



FY 2014
Annual Performance Report

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Message from the Chair of the Board of Trustees

FY 2014 Annual Performance Report

During FY 2014, the Udall Foundation implemented a new organizational structure and hired Directors for the Environmental Conflict Resolution program and for Finance and Operations. The new structure has ensured a leaner organization with greater accountability to the Board of Trustees. In addition, the new staff have brought considerable federal experience to the Udall Foundation. While progress has already been made, the full effect of these organizational changes will be more fully evident in the next fiscal year.

The Board of Trustees has been fully engaged in the management of the Udall Foundation and has worked closely with the new management team. I am very proud of the work our staff has done, especially during this time of transition.

I am pleased to submit the Morris K. Udall and Stewart L. Udall Foundation's Annual Performance Report (APR) for FY 2014. This report presents management and performance information that demonstrates the Udall Foundation's commitment to maintaining the legacy of Morris and Stewart Udall as described in its enabling legislation.

The Udall Foundation continues to pursue high standards for accountability, transparency, and ethics. The Udall Foundation seeks to embody integrity, civility, consensus, public service, and non-partisanship, values that were lived by Morris and Stewart Udall.



Eric D. Eberhard
Chair of the Board of Trustees

Introduction

The Government Performance and Results Modernization Act of 2010 requires each federal agency to report annually on its progress in meeting the goals and objectives established by its Strategic Plan. The Morris K. Udall and Stewart L. Udall Foundation's (Udall Foundation) Fiscal Year (FY) 2014 Annual Performance Report (APR) presents to Congress, the President, and the American people detailed information about progress in meeting the Udall Foundation's strategic goals, strategic objectives, performance goals, and related measures.

The Udall Foundation has chosen to produce a separate APR and Agency Financial Report (AFR) rather than a combined Performance and Accountability Report (PAR). The Udall Foundation's APR for FY 2014 provides information on the current status of the performance of the Udall Foundation's strategic goals for its FY 2011-2014 Strategic Plan. The Office of Management and Budget (OMB) has also provided agencies with the option to consolidate the FY 2016 Annual Performance Plan (APP) and the FY 2014 APR, and to align the FY 2014 APR with an agency's FY 2015-2018 strategic plan framework. The Udall Foundation has adopted this approach.

Since this APR also includes the APP, which presents FY 2016 data, it explains FY 2014 performance in terms of the FY 2015-2018 Strategic Plan format. This APR satisfies the reporting requirements as outlined in OMB Circular No. A-11.

The Udall Foundation's performance management approach links strategic goals to program activities and outcomes. The strategic planning and performance reporting cycle results in ongoing programmatic assessment and continuous operational improvement to deliver meaningful outcomes.

The Udall Foundation's Strategic Plan provides the structural alignment of statutory requirements with operational imperatives; it establishes overall long-term priorities and performance goals by which the Udall Foundation can gauge progress toward meeting its strategic objectives. The Udall Foundation's Board of Trustees aligned the Strategic Plan with the Udall Foundation's enabling legislation and provided a basic framework from which the Udall Foundation staff developed the plan. The Plan was also developed in collaboration with Congress, federal partners, and other stakeholders.

Agency and Mission Information

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

The Udall Foundation awards scholarships, fellowships, and internships for study in fields related to the environment and to American Indians and Alaska Natives in fields related to health care and tribal public policy; provides funding to the Udall Center for Studies in Public Policy and to the Native Nations Institute

to conduct environmental policy research, research on American Indian and Alaska Native health care issues and tribal public policy issues, and training; and provides assessment, mediation, training, and other related services through the U.S. Institute for Environmental Conflict Resolution.

