



FY 2026 Agency Performance Plan

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Agency Overview

The Morris K. 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 Native Americans and Alaska Natives. In 2009, Congress enacted legislation to also honor Stewart L. Udall for his half century of distinguished national leadership in environmental and Native American policy. The agency is known today as the Morris K. Udall and Stewart L. Udall Foundation (Udall Foundation) and is headquartered in Tucson, Arizona.

The Udall Foundation is authorized by Congress to:

- Award Scholarships, Internships, and Fellowships for study in fields related to the environment and to Native Americans and Alaska Natives in fields related to health care and Tribal public policy.
- Connect youth to the Nation's public lands and natural resources to foster greater understanding, appreciation, stewardship, and enjoyment of those lands and resources through photography, positive outdoor experiences, and environmental education through the Stewart L. Udall Parks in Focus® Program (Parks in Focus®).
- Provide funding to the Udall Center for Studies in Public Policy (Udall Center) to conduct policy research and outreach on the environment and related themes.
- Provide funding to the Native Nations Institute for Leadership, Management, and Policy (NNI), a program of the Udall Center, for research, education, and outreach on Native American and Alaska Native health care issues and Tribal public policy issues.
- Provide funding to Special Collections at the University of Arizona Libraries (Special Collections) to serve as the repository for the papers of Morris K. Udall and Stewart L. Udall and other such public papers as may be appropriate and assure such papers' availability to the public.
- Provide impartial collaboration, consensus-building, training, and conflict resolution services on a wide range of environmental, natural and cultural resources, Tribal, and public lands issues, conflicts, and disputes involving the Federal Government through the John S. McCain III National Center for Environmental Conflict Resolution (National Center).

Advancing Administration Priorities in Fiscal Year 2026

In Fiscal Year 2026, the Udall Foundation will carry out its statutorily mandated activities within the funding levels provided for in the President's Budget, utilizing goals and targets that will drive actionable performance and results. These activities include:

- Awarding Scholarships, Internships, and Fellowships for study in fields related to the environment and to Native Americans and Alaska Natives in fields related to health care and Tribal public policy. 20 U.S.C. §5605(a)(2)-(4).
- Connecting youth to the Nation's public lands and natural resources to foster greater understanding, appreciation, stewardship, and enjoyment of those lands and resources through photography, positive outdoor experiences, and environmental education. 20 U.S.C. §5605(a)(5)(A).
- Providing impartial assessment, mediation, collaboration, training, and other related services on a wide range of environmental, natural and cultural resources, Tribal, and public lands issues, conflicts, and disputes involving the Federal Government. 20 U.S.C. §5605(a)(1)(B).
- Providing funding to the Udall Center for Studies in Public Policy at the University of Arizona, including Special Collections at the University of Arizona Libraries, for activities required by statute. 20 U.S.C. §5605(a)(6),(7),(9).

In meeting its statutory mandate, the Udall Foundation will advance the Administration's priorities in alignment with specific Executive Orders and Presidential directives including:

- Unleashing American Energy (January 20, 2025)
- Unleashing Prosperity Through Deregulation (January 31, 2025)
- Updating Permitting Technology for the 21st Century (April 15, 2025)
- White House Initiative to Promote Excellence and Innovation at Historically Black Colleges and Universities (April 23, 2025)

The Udall Foundation will also support the Administration's efforts to provide timely, reliable, and cost-effective services to the Nation, including in alignment with:

- Ensuring Accountability for All Agencies (February 18, 2025)
- Implementing the President's "Department of Government Efficiency" Workforce Optimization Initiative (February 26, 2025)
- Stopping Waste, Fraud, and Abuse by Eliminating Information Silos (March 20, 2025)
- Eliminating Waste and Saving Taxpayer Dollars by Consolidating Procurement (March 20, 2025)
- Ensuring Commercial, Cost-Effective Solutions in Federal Contracts (April 16, 2025)

Alignment with and implementation of the Administration's priorities will advance the timely, efficient, and positive delivery of Udall Foundation programs and services in Fiscal Year 2026.

Finally, the Udall Foundation will be in full compliance with the Administration's Return to In-Person Work guidance (January 20, 2025) during Fiscal Year 2026.

Strategic Goal 1: Strengthen the appreciation, stewardship, and collaborative processes for governance 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 related interests.

