



## Strategic Plan 2022-2026

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## Agency and Mission Information

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### Introduction

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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, 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.
- 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.
- Provide funding to the Native Nations Institute for Leadership, Management, and Policy for research, education, and outreach on Native American and Alaska Native health care issues and Tribal public policy issues.
- Provide funding to the Udall Center for Studies in Public Policy to conduct policy research and outreach on the environment and related themes.
- Provide funding through the Udall Center to 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.

The Strategic Plan for Fiscal Years (FY) 2022–2026 establishes an agency-wide vision, direction, and priorities for operations and authorized programs for five years. The Strategic Plan facilitates the integration of the Udall Foundation's 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

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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 nonpartisanship in service to the common good of our country.

## Mission Statement

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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

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Our core values exemplify the legacies of Morris K. Udall and Stewart L. Udall and the ways 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
- Nonpartisanship

We commit to these values in everything we do.

## Scope of Responsibilities

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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 the following programs:

- ***John S. McCain III National Center for Environmental Conflict Resolution*** (National Center), which provides 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. The National Center's range of services includes consultations, assessments, process design, convening, mediation, facilitation, stakeholder

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

- **Education Programs**, including the *Morris K. Udall and John S. McCain III Native American Graduate Fellowship in Tribal Policy* (Native American Graduate Fellowship), which is awarded annually 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; the *Native American Congressional Internship* (Internship), which is awarded 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; the *Stewart L. Udall Parks in Focus® Program* (Parks in Focus®), which fosters greater understanding, appreciation, stewardship, and enjoyment of the Nation's public lands and natural resources by connecting youth to nature through photography, positive outdoor experiences, and environmental education; and the *Udall Undergraduate Scholarship* (Scholarship), which is awarded annually to outstanding students who intend to pursue careers related to the environment, Tribal public policy, or Native health care.
- **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. Areas of particular focus include 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.
- **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 resource for self-determination, governance, and economic development for Native Nations. NNI's programs of policy analysis and research, education, digital resources, and Tribal and direct services are grounded in its research findings. The Udall Foundation and The University of Arizona cofounded NNI in 2001, building on the research programs of the Harvard Project on American Indian Economic Development and extending the legacies of Morris K. Udall and Stewart L. Udall.
- **Udall Archives** at The University of Arizona Libraries, Special Collections, which provides primary research materials and holds multiple collections relating to political and legislative figures including the papers of Morris K. Udall and Stewart L. Udall. The collections include professional and personal papers and correspondence, legislative and administrative files, media, and memorabilia. The Udall Archives play a leading role honoring the dual legacies of Morris K. Udall and Stewart L. Udall in partnership and ongoing collaboration with the Udall Foundation and Udall Center.

## **Strategic Goals, Strategic Objectives, and Performance Goals**

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The Strategic Goals articulated here, with their attendant Strategic Objectives, Performance Goals, and Strategies, position the Udall Foundation for continued success over the next five years. They serve as a guide for the agency's activities consistent with its enabling legislation and vision, mission, and values. They also provide a foundation from which the agency can explore its authorized authority to accept, hold, solicit, administer, and utilize donations, grants, and gifts for the purpose of facilitating its work and extending its impact.

The Udall Foundation must continue to meet the increasing demand for its services by seeking new partnerships to grow, enhance, and fund important programs and initiatives, and by developing and strengthening relationships with those agencies and Native Nations that require its services. In addition, the Udall Foundation must increase its impact through use of virtual programming, online training, and related tools so that it is well aligned with post-pandemic stakeholder demand.

Although the Udall Foundation is not designated as a CFO Act agency under the Chief Financial Officers Act of 1990, the design of the Udall Foundation Strategic Plan still reflects the Foundations for Evidence-Based Policymaking Act of 2018. The Udall Foundation develops Performance Goals that are evidence-based, consistent with a Learning Agenda, and establishes Measures and evaluation tools that allow for Capacity Assessments. In addition, the Udall Foundation uses its annual Performance and Accountability Report as a single, integrated reporting and evaluation tool that also serves as the agency's Annual Evaluation Plan. Strategic Goal 3 serves as a nonreported internal management goal to guide professional development, growth, and abilities of Udall Foundation employees within the broader organization.