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

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

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

Mission Statement

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

Vision Statement

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

Values Statement

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

Scope of Responsibilities

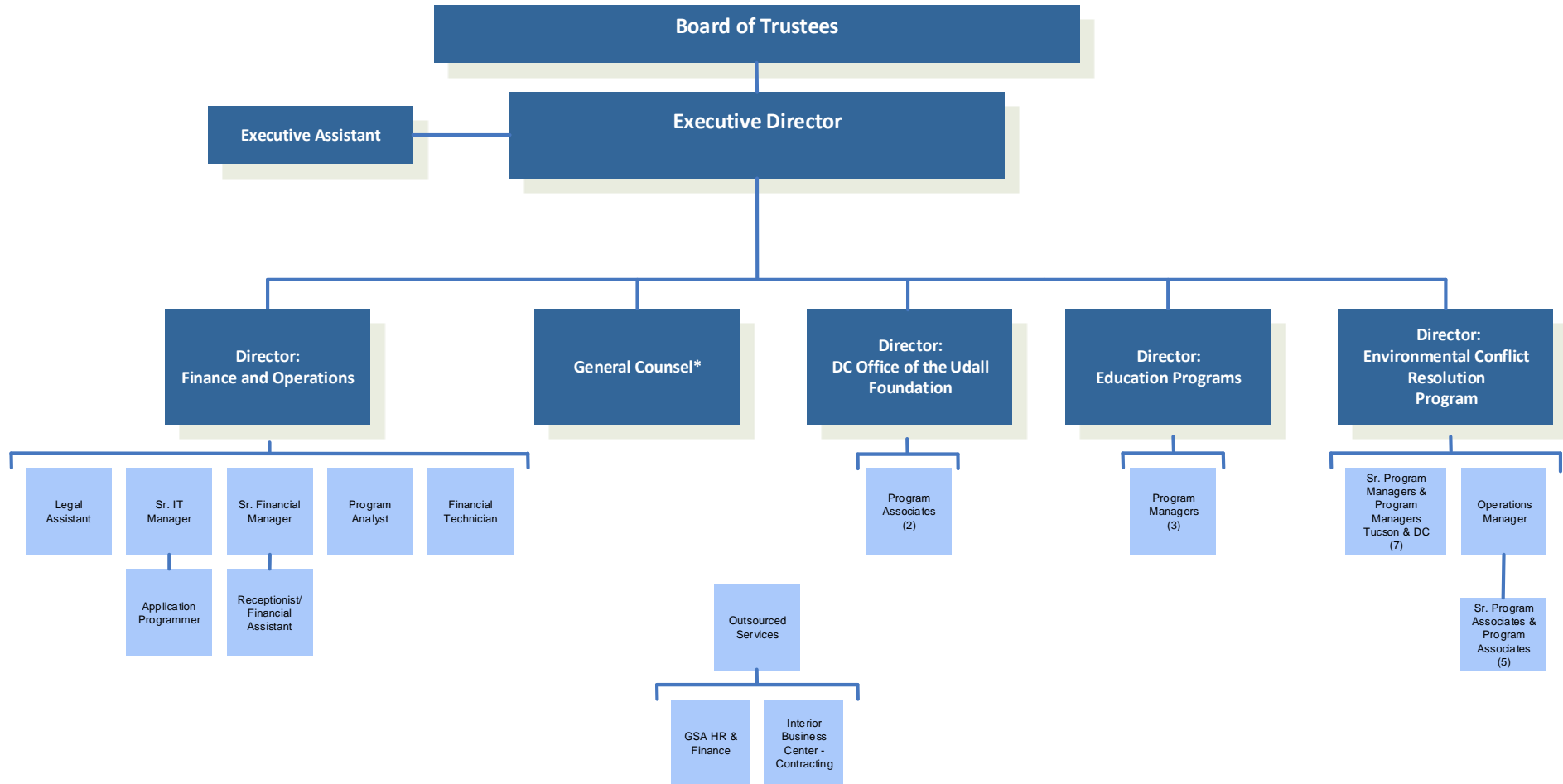
The Strategic Plan is based on our enabling legislation, which establishes the Udall Foundation's mission and authority. We accomplish our mission through six programmatic areas:

- ***Native American Congressional Internships***, which provide up to 12 internships annually to outstanding American Indian and Alaska Native college, graduate, and law students in order to provide them with practical experience with the federal legislative process. Since 1996, 221 interns from 110 Native nations have participated in the internship program.
- ***The Native Nations Institute for Leadership, Management, and Policy***(NNI) at the University of Arizona, which focuses on executive education for tribal leaders and on policy research. The Udall Foundation and the University of Arizona cofounded NNI, building on the research programs of the Harvard Project on American Indian Economic Development.
- ***Parks in Focus***, which fosters greater understanding, appreciation, stewardship, and enjoyment of the Nation's natural resources by connecting youth from underserved communities to nature through photography, positive outdoor experiences, and environmental education. Since 1997, approximately 1,538 youth have participated in Parks in Focus.
- ***Udall Center for Studies in Public Policy*** (Udall Center), a unit of the University of Arizona, Environmental Policy and Conflict Resolution Programs, which supports policy-relevant, interdisciplinary research, science-policy dialogues, and other endeavors that link scholarship and education with decision making, particularly in the areas of water security and management, climate change adaptation and planning, and ecosystem services valuation and protection, primarily in the Southwest and U.S.-Mexico border region.
- ***Udall Undergraduate Scholarships***, which provide up to 50 scholarships annually to outstanding students who intend to pursue careers related to the environment, tribal public policy, or American Indian health care. Since 1996, 1,414 scholarships have been awarded.
- ***The U.S. Institute for Environmental Conflict Resolution*** (U.S. Institute), which helps federal agencies and other stakeholders resolve environmental, public lands, and natural resources conflicts and build capacity for environmental collaboration and conflict resolution. The U.S. Institute's range of services include consultations, assessments, process design, convening, neutral selection, mediation, facilitation, training, case management, program design, and other related activities covered by the Udall Foundation's enabling legislation.

