



Strategic Plan 2018-2022

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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 Native Americans 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 2000, Congress authorized the Udall Foundation to conduct management and leadership education and provide assistance and resources for policy analysis for Native American and Alaska Native leaders (P.L. 106-568). 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, Arizona, and Washington, D.C.

The Udall Foundation awards scholarships, fellowships, and internships 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; connects youth from underserved communities 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 Parks in Focus®; provides funding to the Native Nations Institute for research, education, and outreach on Native American and Alaska Native health care issues and Tribal public policy issues; provides funding to the Udall Center for Studies in Public Policy to conduct policy research and outreach on the environment and related themes; 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) 2018–2022 establishes an agency-wide vision, direction, and priorities for operations and programs for five years. The Strategic Plan facilitates the integration of the Udall Foundation's four programs and the allocation of resources to achieve key goals. Development of the Strategic Plan included consultation with the Udall Foundation's Board of Trustees and other stakeholders to incorporate their direction.

Vision Statement

Leaders in the fields of education, environment, public policy, and in Native Nations will demonstrate the Udall core values of integrity, civility, consensus, public service, and non-partisanship in service to the common good of our country.

Mission Statement

We promote public service through *research, education, and programs* that

- foster leadership, education, collaboration, and conflict resolution in the areas of environment, public lands, Native Nations, and natural resources to encourage the continued use and appreciation of our Nation's rich resources;
- support the development of self-governance to strengthen Native Nations; and
- assist Federal agencies and others to resolve environmental conflicts.

Values Statement

Our 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.

- Integrity
- Civility
- Consensus
- Public Service
- Non-partisanship

We commit to these values in everything we do.

Scope of Responsibilities

The Strategic Plan is based on the Udall Foundation's [enabling legislation](#), which establishes its mission and authority. The Udall Foundation accomplishes its mission through four programs:

- ***Education Programs***, including *Native American Congressional Internships*, which award internships annually to deserving and qualified Native American and Alaska Native undergraduate, graduate, and law students in order to provide them with practical experience with the Federal legislative process; *Native American Fellowships*, which award fellowships to outstanding Native American and Alaska Native graduate students who intend to pursue advanced degrees in health care and Tribal public policy, including law and medicine; *Parks in Focus®*, which fosters greater understanding, appreciation, stewardship, and enjoyment of the Nation's public lands and natural resources by connecting youth from underserved communities to nature through photography, positive outdoor experiences, and environmental education; and *Udall Undergraduate Scholarships*, which award scholarships annually to outstanding students who intend to pursue careers related to the environment, Tribal public policy, or Native American health care.
- ***The Native Nations Institute for Leadership, Management, and Policy*** (NNI), a program of the Udall Center for Studies in Public Policy at the University of Arizona, which is a self-

determination, governance, and development resource for Native Nations. NNI's programs of policy analysis and research, education, digital resources, and Tribal services are grounded in its research findings called Native Nation Building. The Udall Foundation and the University of Arizona cofounded NNI, building on the research programs of the Harvard Project on American Indian Economic Development and extending the legacy of Morris K. Udall and Stewart L. Udall.

- ***Udall Center for Studies in Public Policy*** (Udall Center), a unit of the University of Arizona under the Senior Vice President for Research, Discovery, and Innovation, 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.
- ***The U.S. Institute for Environmental Conflict Resolution*** (U.S. Institute), which provides impartial collaboration, consensus-building, and conflict resolution services on a wide range of environmental, natural and cultural resources, Tribal, and public lands issues involving the Federal Government. The U.S. Institute's range of services includes consultations, assessments, process design, convening, mediation, facilitation, training, stakeholder engagement, Tribal consultation, and other related collaboration and conflict resolution activities authorized by the Udall Foundation's enabling legislation.

Strategic Goals, Strategic Objectives, and Performance Goals

From FY 2013 through FY 2017, FTEs were reduced by 24% through restructuring. While the staff has been reduced, the demand for our programs continues to increase.

The Udall Foundation must 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. In addition, the Udall Foundation intends to increase program impact through use of online training and related tools while refocusing its efforts to further strengthen programs that serve Native Nations.