## 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

<p style="text-align: center;"><b>1.1</b></p> <p>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</p>	<p style="text-align: center;"><b>1.2</b></p> <p>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</p>	<p style="text-align: center;"><b>1.3</b></p> <p>Provide educational opportunities and programs to promote understanding and appreciation of the environment and natural resources</p>
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### Performance Goals

<p style="text-align: center;"><b>1.1.1</b></p> <p>Convene and facilitate an annual meeting of experts and promote dialogues on environmental, natural resources, and public lands issues</p>	<p style="text-align: center;"><b>1.1.2</b></p> <p>Conduct research that informs environmental policy and natural resources management and provide broad dissemination including of archival material</p>	<p style="text-align: center;"><b>1.2.1</b></p> <p>Provide a training program to further the use of environmental conflict resolution, collaborative decision-making, and consensus building</p>	<p style="text-align: center;"><b>1.2.2</b></p> <p>Provide case consultation services and resources to increase the use of environmental collaboration and conflict resolution involving Federal agencies and affected stakeholders</p>	<p style="text-align: center;"><b>1.2.3</b></p> <p>Provide assessment, mediation, and facilitation services that address environmental, public lands, and natural resources issues, conflicts, and disputes involving Federal agencies and affected stakeholders</p>	<p style="text-align: center;"><b>1.3.1</b></p> <p>Award Scholarships to outstanding undergraduate students who intend to pursue careers related to the environment</p>	<p style="text-align: center;"><b>1.3.2</b></p> <p>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</p>
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## Strategic Goal 2

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

### Strategic Objectives

#### 2.1

Provide research, education, and services to Native Nations and non-Native entities or individuals who engage with Native Nations

#### 2.2

Provide educational opportunities and programs to Native Nations in the areas of Tribal public policy or health care

#### 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

### Performance Goals

#### 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

#### 2.1.2

Provide policy analysis and research to support Native Nations

#### 2.2.1

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

#### 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 or health care

#### 2.2.3

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

#### 2.3.1

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

#### 2.3.2

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**  
Promote learning and elevate the capabilities and leadership skills of all employees

**3.2**  
Foster a collegial organizational culture that demonstrates a commitment internally and externally to EEO and DEI principles

#### Performance Goals

<p><b>3.1.1</b> Orient and train employees in Udall Foundation and Federal policies and procedures</p>	<p><b>3.1.2</b> Cross-train employees as appropriate to assure continuity and quality of service across Udall Foundation programs and functions</p>	<p><b>3.1.3</b> Provide employees with professional and career development opportunities including experience and cross-training across Udall Foundation programs and functions</p>	<p><b>3.2.1</b> Orient and train employees in the Vision, Mission, and Values of the Udall Foundation</p>	<p><b>3.2.2</b> Orient and train employees in Udall Foundation and Federal EEO policies and procedures</p>	<p><b>3.2.3</b> Incorporate diversity, equity, and inclusion principles and best practices into the Udall Foundation workforce, systems, and programs</p>
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## **Strategic Goal 1: Strengthen the appreciation, stewardship, and collaborative processes for governance of the environment, public lands, and natural resources.**

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### **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.**

#### **Strategic Objective Context and Contributing Programs**

This objective responds to the Udall Foundation's legislative mandate to provide for discussion of environmental, natural resources, and public lands issues; conduct environmental policy research; and provide educational outreach regarding environmental policy.

The Udall Center's services contribute to Strategic Objective 1.1 including its science-policy dialogues and research groups.