Organizational Structure

The Board of Trustees has approved a new senior management structure that increases accountability while reducing management layers. The attached organizational chart illustrates the organizational structure.

The Morris K. Udall and Stewart L. Udall Foundation
Organizational Chart



* Also a direct report to the Board

Strategic Goals, Strategic Objectives, and Performance Goals

The Udall Foundation's FY 2015-2018 Strategic Plan implements goals that further its mission and purpose. Three strategic goals, with their attendant objectives and performance goals, guide the Udall Foundation's activities. These strategic goals are shown on pages 8-10.

Udall Foundation Strategic Goals, Strategic Objectives, and Performance Goals

Strategic Goal 1

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

Strategic Objectives

1.1

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

1.2

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

1.3

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

Performance Goals

1.1.1

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

1.1.2

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

1.1.3

Conduct research that informs environmental policy and natural resources management

1.2.1

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

1.2.2

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

1.3.1

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

1.3.2

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

1.3.3

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

Strategic Goal 2

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

Strategic Objectives

2.1

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

2.2

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

Performance Goals

2.1.1

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

2.1.2

Provide policy analysis and research to support Native nations

2.1.3

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

2.1.4

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

2.2.1

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

2.2.2

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

Strategic Goal 3

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

Strategic Objectives

3.1

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

Performance Goals

3.1.1

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

3.1.2

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

3.1.3

Continue to provide professional and career development opportunities

3.1.4

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

Performance Structure Overview

The Udall Foundation has established methods and measures to assess progress in meeting its strategic goals, strategic objectives, and performance goals. The visual summary on pages 8 through 10 illustrates the alignment of the differing levels of goals and objectives, and the associated funding sources.

Performance data for the Udall Foundation is collected using output measures such as the number of scholarships, consultations, trainings, and other services, as well as outcome measures that capture participant feedback on the quality and value of services and programs.

The Udall Foundation solicits performance feedback from members of the public and agency representatives who were participants in, and users of, U.S. Institute services, and participants in the various education programs. Service users and education program participants represent an independent external source of evaluative feedback. In designing data collections, the U.S. Institute balances the desire for and value of in-depth feedback with the burden such requests place on the public, as well as the associated administrative costs of such collections.

Completeness and Reliability of Data

The Udall Foundation evaluates its education programs and environmental collaboration and conflict resolution services in order to measure and report on performance and learn from evaluation responses to improve services. The Udall Foundation's performance data is reasonably complete and reliable, as defined by the Government Performance and Results Act of 1993, and is used regularly by program managers to make both strategic and operational decisions. If there are instances where full and complete data for a measure is not available, updated results will be reported in subsequent compliance reports.

Summary of Performance Evaluations Conducted During FY 2014

To obtain performance data, the U.S. Institute administered surveys to service recipients for all completed FY 2014 processes and services. Respondents were surveyed at the conclusion of services (e.g., the conclusion of a training, the completion of a mediation). For more information on the data collections, see the Validation and Verification section in Appendix A.

The education programs use a system of debriefings, direct observation, and follow up phone calls to assess the value to and satisfaction of scholarship and internship recipients as well as Parks in Focus participants.

External Factors Affecting Progress and Future Actions

If federal appropriations decrease, a corresponding decrease in the budgets of federal agencies that use the Udall Foundation's services is expected to result in reduced funding available for travel, trainings, conferences, forums, and potentially for the Udall Center's research initiatives. The Udall Foundation must continue to develop partnerships to diversify funding sources.

The scholarship and fellowship programs are funded by the interest earned on Trust Fund investments in Treasury obligations. Trust Fund revenues have declined due to low interest rates on both long-term and short-term Treasury obligations. For Fiscal Years 2012-2014, the Udall Foundation suspended the fellowship program and reduced the scholarship awards from 80 to 50 due to decreasing interest rates and interest earned.

