Bottom)

Scholar Group Presentations
Photo credit: Tom Spitz

Udall Scholars Cecilia Scott, Sonya Milonova, Melissa Firor, and Ben Towne with Chair Terry Bracy at the Scholar Orientation
Photo credit: Tom Spitz

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Morris Udall
Photo credit: Anonymous; The University of Arizona Library, Special Collections, Morris K. Udall Papers, MS 325, Box 738, Folder 1

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Morris Udall at the Democratic National Convention
Photo credit: Anonymous; The University of Arizona Library, Special Collections, Morris K. Udall Papers, MS 325, Box 738, Folder 1

Page 20 (at Left)

Morris Udall (seated) and Stewart Udall
Photo credit: © 1975 Shepard Sherbell/ Corbis; The University of Arizona Library, Special Collections, Morris K. Udall Papers, MS 325, Box 736, Folder 1

Back Cover (Top to Bottom; L to R)

Collaborative discussion session at the U.S. Institute
Photo credit: Diana Wilkinson

2008 Udall Scholar Michael Adelman with Anne J. Udall, vice chair of the Udall Foundation Board of Trustees, Elma Udall, and Chair Terry Bracy
Photo credit: Tom Spitz

A scholar explores the desert landscape at the Arizona-Sonora Desert Museum
Photo credit: Tom Spitz

Udall Intern alumna Cynthia Freeman with Rep. Raùl Grijalva (D-Ariz.)
Photo credit: Earl Dotter

Parks in Focus New Jersey
Photo credit: Marcos Orozco

Hiking into the Grand Canyon
Photo credit: Bobby Filbin

Morris K. Udall Foundation

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