Purpose

This objective responds to the Udall Foundation's legislative mandate to (1) provide for discussion of environmental, natural resources, and public lands issues; (2) conduct environmental policy research; and (3) archive papers of Morris K. Udall and Stewart L. Udall and other such public papers as may be appropriate and assure such papers' availability to the public. 20 U.S.C. §5605(a)(6)-(7).

Administration Priority

Unleashing American Energy; Unleashing Prosperity Through Deregulation; and Updating Permitting Technology for the 21st Century

Performance Goals (PG) - FY 2026 Targets

PG 1.1.1: Convene and facilitate an annual meeting of experts and promote dialogues on environmental, natural resources, and public lands issues.	
Number of meetings of experts annually on environmental, natural resources, and public lands issues.	1
PG 1.1.2: Conduct research that informs environmental policy and natural resources management and provide broad dissemination.	
Number of environmental policy publications annually.	20
PG 1.1.3: Ensure that digitized legacy audiovisual (AV) content in the papers of Morris K. Udall and Stewart L. Udall has associated metadata for long-term preservation and access.	
Percentage of identified digitized legacy AV content in the papers of Morris K. Udall and Stewart L. Udall that has associated metadata for long-term preservation and access.	50%
PG 1.1.4: Ensure that AV holdings in the papers of Morris K. Udall and Stewart L. Udall have been systematically reviewed for ownership and copyright information.	
Percentage of the AV holdings in the papers of Morris K. Udall and Stewart L. Udall that have been systematically reviewed for ownership and copyright information.	35%

Strategic Objective 1.2: Provide services and information resources to enhance collaboration and resolve environmental, public lands, and natural resources issues, conflicts, and disputes among governmental and nongovernmental stakeholders.

Purpose

This objective responds to the Udall Foundation's legislative mandate to provide assessment, mediation, collaboration, training, and other related services to resolve environmental disputes and Federal, State, or Tribal environmental or natural resources decision-making processes or procedures that may result in or cause a dispute or conflict. 20 U.S.C. §5605(a)(1)(B)(i)(II).

Administration Priority

Unleashing American Energy; Unleashing Prosperity Through Deregulation; and Updating Permitting Technology for the 21st Century

Performance Goals (PG) - FY 2026 Targets

PG 1.2.1: Provide assessment, mediation, and facilitation services that address environmental, public lands, and natural resources issues, conflicts, and disputes involving Federal agencies and relevant stakeholders.	
Percentage of respondents who report that the National Center provided services that supported progress toward prevention or resolution of environmental issues, conflicts, and disputes.	85%
PG 1.2.2: Provide a training program to further the use of environmental conflict resolution, collaborative decision-making, and consensus building involving the Federal Government.	
Percentage of environmental collaboration and conflict resolution (ECCR) training participants who report what they take away from the training will have a very positive impact on their effectiveness in the future.	85%
PG 1.2.3: Provide resources and consultation services to increase the use of environmental collaboration and conflict resolution involving Federal agencies, States, Native Nations, and relevant stakeholders.	
Number of initiatives annually that support or promote the increased use of ECCR by Federal agencies and relevant stakeholders.	3

Strategic Objective 1.3: Provide educational programs to increase understanding of the environment, natural resources, and public lands.

Purpose

This objective responds to the Udall Foundation’s legislative mandate to (1) award Scholarships to outstanding undergraduate students who intend to pursue careers related to the environment, and (2) identify and invite the participation of youth throughout the United States to enjoy the Nation’s parks and wilderness and other outdoor areas. 20 U.S.C. §5605(a)(2)(A), (5)(A).

Administration Priority

White House Initiative to Promote Excellence and Innovation at Historically Black Colleges and Universities

Performance Goals (PG) - FY 2026 Targets

PG 1.3.1: Award Scholarships to outstanding undergraduate students who intend to pursue careers related to the environment.	
Number of Scholarships awarded annually.	37
Number of institutions of higher education represented.	19

PG 1.3.2: Provide educational programs, training, and resources with the purpose of supporting opportunities for youth to learn about and experience the Nation’s parks and wilderness and other outdoor areas.	
Number of individuals reached annually through direct Parks in Focus® programs and trainings.	250
Number of youth-serving organizations and public lands agencies reached annually.	5

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

Strategic Objective 2.1: Provide research, education, and services to Native Nations and non-Native entities or individuals who engage with Native Nations.