In the face of these challenges, the Udall Foundation will increase awareness of its programs through outreach to research and educational institutions as well as to private foundations and other potential funding partners. (The Udall Foundation is authorized to accept donations and grants.) In addition, the U.S. Institute, which collects fees for its work, is strengthening and expanding its marketing outreach to a more diverse group of federal agencies. The Udall Foundation will continue to seek external funding for its Parks in Focus program through partnerships with the National Park Service, corporations, nonprofit organizations, and the private sector.

Management Challenges

As a small, independent federal agency, the Udall Foundation must find cost-effective means to comply with a wide variety of laws and statutes. One solution has been to outsource the processing of financial transactions and financial reporting, as well as human resources needs, to the U.S. General Services Administration (GSA). The Udall Foundation has also outsourced contracting to the U.S. Department of the Interior’s (DOI) Interior Business Center. In the Spring of 2015, the Department of Agriculture will be adopting the financial reporting functions previously provided by GSA. We believe this change may impact our processes in the short-term. Additionally, during FY 2015, GSA will be moving human resource functions to another entity that is yet to be determined.

In anticipation of a reduction in appropriations and loss of earned revenue, the Board of Trustees instituted a hiring freeze in FY 2012. During FY 2013, there was significant staff attrition. In spite of the loss, the Udall Foundation continued to perform effectively and efficiently. The hiring freeze was lifted in the first quarter of FY 2014 and several of the key vacant positions were filled.

Strategic Goal 1: Environmental Dispute Resolution Fund - the U.S. Institute for Environmental Conflict Resolution Program

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

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

Performance Goal 1.1.1: Provide training to further the use of environmental conflict resolution, collaborative decision making, and consensus building.	Fiscal Year	Annual Target	Actual Performance
Measure 1: Number of trainings provided.	FY 2011	N/A*	19
	FY 2012		19
	FY 2013		19
	FY 2014		8
	FY 2015	12	
	FY 2016	12	

* New measure beginning in FY 2015. Past year performance information has been added for context.

Measure 2: Percent of ECR training participants who report what they take away from the training will have a very positive impact on their effectiveness in the future.	FY 2011	87%	91%
	FY 2012		95%
	FY 2013		91%
	FY 2014		94%
	FY 2015		
	FY 2016		

During FY 2014, the U.S. Institute delivered eight trainings in collaborative problem solving and conflict resolution. The U.S. Institute solicited feedback from training participants through an end-of-session evaluation questionnaire. Evaluation feedback indicated the U.S. Institute exceeded its performance target, with 94% of respondents indicating that the training will have a very positive impact on their effectiveness in the future.

Performance Goal 1.1.2: Convene and facilitate policy dialogues and forums, and host conferences to further awareness and use of environmental collaboration and conflict resolution.	Fiscal Year	Annual Target	Actual Performance
Measure: Number of initiatives.	FY 2011	6	6
	FY 2012	6	6
	FY 2013	6	4
	FY 2014	2	2
	FY 2015	At least 3	
	FY 2016	At least 3	

The U.S. Institute continued its efforts to provide services that further awareness and use of environmental collaboration and conflict resolution within the federal government. Initiatives supported by the U.S. Institute during FY 2014 included the following:

- Assisting with implementation of the March 2012 Executive Order – Improving Performance of Federal Permitting and Review of Infrastructure Projects; and
- Assisting with implementation of the September 2012 Memorandum on Environmental Collaboration and Conflict Resolution.

In response to budget uncertainty, the Udall Foundation conservatively invested resources in this service area during FY 2014. For example, the U.S. Institute is taking this juncture to reassess the format, location, and interval scheduling of the ECR conference series. Formats that leverage virtual participation are among the factors being considered for future events. Budget and staffing considerations also prompted the U.S. Institute to curtail its role in facilitating policy dialogues.

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

Performance Goal 1.2.1: Provide case consultation services and mediator referrals to increase the use of environmental conflict resolution and collaboration by federal agencies.	Fiscal Year	Annual Target	Actual Performance
Measure 1: Number of case consultations.	FY 2011	100	102
	FY 2012	100	101
	FY 2013	100	82
	FY 2014	80	72
	FY 2015	95	
	FY 2016	95	

For FY 2014, the U.S. Institute provided 72 instances of case consultation and management services toward an annual goal of 80 services. The U.S. Institute’s baseline consultation services are available without charge to help federal agencies and other stakeholders explore the potential benefits of collaborative conflict resolution.