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

Udall Foundation Strategic Goals, Strategic Objectives, and Performance Goals

Strategic Goal 1

Strengthen the appreciation, stewardship, and collaborative processes for governance 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 nongovernmental stakeholders

1.3

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

Performance Goals

1.1.1

Provide a training program 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 conflict resolution and collaboration

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 involving Federal agencies and affected stakeholders

1.2.2

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

1.3.1

Award scholarships to outstanding undergraduate students who intend to pursue careers related to the environment

1.3.2

Provide educational programs, training, and resources with the purpose of connecting youth to nature and public lands through photography and outdoor learning

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, assist to build capacity, and deliver services to support the resolution of environmental, environmental public health, public lands, cultural resources, 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

Award scholarships to outstanding Native American and Alaska Native undergraduate students who intend to pursue careers in Tribal public policy or health care

2.1.4

Award internships to deserving and qualified Native American and Alaska Native undergraduate, graduate, and law students in the areas of Tribal public policy or health care

2.1.5

Award fellowships to outstanding Native American and Alaska Native graduate students in the areas of Tribal public policy and health care, including law and medicine

2.2.1

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

2.2.2

Develop communities of practice and provide training to build capacity and enhance collaboration and conflict resolution between Federal agencies and Native Nations

Strategic Goal 3

Foster the professional development, growth, and ability of Udall 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 the Vision, Mission, and Values of the Udall Foundation	3.1.2 Orient and train employees in Udall Foundation and Federal policies and procedures	3.1.3 Cross-train employees within key positions to assure continuity and quality of service	3.1.4 Continue to provide professional and career development opportunities	3.1.5 Encourage opportunities for experience and cross-training across Udall Foundation programs and functions
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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 interests.

Strategic Objective Context and Contributing Programs

This objective responds to (1) the Udall Foundation's legislative mandate to provide training and related services in environmental conflict resolution (ECR) and to conduct environmental policy research, and (2) 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 include the U.S. Institute's training program; leadership initiatives in convening the Quarterly Interagency Environmental Collaboration and Conflict Resolution (ECCR) Forums and producing an annual report on the use of ECCR by Federal Government agencies; hosting conferences or policy dialogues; and the Udall Center's science-policy dialogues and its research groups on Ecology and Policy and Water Resources and Policy.

Benefits

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

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 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 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 Udall Foundation must continue to develop partnerships and to diversify funding sources to support future conferences, policy dialogues, and forums; training; and the Udall Center.

Considering these factors, the Udall Foundation must work to increase awareness of its programs through outreach to research and educational institutions, to a wider audience across Federal agencies, and to private foundations and other potential funding partners.

Performance Goals

Performance Goal 1.1.1: Provide a training program 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 conflict resolution and collaboration.

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 collaboration and 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.
- Evaluate and improve training curriculum and training methods (e.g. web based vs. in-person) to increase the quality and effectiveness of the U.S. Institute's 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 ECCR 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 nongovernmental stakeholders.

Strategic Objective Context and Contributing Programs

This objective responds to (1) the Udall Foundation's 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 ECCR to address environmental conflicts rather than through costly and protracted litigation, and (3) 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 consultations, assessments, process design, convening, mediation, facilitation, training, stakeholder

engagement, Tribal consultation, and other related collaboration and conflict resolution activities authorized by the Udall Foundation's enabling legislation.

Benefits

- Increased use of environmental collaboration and conflict resolution by the Federal Government.
- Enhanced project efficiency.
- Reduced costs compared with litigation and other adversarial methods of dispute resolution and problem solving.
- Increased government capacity to serve citizens.
- Avoidance of litigation.
- Outcomes informed and supported by stakeholders and the public.
- Consensus-based recommendations and guidance.
- Streamlined multiparty problem solving and decision-making.

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. The need for ECCR services may increase as agencies attempt to fulfill their mission with fewer resources; however, historically, agencies tend to reduce their resources for collaborative activities and stakeholder engagement when budgets are reduced. Areas that are likely to be affected by Federal agency budgets are 1) the use of environmental collaboration and conflict resolution services on environmental, public lands, and natural resources issues; 2) the provision of services involving interagency/intergovernmental conflicts; and 3) the provision of services on nationally and regionally important projects, including priority projects identified by CEQ and Federal partners.

Performance Goals

Performance Goal 1.2.1: Provide case consultation services and mediator referrals to increase the use of environmental conflict resolution and collaboration involving Federal agencies and affected stakeholders.

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

Strategies

- Maintain a publicly accessible database of national environmental collaboration and conflict resolution practitioners.
- Cultivate partnerships with Federal agencies and other stakeholders to increase the use of environmental collaboration and conflict resolution in resolving environmental, public lands, and natural resources conflicts.