#### **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**

Economic circumstances have the potential to affect the Udall Center's research initiatives, meetings, and dialogues. For instance, changes in appropriation levels could impact the Udall Foundation Trust Fund endowment from which a portion of the interest revenue is allocated to the Udall Center. In addition, interest rate earnings on the Trust Fund can impact available funding for the Udall Center. The Udall Center must therefore continue to develop partnerships and diversify funding sources to support its activities including by increasing 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:* Convene and facilitate an annual meeting of experts and promote dialogues on environmental, natural resources, and public lands issues.

*Performance Goal 1.1.2:* Conduct research that informs environmental policy and natural resources management and provide broad dissemination including of archival material.

## Strategies

- 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.

## 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.

### Strategic Objective Context and Contributing Programs

This objective responds to (1) the Udall Foundation's legislative mandate to provide assessment, mediation, collaboration, training, and other related services to resolve environmental issues, conflicts, and disputes involving agencies and instrumentalities of the United States, (2) the need within Federal agencies, Native Nations, and the general public for greater use of environmental collaboration and conflict resolution (ECCR) to address environmental issues, conflicts, and disputes 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 National Center's services contribute to Strategic Objective 1.2. These include consultations, assessments, process design, convening, mediation, facilitation, stakeholder engagement, Tribal consultation, and other related collaboration, consensus-building, training, and conflict resolution activities authorized by the Udall Foundation's enabling legislation. Also, included in the National Center's services are its Training Program and Certificate in ECCR, convening Interagency ECCR Forums, and producing an annual report on the use of ECCR by Federal agencies.

### Benefits

- Increased use of ECCR by the Federal Government.
- Improved collaboration and successful resolution of issues, conflicts, and disputes among Federal agencies and others.
- 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 Native Nations, 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 budgets for Federal agencies that seek the National Center's services could affect the National Center's delivery of programs and services as well. The need for ECCR services may increase as agencies attempt to fulfill their missions with fewer resources; however, historically, agencies tend to reduce 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 ECCR services on environmental, public lands, and natural resources issues, conflicts, and disputes; 2) the provision of services involving interagency/intergovernmental issues, conflicts, and disputes; and 3) the provision of services on nationally and regionally important projects, including priority projects identified by the President's Council on Environmental Quality (CEQ) and Federal partners.

## Performance Goals

*Performance Goal 1.2.1:* Provide a training program to further the use of environmental conflict resolution, collaborative decision-making, and consensus building.

*Performance Goal 1.2.2:* Provide case consultation services and resources to increase the use of environmental collaboration and conflict resolution involving Federal agencies and affected stakeholders.

*Performance Goal 1.2.3:* Provide assessment, mediation, and facilitation services that address environmental, public lands, and natural resources issues, conflicts, and disputes involving Federal agencies and affected stakeholders.

## Strategies

- Provide assessment, mediation, convening, and facilitation services in targeted areas where the National Center can provide impartial support as a Federal agency.
- Cultivate partnerships with Federal agencies, Native Nations, educational institutions, and stakeholders to increase the use of ECCR in resolving environmental, public lands, and natural resources issues, conflicts, and disputes.
- Develop a comprehensive, multiyear marketing and outreach plan targeted to Federal and State agencies, Native Nations, private funding organizations, and others to address the need for ECCR services and guide program activities and the expenditure of resources in areas where ECCR can have the most impact.
- Deliver trainings, webinars, and other activities to build capacity in collaborative decision-making, conflict resolution, and consensus building as part of the National Center's Training Program and project work.
- Provide a training certificate program in ECCR to representatives from Federal, State, and Local agencies; Native Nation representatives; ECCR practitioners; and stakeholders.
- Strengthen partnerships with CEQ, the Office of Management and Budget (OMB), Federal departments and agencies, and others working to promote ECCR in the Federal Government.

## **Strategic Objective 1.3: Provide educational opportunities and programs 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) identify and invite the participation of youth throughout the United States to enjoy the Nation's parks and wilderness and other outdoor areas.

Programs that contribute to Strategic Objective 1.3 include the Undergraduate Scholarship and Parks in Focus®. To achieve this objective, the Udall Foundation works with accredited institutions of higher education, schools and youth-serving organizations such as Boys and Girls Clubs and Big Brothers Big Sisters, and public lands agencies.