Measure 2: Percent of ECR Roster Professional service users who report the Roster was a valuable resource for identifying qualified ECR professionals to assist them in solving their environmental or natural resources issues	FY 2011	93%	86%
	FY 2012		85%
	FY 2013		91%
	FY 2014		100% ¹
	FY 2015		
	FY 2016		

During FY 2014, the U.S. Institute continued to maintain the National Roster of ECR Professionals (Roster), a searchable database that allows any stakeholder to identify qualified mediators and facilitators by geographic area. In FY 2014, 559 searches were conducted using the Roster. Of those who provided evaluative feedback, 100% felt the Roster was a valuable resource for identifying practitioners.

Performance Goal 1.2.2: Provide assessment, mediation, and facilitation services that address environmental, public lands, and natural resources conflicts involving federal agencies.	Fiscal Year	Annual Target	Actual Performance
Measure 1: Number of assessments, facilitations, and mediations.	FY 2011	N/A*	68
	FY 2012		60
	FY 2013		44
	FY 2014		33
	FY 2015	35	
	FY 2016	35	

* New measure beginning in FY 2015. The above metric represents the number of active assessment and mediation/facilitation services in a fiscal year. Sometimes, both assessment and mediation/facilitation services are provided on a project. Each service component is counted in the metric above.

¹ The FY 2014 evaluative feedback is based on a very limited response pool. During FY 2015, the U.S. Institute will increase its efforts to improve the response rate to evaluation surveys related to online Roster services.

Measure 2: Percent of assessments for which the majority of responding stakeholders strongly agree that the U.S. Institute helped them determine how best to proceed to resolve their conflict.	FY 2011	88%	100%
	FY 2012		83%
	FY 2013		100%
	FY 2014		63%
	FY 2015		
	FY 2016		

Measure 3: Percent of mediations/facilitations for which the majority of responding stakeholders report full or partial agreement was reached or progress was made toward addressing the issues or resolving the conflict.	FY 2011	91%	92%
	FY 2012		100%
	FY 2013		100% ²
	FY 2014		100%
	FY 2015		
	FY 2016		

During FY 2014, the U.S. Institute provided assessment services on 11 cases and projects to help the associated agencies determine how best to proceed to resolve their dispute or conflict. Eight assessments were completed and evaluated during FY 2014. The FY 2014 performance information on completed assessments is based on evaluative feedback solicited from a representative of each organization that requested assessment services. Evaluative feedback on completed assessments for FY 2014 indicates that performance is lower than targeted. Examination of responses has indicated concerns about the time needed to establish assessment contracts and quality of at least one assessment report. Improvements have been implemented in the efficiency of the contracting process, in quality control of assessment reports and other deliverables, and in establishing assessment report expectations.

During FY 2014, the U.S. Institute was involved in 22 mediation and facilitation processes either directly or through contracted private sector practitioners. The U.S. Institute has solicited feedback from stakeholders associated with 10 processes or process components that concluded during FY 2014. Based on feedback received, performance is being met

² The U.S. Institute solicited feedback on all completed services, and to the extent possible solicited feedback on partially delivered services. In some cases, evaluations were abbreviated to match truncated services. For a limited number of services, no evaluations were conducted given the partial delivery of services and the desire to not confuse stakeholders or interfere with ongoing processes for which the U.S. Institute's role had ended.

Strategic Goal 2: Environmental Dispute Resolution Fund - the U.S. Institute for Environmental Conflict Resolution Program

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

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

Performance Goal 2.2.1: Provide assessment, mediation, facilitation, and related services on issues that concern Native nations.	Fiscal Year	Annual Target	Actual Performance
Measure 1: Number of assessments, facilitations, and mediations that involve Native nations or Tribal issues.	FY 2011	N/A*	37
	FY 2012		36
	FY 2013		26
	FY 2014		19
	FY 2015	12	
	FY 2016	15	
Measure 2: Percent of assessments for which the majority of responding stakeholders strongly agree that the U.S. Institute helped them determine how best to proceed to resolve their conflict.	FY 2011	N/A*	100%
	FY 2012		75%
	FY 2013		100%
	FY 2014		33%
	FY 2015	88%	
	FY 2016	88%	
Measure 3: Percent of mediations/facilitations for which the majority of responding stakeholders report full or partial agreement was reached or progress was made toward addressing the issues or resolving the conflict.	FY 2011	N/A*	100%
	FY 2012		100%
	FY 2013		100%
	FY 2014		100%
	FY 2015	91%	
	FY2016	91%	

* New measure beginning in FY 2015. These services had previously been subsumed under general ECR services. Past year performance information has been added for context.