- Develop a comprehensive, multiyear marketing and outreach plan targeted to Federal and State agencies, private funding organizations, and others to address the need for environmental collaboration and conflict resolution services and guide program activities and the expenditure of resources in areas where ECCR 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 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) increase awareness of the importance of and promote the benefit and enjoyment of the Nation's public lands, parks, and natural resources.

Programs and services that contribute to Strategic Objective 1.3 include the undergraduate scholarship and Parks in Focus® programs. 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

- A national network of environmental professionals.
- Encouragement and support for environmental careers.
- 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.

External Factors Affecting Strategic Objective 1.3

The scholarship program is funded by the interest earned on a permanent Trust Fund endowment. Trust Fund interest revenue is 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 interest revenue from Trust Fund investments. Conversely, rising interest rates increase Trust Fund interest revenue. As a result, programs funded by Trust Fund interest revenue are directly impacted by changes in interest rates.

The Udall Foundation is authorized to accept donations and grants to support its education programs. The Udall Foundation must continue to seek partnerships with Federal agencies, nonprofit organizations, and others.

Performance Goals

Performance Goal 1.3.1: Award scholarships to outstanding undergraduate students who intend to pursue careers related to the environment.

Performance Goal 1.3.2: Provide educational programs, training, and resources with the purpose of connecting youth to nature and public lands through photography and outdoor learning.

Strategies

- Host a yearly conference for scholarship award-winners to promote public service, critical thinking, professional development, and collaboration.
- Expand partnerships with Federal agencies, universities, youth-serving organizations, and other organizations to promote educational opportunities and increase the reach of our programs.
- 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 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 agencies and congressional offices to deserving and qualified Native Americans and Alaska Natives; (3) award fellowships to outstanding Native American and Alaska Native graduate students who intend to pursue advanced degrees in health care and Tribal public policy, including law and medicine; and (4) conduct research and training on Native American and Alaska Native health care and Tribal public policy issues.

Programs and services that contribute to this objective are the Native Nations Institute, the Native American Congressional Internship Program, the Native American Fellowship Program, and the Undergraduate Scholarship Program.

Benefits

- Improved relations among the 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.

- A national network of Native American professionals.
- Encouragement and support for careers related to Native health care and Tribal public policy.

External Factors Affecting Strategic Objective 2.1

As noted above, Trust Fund interest revenue, which provides funding for the scholarship and fellowship programs, is directly impacted by changes in interest rates. When interest rates go up, Trust Fund interest revenue increases. Conversely, when interest rates go down, Trust Fund interest revenue declines. As a result, programs funded by Trust Fund interest revenue are directly impacted by changes in interest rates. The Native American Fellowship Program will not be implemented until future investments in long-term Treasury obligations generate sufficient annual interest revenue.

Annual appropriations from Congress fund the Native American Congressional Internship Program and policy analysis and research, education, digital resources, and Tribal services at the Native Nations Institute. Changes to appropriation levels will impact both 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: Award scholarships to outstanding Native American and Alaska Native undergraduate students who intend to pursue careers in Tribal public policy or health care.

Performance Goal 2.1.4: Award internships to deserving and qualified Native American and Alaska Native undergraduate, graduate, and law students in the areas of Tribal public policy or health care.

Performance Goal 2.1.5: Award fellowships to outstanding Native American and Alaska Native graduate students in the areas of Tribal public policy and health care, including law and medicine.

Strategies

- Conduct policy research and analysis on health care for Native Americans 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, internship, and fellowship opportunities and increase program impacts.
- 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, assist to build capacity, and deliver services to support the resolution of environmental, environmental public health, public lands, cultural resources, and natural resources issues that concern Native Nations.

Strategic Objective Context and Contributing Programs

This objective responds to (1) the Udall Foundation'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) the needs of Native Nations in regard to environmental disputes; and (3) the identified need by agencies to consult with Tribes.

The U.S. Institute's services contribute to Strategic Objective 2.2. These include consultations, assessments, process design, convening, mediation, facilitation, training, stakeholder engagement, Tribal consultation, and other related collaboration and conflict resolution activities authorized by the Udall Foundation's enabling legislation.

Benefits

- Improved environmental collaboration and conflict resolution 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.
- Improved coordination between Federal agencies and Tribes.

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 Workshops. 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: Develop communities of practice and provide training to build capacity and enhance collaboration and conflict resolution between Federal agencies and Native Nations.