### **Benefits**

- A national network of environmental leaders and professionals.
- Encouragement and support for environmental careers.
- Greater understanding, support, and appreciation of the importance of public lands by future generations.
- Unique opportunities for 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 is funded by the interest earned on the Udall Foundation Trust Fund endowment. Interest earned on the Trust Fund may also be used to support Parks in Focus® program activities; Parks in Focus® is supported, in part, by external partnerships. 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 resulted in decreased interest revenue from Trust Fund investments. Conversely, rising interest rates in the future would increase Trust Fund interest revenue. As a result, programs funded by Trust Fund interest revenue are directly impacted by changes in interest rates in a manner which the agency cannot always proactively manage. As the Udall Foundation establishes a program to accept, hold, solicit, administer, and utilize donations, grants, and gifts, the agency may be able to mitigate against the impact of potential future interest rate decreases to its Education Programs.

### **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 supporting opportunities for youth to learn about and experience the Nation's parks and wilderness and other outdoor areas.

## Strategies

- Host a yearly conference for Scholarship award-winners to promote public service, critical thinking, professional development, networking, and collaboration.
- Develop and maintain partnerships with universities and other affiliated organizations to increase the reach of the Scholarship Program.
- Partner with public lands units and agencies, schools and youth-serving organizations, Native Nations, and other relevant organizations to host, support, and develop Parks in Focus® programs, trainings, and resources.
- Increase the reach and accessibility of the Parks in Focus® curriculum and activities through virtual programming and web-based tools and resources.
- Expand use of technology to reduce staff travel, disseminate program information more efficiently, and increase staff outreach and engagement.
- Enhance and expand the impact of the Udall Foundation's existing education activities through its updated authority on donations, grants, and gifts.

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

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### **Strategic Objective 2.1: Provide research, education, and services 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 conduct research and training on Native American and Alaska Native health care and Tribal public policy issues.

NNI's services contribute to Strategic Objective 2.1. These include policy analysis and applied research; for-credit and noncredit educational courses, online modules, and seminars for adults and youth; digital resources via NNI's Indigenous Governance Database and Constitutions Resource Center; and customized services that facilitate discussions, set priorities, inform, and educate Tribal citizens and stakeholders. All are focused on Native Nation Building and on governance-related topics.

#### **Benefits**

- Greater understanding, support, and appreciation of the sovereign status of Native Nations.
- Improved relations between Federal, State, and Municipal Governments 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 the social determinants of health for citizens of Native Nations.
- A national network of Native American and Alaska Native leaders and professionals.

- Encouragement and support for careers related to Native health care and Tribal public policy.

### **External Factors Affecting Strategic Objective 2.1**

Annual appropriations from Congress fund the Native American Congressional Internship Program, comanaged by NNI and the Udall Foundation, and policy analysis and research, education, digital resources, and Tribal and direct services at NNI. Changes to appropriation levels will impact both programs.

### **Performance Goals**

*Performance Goal 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.

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

### **Strategies**

- Conduct policy research and analysis on public policy issues for Native Nations.
- Develop and conduct governance and leadership trainings to Native Nations.
- Utilize both in-person and virtual approaches to disseminate information, cultivate stakeholders, and maximize program impact.
- Continue to work with representatives of Native Nations, congressional offices, Federal agencies, and other organizations that work with and support Native Nations.

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

### **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; and (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.

Programs that contribute to this objective are the Undergraduate Scholarship, Native American Congressional Internship, and Native American Graduate Fellowship.

### **Benefits**

- Improved relations between the Federal Government and Native Nations.
- Increased understanding of the historical relationship between the Federal Government and Native Nations.

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

### External Factors Affecting Strategic Objective 2.2

The Scholarship and Native American Graduate Fellowship are funded by the interest earned on the Udall Foundation 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 resulted in decreased interest revenue from Trust Fund investments. Conversely, rising interest rates in the future would increase Trust Fund interest revenue. As a result, programs funded by Trust Fund interest revenue are directly impacted by changes in interest rates in a manner which the agency cannot always proactively manage. As the Udall Foundation establishes a program to accept, hold, solicit, administer, and utilize donations, grants, and gifts, the agency may be able to mitigate against the impact of potential future interest rate decreases to its Education Programs.