Performance Goal 2.2.2: Increase the awareness and use of the Native Dispute Resolution Network for environmental conflict resolution and collaboration services.	Fiscal Year	Annual Target	Actual Performance
Measure 1: Number of entities made aware of the referral services available via the Native Dispute Resolution Network.	FY 2011	N/A*	Data not previously tracked
	FY 2012		
	FY 2013		
	FY 2014		
	FY 2015	12	
	FY 2016	12	

Measure 2: Percent of ECR Native Dispute Resolution Network users who report the Network was a valuable resource for identifying qualified ECR professionals to assist them in solving their environmental or natural resources issues.	FY 2011	N/A*	No data
	FY 2012		No data
	FY 2013		100%
	FY 2014		100%
	FY 2015	93%	
	FY 2016	93%	

* New measure beginning in FY 2015. Measure 2 had previously been subsumed under general referral services. Past year performance information has been added for context when available.

Strategic Goal 1: Trust Fund - Udall Foundation Education Programs

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

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

Performance Goal 1.1.3: Conduct research that informs environmental policy and natural resources management.	Fiscal Year	Annual Target	Actual Performance
Measure 1: Number of environmental policy presentations or briefings.	FY 2011	N/A*	No data
	FY 2012		No data
	FY 2013		44
	FY 2014		32
	FY 2015	10	
	FY 2016	10	

Measure 2: Number of collaborating agencies and institutions.	FY 2011	N/A*	No data
	FY 2012		No data
	FY 2013		42
	FY 2014		37
	FY 2015	10	
	FY 2016	10	

Measure 3: Number of environmental policy publications.	FY 2011	N/A*	No data
	FY 2012		No data
	FY 2013		48
	FY 2014		41
	FY 2015	10	
	FY 2016	10	

* New measure beginning in FY 2015. Past year performance information has been added for context when available.

The Udall Center 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. Not less than 20% of the annual interest for the Trust Fund is allocated by law to the Udall Center.

The Udall Foundation’s strategic plans prior to FY 2015-2018 did not include the Udall Center or measure its performance.

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

Performance Goal 1.3.1: Award scholarships to outstanding undergraduate students who intend to pursue careers related to the environment, and provide training and community building to Udall scholars.	Fiscal Year	Annual Target	Actual Performance
Measure 1: Number of Scholarships.	FY 2011	80	80
	FY 2012	80	80
	FY 2013	50	50
	FY 2014	50	50
	FY 2015	50	
	FY 2016	50	

Measure 2: Percent of scholarship recipients who report they received a quality educational experience in their interactions and program activities with the Udall Foundation.	FY 2011	93%	98%
	FY 2012	94%	95%
	FY 2013	94%	96%
	FY 2014	94%	100%
	FY 2015	94%	
	FY 2016	95%	

The Udall Undergraduate Scholarship program provides up to 50 scholarships annually to outstanding students who intend to pursue careers related to the environment, tribal public policy, or American Indian health care. The Udall Scholarship is by nomination only; the designated Udall Faculty Representative at higher education institutions must nominate students. The Udall Foundation also awards 50 honorable mentions, due to the extraordinarily competitive applicant pool.

Following the award, the 50 scholars convene at the August Scholar Orientation to build professional networks with each other, scholarship program alumni, staff, and trustees of the Udall Foundation. Scholars work together on a case study problem to enhance their critical thinking and problem-solving skills.

The Udall Foundation reduced the number of scholarships from 80 to 50 in FY 2013 and FY 2014, and discontinued monetary benefits for honorable mention awards due to extremely low interest rates affecting income to the Trust Fund. Since 1996, 1,414 scholarships and 797 honorable mentions have been awarded. A total of \$7.09 million has been expended for scholarships and honorable mentions.

Performance Goal 1.3.2: Award fellowships to outstanding graduate students who intend to pursue advanced degrees in fields related to the environment.	Fiscal Year	Annual Target	Actual Performance
Measure: Number of Fellowships.	FY 2011	2	2
	FY 2012	1*	0
	FY 2013	0*	0
	FY 2014	0*	0
	FY 2015	0*	
	FY 2016	0*	

* Fellowship suspended in 2012-2016 due to low Trust Fund interest.

The Udall Fellowship program provides fellowships to Ph.D. candidates whose dissertations focus on U.S. environmental policy and/or conflict resolution. From FY 1997 to FY 2011, the Udall Foundation awarded two \$24,000 fellowships each year. During that time, 30 fellowships were awarded for a total of \$720,000.