Strategies

- Maintain a database of environmental collaboration and conflict resolution practitioners who have experience working with Native Nations.
- Provide support, skills exchange opportunities, and professional development activities (such as Native Skills Exchange Workshops or other similar activities) to help increase the number of Native American and Alaska Native environmental conflict resolution practitioners qualified to address environmental issues that impact Native Nations.
- Seek and provide funding and resources to enable Native Nations to participate in environmental collaboration and conflict resolution processes.
- Continue to provide coordination support for the Native Dispute Resolution Network or a similar community of practice.
- Develop and implement 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 successful working relationships.
- Provide training to the Federal workforce to support the Government-to-Government Consultation process and improve relationships between Tribes and Federal agencies.

Strategic Goal 3: Foster the professional development, growth, and ability of Udall 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 provide staff with the skills and opportunities for continued professional development and growth. Successful implementation of this objective will cultivate a collegial working environment that is vital to the success of the Udall Foundation.

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 intra-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 the Vision, Mission, and Values of the Udall Foundation.

Performance Goal 3.1.2: Orient and train employees in Udall Foundation and Federal policies and procedures.

Performance Goal 3.1.3: Cross-train employees within key positions to assure continuity and quality of service.

Performance Goal 3.1.4: Continue to provide professional and career development opportunities.

Performance Goal 3.1.5: Encourage opportunities for experience and cross-training across Udall Foundation programs and functions.

Strategies

- Implement a comprehensive orientation program for new employees that includes the Udall Foundation's policies, procedures, and culture as well as the legacies of Morris and Stewart Udall; Federal regulations and procedures; and ethics instruction for employees of the executive branch.
- Ensure Individual Performance Plans adhere to Federal guidelines and clearly delineate employee responsibilities and expectations.
- Ensure staff understand the alignment between Individual Performance Plans and the Udall Foundation's Strategic Goals.
- Provide all supervisors with all personnel policies and conduct supervisor-only training.
- Establish general guidelines for supervisors' performance plans to include specific responsibilities for addressing subordinate performance and conduct.
- Conduct Annual Employee Survey (AES) to provide managers with employee feedback.
- Continue to define and provide funding for employees' professional development.
- Ensure Udall Foundation employees have knowledge of Native Nations, the Federal trust responsibility, and government-to-government consultation policies.
- 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 Udall Foundation.

Other Information

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), including the U.S. Army Corps of Engineers (USACE)
- Department of Energy (DOE)
- Department of the Interior (DOI)
- Department of Transportation (DOT), including the Federal Highways Administration (FHWA) and the Office of the Secretary of Transportation
- 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)
- Federal Permitting Improvement Steering Council (FPISC)
- Federal Aviation Administration (FAA)

The U.S. Institute works with these departments and agencies to 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 in part through these partnerships and the identification of priority ECCR needs across the Federal Government that the U.S. Institute achieves its strategic objectives.

Departments and agencies that have dedicated ADR/ECCR staff and assistance centers (e.g., 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 Collaboration and Public Participation Center of Expertise) 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 ECCR 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

The Udall Foundation evaluates all of its programs to measure and report on performance and learn from evaluation responses and improve our services.

The U.S. Institute partnered with several state and Federal agencies to collaboratively develop its evaluation system for their use. 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, Collaboration and Public Participation Center of Expertise (CPCX) became a named administrator in 2012.

The Udall Foundation used the [2005 National Environmental Conflict Resolution Advisory Committee Report](#) to inform the development of its 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.udall.gov/OurPrograms/Institute/Leadership.aspx>

<http://www.udall.gov/OurPrograms/Institute/ECRForums.aspx>

<http://www.udall.gov/OurPrograms/Institute/ECRReport.aspx>

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

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

- Morris K. Udall and Stewart L. Udall Foundation enabling legislation, 20 U.S.C. Chapter 66. Available at <http://www.udall.gov/documents/aboutus/CHAPTER66-MorrisKUdallandStewartLUdallFoundationStatuteGPO2013FINALforwebsite12-11-14.pdf>
- National Environmental Policy Act, Pub. L. 91-190, 42. U.S.C. §§ 4321-4347, as amended. Available at <https://energy.gov/nepa/downloads/national-environmental-policy-act-1969>
- Administrative Dispute Resolution Act of 1996 (ADRA). Available at <http://www.adr.gov/pdf/adra.pdf>
- The Negotiated Rulemaking Act of 1996. Available at <https://www.doi.gov/sites/doi.gov/files/migrated/pmb/cadr/upload/regnegact-2.pdf>
- Alternative Dispute Resolution Act of 1998. Available at <https://www.adr.gov/ADR%20ACT%201998.pdf>
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