Annual appropriations from Congress fund the Native American Congressional Internship Program comanaged by NNI and the Udall Foundation. Changes to appropriation levels will impact this program.

### Performance Goals

*Performance Goal 2.2.1:* 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 2.2.2:* Award Internships to deserving and qualified Native American and Alaska Native undergraduate, graduate, and law students in the areas of Tribal public policy or health care.

*Performance Goal 2.2.3:* 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

- Host a yearly conference for Scholarship award-winners to promote public service, critical thinking, professional development, networking, and collaboration.
- 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 use of technology to reduce staff travel, disseminate program information more efficiently, and increase staff outreach and engagement.
- Continue to work with representatives of Native Nations, congressional offices, Federal agencies, and other organizations that work with and support Native Nations.



- Enhance and expand the impact of the Udall Foundation's existing education activities through its updated authority on donations, grants, and gifts.

### **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.**

#### **Strategic Objective Context and Contributing Programs**

This objective responds to (1) the Udall Foundation's legislative mandate to provide assessment, mediation, collaboration, training, and other related services to resolve environmental issues, conflicts, and disputes involving agencies and instrumentalities of the United States, including Native Nations; (2) the needs of Native Nations in regard to environmental issues, conflicts, and disputes; and (3) the identified need by agencies to consult with Native Nations.

The National Center's services contribute to Strategic Objective 2.3. These include consultations, assessments, process design, convening, mediation, facilitation, stakeholder engagement, Tribal consultation, and other related collaboration, consensus-building, training, and conflict resolution activities authorized by the Udall Foundation's enabling legislation. Also, included in the National Center's services are its Training Program and Certificate in ECCR.

#### **Benefits**

- Improved environmental collaboration and conflict resolution involving Native Nations.
- Increased capacity of Native Nations to resolve environmental, cultural resources, or natural resources issues, conflicts, or disputes.
- More effective governance and increased internal capacity of Native Nations.
- Improved coordination between Federal agencies and Native Nations.

#### **External Factors Affecting Strategic Objective 2.3**

Annual appropriations from Congress enable the National Center to support the Native American and Alaska Native (NAAN) Service Area and its community of practice. Changes to appropriation levels and Federal agency budgets may impact the level of support the National Center provides to these activities.

#### **Performance Goals**

*Performance Goal 2.3.1:* Provide assessment, mediation, facilitation, and related services on issues, conflicts, and disputes that concern Native Nations.

*Performance Goal 2.3.2:* Develop communities of practice and provide training to build capacity and enhance collaboration and conflict resolution between Federal agencies and Native Nations.

## Strategies

- Provide support and professional development activities (such as informational webinars and trainings) to help increase the number of Native American and Alaska Native ECCR practitioners and non-native ECCR practitioners qualified to address environmental issues, conflicts, and disputes that impact Native Nations.
- Create opportunities to connect Federal agencies and partners with ECCR practitioners skilled in and experienced in working with Native Nations.
- Develop tools and resources for incorporating culturally appropriate collaborative decision-making, conflict resolution, and consensus-building processes into ECCR projects.
- Support Native Nation participation in ECCR processes.
- Continue to provide coordination and support to the Native American and Alaska Native ECCR Community of Practice (NAAN CoP).
- Cultivate partnerships and resolve issues, conflicts, and disputes between Native Nations and Federal agencies through use of ECCR.
- Provide training to the Federal workforce to support the Government-to-Government Consultation process and improve relationships between Native Nations and Federal agencies.

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

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Strategic Goal 3 serves as a nonreported internal management goal to guide professional development, growth, and abilities of Udall Foundation employees within the broader organization.