Performance Goal 1.3.3: Provide outdoor, educational programming to connect youth to nature through photography.	Fiscal Year	Annual Target	Actual Performance
Measure 1: Number of students.	FY 2011	160	150
	FY 2012	250	203
	FY 2013	250	315
	FY 2014	150	578
	FY 2015	150	
	FY 2016	150	

Measure 2: Number of trips.	FY 2011	6	9
	FY 2012	8	34
	FY 2013	8	62
	FY 2014	15	108
	FY 2015	15	
	FY 2016	15	

Measure 3: Number of states.	FY 2011	4	4
	FY 2012	5	3
	FY 2013	5	5
	FY 2014	4	5
	FY 2015	4	
	FY 2016	4	

Measure 4: Percent of Parks in Focus participants who report they received a quality educational experience in their interactions and program activities with the Udall Foundation.	FY 2011	85%	100%
	FY 2012	85%	100%
	FY 2013	86%	100%
	FY 2014	86%	100%
	FY 2015	86%	
	FY 2016	87%	

The Parks in Focus program fosters greater understanding, appreciation, stewardship, and enjoyment of the Nation’s natural resources by connecting youth from underserved communities to nature through photography, positive outdoor experiences, and environmental education.

In FY 2014, 578 middle school youth from Boys and Girls Clubs, Big Brothers Big Sisters, and other youth organizations in Arizona, California, Michigan, Montana, and Oklahoma participated in after-school photography lessons and outdoor activities, Saturday field trips, and weekend campouts to nearby parks and scenic areas, monuments, wilderness areas, and other national public lands. Programs outside of Arizona were entirely grant-funded through partnerships with national parks, “friends of” organizations, private foundations, and individual donations. Although Parks in Focus was able to provide more trips in FY 2014, and as a result exceeded the target for the number of students who participated in Parks in Focus, the FY 2015 and FY 2016 targets remain at FY 2014 target levels due to the uncertain nature of donations and grants funding

Strategic Goal 2: Trust Fund – Udall Foundation Education Programs

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.

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.	Fiscal Year	Annual Target	Actual Performance
Measure 1: Percent of respondents who report NNI is an important resource for them in carrying out their nation-building work.	FY 2011	82%	90%
	FY 2012	82%	89%
	FY 2013	83%	92%
	FY 2014	83%	94%
	FY 2015	83%	
	FY 2016	83%	

The Native Nations Institute for Leadership, Management, and Policy (NNI) at the University of Arizona focuses on executive education for tribal leaders and on policy research. The Udall Foundation and the University of Arizona cofounded NNI, building on the research programs of the Harvard Project on American Indian Economic Development. NNI provides executive education and professional development for leaders of Native nations; conducts policy analysis and research on successful aspects of nation building and governance; and develops information resources and tools to enable Native nation leaders to learn the essential elements of successful self-governance.

Measure 2: Number of individuals who enroll in distance-learning courses.	FY 2011	N/A*	No data
	FY 2012		No data
	FY 2013		137
	FY 2014		330
	FY 2015	150	
	FY 2016	150	

Measure 3: Number of individuals who use the Indigenous Governance database.	FY 2011	N/A*	No data
	FY 2012		No data
	FY 2013		340
	FY 2014		688
	FY 2015	300	
	FY 2016	300	

* New measure beginning in FY 2015. Past year performance information has been added for context when available.

NNI's Rebuilding Native Nations distance-learning course is in its seventh year. The curriculum is available online and on DVD. The Indigenous Governance Database provides online resources on nation building in video, text, and audio formats.

Performance Goal 2.1.2: Provide policy analysis and research to support Native nations.	Fiscal Year	Annual Target	Actual Performance
Measure: Number of completed case studies and/or policy-analyses.	FY 2011	N/A*	No data
	FY 2012		No data
	FY 2013		22
	FY 2014		3
	FY 2015	2	
	FY 2016	2	

* New measure beginning in FY 2015. Past year performance information has been added for context when available.

During FY 2014, NNI conducted research on health policy in order to assist tribes in improving community health care. An analysis of tribal access to financial capital was partially supported by the Community Development Financial Institution Fund at the U.S. Department of Treasury. NNI also completed three case studies in FY 2014.

Performance Goal 2.1.3: Provide scholarships, training, and community building to American Indian and Alaska Native undergraduate students who intend to pursue careers in tribal public policy or health care.	Fiscal Year	Annual Target	Actual Performance
Measure 1: Number of Scholarships.	FY 2011	N/A*	No data
	FY 2012		No data
	FY 2013		8
	FY 2014		9
	FY 2015	8	
	FY 2016	8	

Measure 2: Percent of recipients who report they received a quality educational experience in their interactions and program activities with the Udall Foundation.	FY 2011	N/A*	No data
	FY 2012		No data
	FY 2013		96%
	FY 2014		100%
	FY 2015	94%	
	FY 2016	95%	

* New measure beginning in FY 2015. Past year performance information has been added for context when available.