Purpose

This objective responds to the Udall Foundation's legislative mandate to (1) conduct research and training on Native American and Alaska Native health care issues and Tribal public policy issues, and (2) archive papers of Morris K. Udall and Stewart L. Udall and other such public papers as may be appropriate and assure such papers' availability to the public. 20 U.S.C. §5605(a)(7),(9).

Administration Priority

Unleashing American Energy; Unleashing Prosperity Through Deregulation; and Updating Permitting Technology for the 21st Century

Performance Goals (PG) - FY 2026 Targets

PG 2.1.1: Provide Native Nations and others with education, resources, and services for leadership and governance that will enable Native Nations to achieve their strategic goals.	
Number of educational seminars and courses annually.	15
PG 2.1.2: Provide policy analysis and research to support Native Nations.	
Number of Indigenous policy publications and briefings annually.	10
PG 2.1.3: Ensure that digitized legacy audiovisual (AV) content in the papers of Morris K. Udall and Stewart L. Udall has associated metadata for long-term preservation and access.	
Percentage of identified digitized legacy AV content in the papers of Morris K. Udall and Stewart L. Udall that has associated metadata for long-term preservation and access.	50%
PG 2.1.4: Ensure that AV holdings in the papers of Morris K. Udall and Stewart L. Udall have been systematically reviewed for ownership and copyright information.	
Percentage of the AV holdings in the papers of Morris K. Udall and Stewart L. Udall that have been systematically reviewed for ownership and copyright information.	35%

Strategic Objective 2.2: Provide educational programs to Native Nations in the areas of Tribal public policy and health care.

Purpose

This objective responds to the Udall Foundation's legislative mandate to (1) award Scholarships to outstanding Native American and Alaska Native undergraduate students who intend to pursue careers in Tribal public policy and health care; (2) award Internships in Federal, State and Local agencies or in offices of major public health or public policy organizations to deserving and qualified Native Americans and Alaska Natives; and (3) award Fellowships to outstanding Native American and Alaska Native graduate students who intend to pursue advanced degrees in Tribal public policy and health care. 20 U.S.C. §5605(a)(2)-(4).

Administration Priority

White House Initiative to Promote Excellence and Innovation at Historically Black Colleges and Universities

Performance Goals (PG) - FY 2026 Targets

PG 2.2.1: Award Scholarships to outstanding Native American and Alaska Native undergraduate students who intend to pursue careers in Tribal public policy and health care.	
Number of Scholarships awarded annually.	18
Number of institutions of higher education represented.	9
PG 2.2.2: Award Internships to deserving and qualified Native American and Alaska Native undergraduate, graduate, and law students in the areas of Tribal public policy and health care.	
Number of Internships awarded annually.	12
Number of Congressional offices and Federal agencies that host Interns.	8
PG 2.2.3: Award Fellowships to outstanding Native American and Alaska Native graduate students in the areas of Tribal public policy and health care.	
Number of Fellowships awarded annually.	3
Number of institutions of higher education represented.	2

Strategic Objective 2.3: Provide information resources, assist to build capacity, and deliver services to support the resolution of environmental, environmental public health, public lands, cultural resources, and natural resources issues, conflicts, and disputes that concern Native Nations.

Purpose

This objective responds to (1) the Udall Foundation’s legislative mandate to provide assessment, mediation, collaboration, training, and other related services to resolve environmental disputes and Federal, State, or Tribal environmental or natural resources decision-making processes or procedures that may result in or cause a dispute or conflict; and (2) legislative authority for Native Nations, as non-Federal entities, to use the Udall Foundation and the National Center on a reimbursable basis to provide assessment, mediation, or other related services in connection with a dispute or conflict involving the Federal Government related to the environment, public lands, or natural resources. 20 U.S.C. §§5605(a)(1)(B) & 5607b(e)(1)-(2).

Administration Priority

Unleashing American Energy; Unleashing Prosperity Through Deregulation; and Updating Permitting Technology for the 21st Century

Performance Goal (PG) - FY 2026 Target

PG 2.3.1: Provide assessment, mediation, facilitation, and related services on issues, conflicts, and disputes that concern Native Nations.	
Percentage of projects and project consults annually that involve Native Nations.	25%