This goal identifies strategies to 1) improve incorporation of equal employment opportunity (EEO) and diversity, equity, and inclusion (DEI) principles and best practices at the agency and 2) support and enhance employees' skills, job performance, and the work environment to improve employee effectiveness, job satisfaction, and ensure continuity of service delivery.

### Strategic Objective 3.1: Promote learning and elevate 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. This strategic objective is designed to provide staff with the skills and opportunities for continued professional development and growth. Successful implementation of this objective will contribute to cultivating a collegial working environment that is vital to the success of the Udall Foundation.

## Benefits

- A positive, welcoming, diverse, inclusive, and collaborative work environment.
- Improved operational efficiency.
- Improved intra-Foundation communication.
- Highly trained employees offering quality service to the public.
- Staff cohesiveness and collegiality.
- Increased employee retention.

## Performance Goals

*Performance Goal 3.1.1:* Orient and train employees in Udall Foundation and Federal policies and procedures.

*Performance Goal 3.1.2:* Cross-train employees as appropriate to assure continuity and quality of service across Udall Foundation programs and functions.

*Performance Goal 3.1.3:* Provide employees with professional and career development opportunities including experience and cross-training across Udall Foundation programs and functions.

## Strategies

- Maintain the Udall Foundation's comprehensive orientation program for new employees that includes its policies, procedures, and culture; its core values, including the legacies of Morris K. Udall and Stewart L. Udall; and Federal regulations, procedures, and ethics.
- Ensure Individual Performance Plans adhere to Federal guidelines, clearly delineate employee responsibilities and expectations, and are aligned with the Udall Foundation's Strategic Goals.
- Provide all supervisors with needed personnel policies and training and ensure that Individual Performance Plans for supervisors articulate specific responsibilities for addressing subordinate performance and conduct.
- Continue to define and provide funding for employees' professional and career development and training.
- Identify areas and job functions that will benefit from employee cross-training.

## **Strategic Objective 3.2: Foster a collegial organizational culture that demonstrates a commitment internally and externally to EEO and DEI principles.**

### **Strategic Objective Context and Contributing Programs**

This strategic objective is designed to provide staff with training on EEO and DEI principles and best practices as well as training on the Udall Foundation's core values to help further incorporate all of these into the agency's work culture and programs. Successful implementation of this objective will contribute to cultivating a collegial working environment that is vital to the success of the Udall Foundation.

## Benefits

- A positive, welcoming, diverse, inclusive, and collaborative work environment.
- An organizational culture that embodies the core values of the Udall Foundation: integrity, civility, consensus, public service, and nonpartisanship.
- Improved intra-Foundation communication.
- Staff cohesiveness and collegiality.
- Increased employee retention.

## Performance Goals

*Performance Goal 3.2.1:* Orient and train employees in the Vision, Mission, and Values of the Udall Foundation.

*Performance Goal 3.2.2:* Orient and train employees in Udall Foundation and Federal EEO policies and procedures.

*Performance Goal 3.2.3:* Incorporate diversity, equity, and inclusion principles and best practices into the Udall Foundation workforce, systems, and programs.

## Strategies

- Maintain the Udall Foundation's comprehensive orientation program for new employees that includes its policies, procedures, and culture; its core values, including the legacies of Morris K. Udall and Stewart L. Udall; and Federal regulations, procedures, and ethics.
- Support all employees in learning about, internalizing, and applying the Udall Foundation's core values in their work.
- Conduct an Annual Employee Survey (AES) to provide Udall Foundation leadership with employee feedback, including on the agency's efforts to promote DEI principles.
- Create and maintain an employee-led work group focused on DEI that provides a forum to discuss lessons learned, identify best practices across the agency, and make recommendations to Udall Foundation leadership.
- Continue to define and provide funding for employees' professional and career development and training, including on topics relating to EEO and DEI.
- Develop and maintain tools and practices to improve communication, teamwork, and productive working relationships at all levels of the Udall Foundation.
- Ensure Udall Foundation employees have knowledge of Native Nations, the Federal trust responsibility, and Government-to-Government Consultation policies.
- Create and support opportunities for collaborative activities with shared responsibility to support and enrich the collegial environment.
- Ensure recruitment, hiring, and promotion processes; compensation practices; performance appraisals; and professional and career development opportunities follow EEO principles and best practices.