Performance goal 2.1.3 is a subset of Performance Goal 1.3.1, the Undergraduate Scholarship program that provides up to 50 scholarships annually to outstanding students who intend to pursue careers related to the environment, tribal public policy, or American Indian health care. Prior to the FY 2015-2018 Strategic Plan, this goal was not measured separately.

Performance Goal 2.1.4: Provide internships, training, and community building to American Indian and Alaska Native undergraduate, graduate, and law students in the areas of tribal public policy or health care.	Fiscal Year	Annual Target	Actual Performance
Measure 1: Number of Internships.	FY 2011	12	12
	FY 2012		12 Awarded 11 Completed
	FY 2013		12
	FY 2014		12
	FY 2015		
	FY 2016		

Measure 2: Percent of interns who report they received a quality educational experience through the Native American Congressional Internship Program.	FY 2011	92%	100%
	FY 2012		100%
	FY 2013		100%
	FY 2014		100%
	FY 2015		
	FY 2016		

The Native American Congressional Internship program offers up to 12 internships annually to outstanding American Indian and Alaska Native college, graduate, and law students in order to provide them with practical experience with the federal legislative process. The program helps participants develop as Native professionals and future leaders in Indian country. Interns are placed in congressional offices and committees, executive branch departments, and the White House, where they are able to observe government decision-making processes firsthand. The Udall Foundation also arranges policy meetings and discussions with members of Congress, federal agency officials, and staff from national Native organizations.

In FY 2014, the 12 interns were very satisfied with the program. The Udall Foundation uses evaluation feedback from interns and their office supervisors to facilitate continual learning and improvement.

Other Information

Management Reviews

During FY 2014, the Udall Foundation undertook a comprehensive effort to better align employee performance with organizational performance. This included developing a new strategic plan, moving from a consolidated PAR to separate AFR and APR, reviewing position descriptions and performance plans for consistency and support of the strategic plan, and an analysis of internal and management controls to ensure efficiency and effectiveness of program implementation.

Appendix A. Data Validation and Verification

Environmental Conflict Resolution Program

Since FY 2002, the U.S. Institute has received OMB approval to administer a suite of questionnaires to evaluate environmental collaboration and conflict resolution services. Using these questionnaires, the U.S. Institute solicits performance feedback from members of the public and agency representatives who are participants in, and users of, U.S. Institute services. Respondents are surveyed at the conclusion of services (e.g., the end of a training, the completion of a mediation).

For the U.S. Institute's performance data, surveys were administered to service recipients for all completed FY 2014 processes and services. The U.S. Institute solicited feedback on all completed services, and to the extent possible solicited feedback on partially delivered services. In some cases, evaluations were abbreviated to match truncated services. For a limited number of services, no evaluations were conducted given the partial delivery of services and the desire to not confuse stakeholders or interfere with ongoing processes for which the U.S. Institute's role had ended.

The evaluative information collected by the U.S. Institute is used to promote improved outcomes. Project-level evaluation reports are generated that summarize respondents' feedback in a detailed, transparent manner. These reports provide program managers and others in-depth feedback on performance as well as insights into why performance was met, exceeded, or fell short of expectations. Such feedback is designed to promote reflective practice so that future processes and applications of ECR are improved. In terms of data reliability, validation, and verification, the U.S. Institute has systems in place to audit the recording, processing, and summarizing of performance information.

The FY 2014 fiscal year data is complete in that it represents all feedback received as of January 8, 2015, however the performance feedback is not as representative of respondents as is desirable given low response rates to evaluation surveys in some service categories. Steps are being taken to work to improve response rates for FY 2015 evaluations in all service categories.

Education Programs

The Udall Foundation's education programs use both quantitative and qualitative data collections to assess performance and measure success.

Quantitative data consists of numbers of awards and participants, and statistical data such as types of majors and fields of study. The data is entered manually through the scholarship online application and in the Udall Foundation's Scholar and Alumni Tracking database. Data is verified through staff quality control review and programming robustness.

Qualitative data is collected using the following methods:

- Direct observation of participants' behavior and interactions;
- Staff conversations and interactions with individual participants;
- Informal feedback from participants;
- Follow up with program alumni.

The observations and interactions with participants occur over the course of each program, and alumni continue to provide feedback after the programs have ended. Information gathered over time in this way results in a more comprehensive and well-rounded data collection.