## Other Information

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### Cross-Agency Collaborations

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Through case assistance, training, and/or leadership initiatives, the National Center works with the following Federal departments and agencies:

- Department of Defense (DoD), including the U.S. Army Corps of Engineers (USACE)
- Department of Energy (DOE), including the Bonneville Power Administration (BPA)
- Department of the Interior (DOI)
- Department of Transportation (DOT), including the Federal Highway 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)
- Department of Justice, Environment and Natural Resources Division (DOJ ENRD)
- Federal Permitting Improvement Steering Council (FPISC)
- Federal Aviation Administration (FAA)
- U.S. Geological Survey (USGS)

The National Center works with these departments and agencies to identify where ECCR can be beneficial. When an outside impartial entity, additional capacity, or specialized expertise is required, these entities can call upon the National Center for assistance. It is in part through these partnerships and the identification of priority ECCR needs across the Federal Government that the National Center achieves its strategic objectives.

Departments and agencies that have dedicated alternative dispute resolution (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 developing ECCR resources across the Federal Government and identifying where ECCR and the National Center can add the most value.

The Department of Justice, Environment and Natural Resources Division (DOJ ENRD) provides ECCR assistance to departments and agencies in the context of litigation. DOJ ENRD works collaboratively with client agencies toward adjudications, mediations, ADR, and settlements. The National Center maintains a partnership with DOJ ENRD and assesses emerging areas of environmental issues, conflicts, and disputes through reports, statistics, and other information provided by DOJ ENRD.

## Evaluations and Research

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The Udall Foundation evaluates all its programs to measure and report on performance, learn from evaluation responses, and improve services. The Udall Foundation works with OMB's Office of Information and Regulatory Affairs (OIRA) to periodically review and update its evaluation tools and approach for both the National Center and Education Programs.

The National Center also 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 National Center 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 National Center has worked on behalf of OMB and CEQ to analyze and synthesize Federal agency ECCR Annual Reports. This information was also used to inform the Udall Foundation's strategic objectives.

## Appendix

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### History of the Udall Foundation

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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 (P.L. 102-259). That legislation is codified at 20 U.S.C. §§ 5601-5609 and has been amended several times:

- The 1998 Environmental Policy and Conflict Resolution Act (P.L. 105-156) established 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 known today as the Morris K. Udall and Stewart L. Udall Foundation.
- In 2019, Congress enacted legislation to reauthorize the Udall Foundation and to amend the enabling legislation by renaming the U.S. Institute for Environmental Conflict Resolution as the John S. McCain III National Center for Environmental Conflict Resolution, and to include the Stewart L. Udall Parks in Focus® Program and the Native Nations Institute for Leadership, Management, and Policy as formal elements of the Udall Foundation's Education Programs (P.L. 116-94).

### Enabling Legislation, Laws Governing the Udall Foundation's Work, and Other Resources

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- Morris K. Udall and Stewart L. Udall Foundation enabling legislation, 20 U.S.C. Chapter 66. Available at [https://www.udall.gov/documents/aboutus/UdallFoundation2019-20USCChap\\_66.pdf](https://www.udall.gov/documents/aboutus/UdallFoundation2019-20USCChap_66.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 <https://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>
- Environmental Policy and Conflict Resolution Advancement Act of 2003 (P.L. 108-160). Available at <https://www.congress.gov/108/plaws/publ160/PLAW-108publ160.pdf>
- Office of Management and Budget and Council on Environmental Quality Memorandum on Environmental Collaboration and Conflict Resolution (September 2012). Available at [https://www.udall.gov/documents/Institute/OMB\\_CEQ\\_Memorandum\\_2012.pdf](https://www.udall.gov/documents/Institute/OMB_CEQ_Memorandum_2012.pdf)