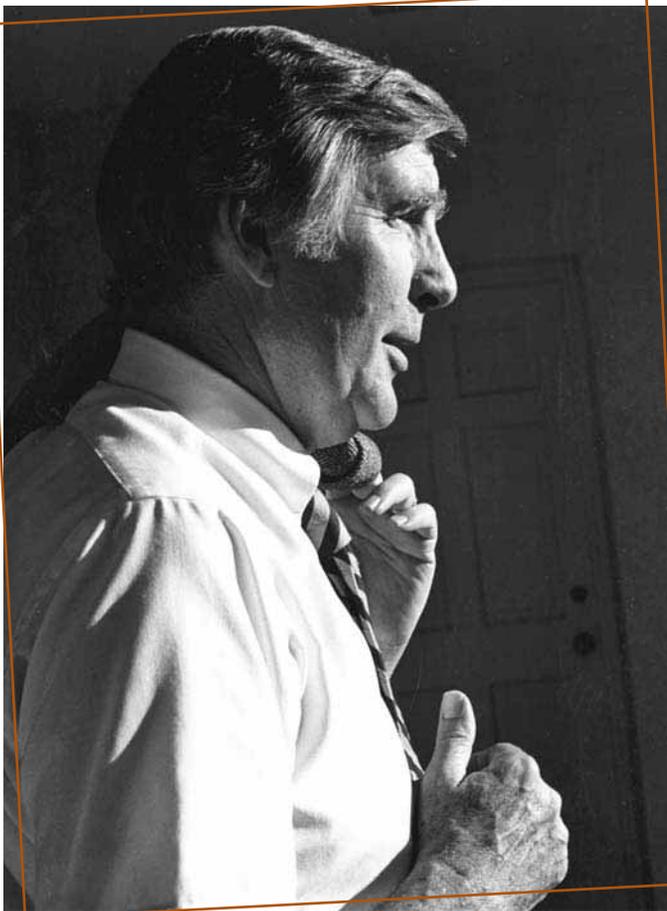


**Morris K. Udall Foundation**  
CIVILITY, INTEGRITY, CONSENSUS

**2006 ANNUAL REPORT**

# THE MORRIS K. UDALL FOUNDATION



**Morris K. Udall**

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

The U.S. Congress established the Morris K. Udall Scholarship and Excellence in National Environmental Policy Foundation in 1992 to honor Morris K. Udall's 30 years of service in the House of Representatives.

Morris Udall's career was distinguished by civility, integrity, consensus, and a commitment to the preservation of the nation's natural environment. Consistent with these values, the Udall Foundation is committed to educating a new generation of Americans to

preserve and protect their national heritage through studies in the environment and Native American health and tribal public policy. The Udall Foundation also is committed to promoting the principles and practices of environmental conflict resolution.

Programs of the Udall Foundation include the following:

- Annual scholarships and fellowships to outstanding students who intend to pursue careers related to the environment.
- Annual scholarships and internships to outstanding Native American and Alaska Native college students who intend to pursue careers in health care and tribal public policy.
- Parks in Focus, which takes young people into national and state parks to expose them to the grandeur of the nation's natural resources and instill a sustainable appreciation for the environment.
- An annual conference or discussion of contemporary environmental or Native American issues.

- A program for environmental policy research and environmental conflict resolution at the University of Arizona's Udall Center for Studies in Public Policy.
- The U.S. Institute for Environmental Conflict Resolution, which provides mediation and other services to assist in resolving federal environmental conflicts.
- The Native Nations Institute for Leadership, Management, and Policy (NNI), which focuses on leadership 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.

The Udall Foundation's educational activities are supported by the interest accrued in a federal trust fund and by contributions from the private sector. Annual appropriations and revenues from fees for services support the U.S. Institute for Environmental Conflict Resolution. The Udall Foundation is an independent executive branch agency. Congress has authorized the Udall Foundation to provide a portion of its education funds to support NNI.

The President of the United States appoints the Udall Foundation's board of trustees with the advice and consent of the U.S. Senate.



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*Due to space limitations, permission was granted to crop several of the original archival images in this Annual Report.*

*Politics and issues come and go, but in the end, we'll all be remembered for the way we treated other people.*

**- Morris K. Udall**



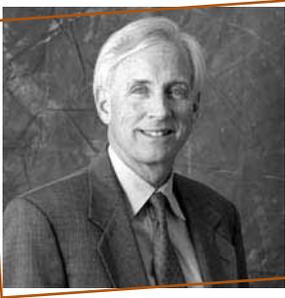
Morris K. Udall in front of Will Rogers' statue in the U.S. Capitol, part of the National Statuary Hall Collection, during his 1976 Presidential campaign.

*Photo credit: ©1975, 2006 Shepard Sherbell/Corbis; The University of Arizona Library, Special Collections, Morris K. Udall Papers, MS 325, Box 737, Folder 12*



**Morris K. Udall Foundation**  
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## REPORT FROM THE CHAIR

Terrence L. Bracy

### A NEW GENERATION OF PUBLIC SERVANTS

Jared Duval is the national director of the Sierra Club's Sierra Student Coalition; Deron Marquez is the chair of the San Manuel Band of Mission Indians in California; Maryana Iskander is the executive vice president of the National Planned Parenthood Federation of America; Betsy Tannian is director of the Malaseet Indian Child Welfare Service and was recently honored by Harvard University; Gabe Galanda is an attorney who represents tribes in complex lawsuits and on economic development issues, and who has been named one of "The Best Lawyers in America"; Holly Welles works on environmental policy for Pacific Gas and Electric Company; and Andrew Lee is the creator of the hot, new, online "Fantasy Congress" league you may have read about in the *New York Times*.

What do they all have in common? Each is a Udall Scholar, Intern, or Fellow. Together they represent but a sample of the burgeoning society of nearly 1,000 Udall awardees who are taking their place in the nation's leadership circles. They are also reflective of something greater—a generation that is ambitious, skilled, highly educated, and dedicated to public service.

In FY 2007, we are celebrating the tenth anniversary of the Udall education programs. Under the

leadership of our wonderful education staff—and the Udall alumni themselves—we have embarked on an ambitious, yearlong celebration that will combine more than 50 public service projects all across the country with a nationwide bus tour—actually, a biodiesel bus! The tour is expected to begin in Washington, DC, on June 13, 2007, and will end in Tucson, Arizona, at the 2007 Udall Scholar Orientation on August 3, 2007. Fourteen alumni of the Foundation's education programs will ride the Legacy Bus, lending a hand to service projects such as developing campsites on tribal lands in Oregon and assisting with bioremediation efforts in New Orleans. Along the way, our alumni will meet with mayors, city and tribal governments, and citizen groups who are promoting fresh solutions to issues of transportation, energy, and urban planning.

No doubt the bus tour will be a lot of fun, but I would like to suggest that in many ways it symbolizes something more serious and profound: the reemergence of the environment on the top of the nation's political

agenda and the birth of the next generation of leaders who will take hold of an American political system that is in desperate need of reform. So keep an eye out for that biodiesel bus. Think of it as a sign of hope and as a symbol of gentle but determined generational change, which has been the signature of the Udall family legacy for generations.

Finally, I want to note that the Udall Foundation has created a new category of advisor to be known as "Trustee Emeritus." This honor will be extended to retiring trustees whose service has been deemed indispensable and who are willing to continue to lend their expertise, without compensation, to the management of this enterprise. The first such honor has been extended to Dr. Peter W. Likins who recently retired as president of the University of Arizona. I speak for the Board and staff when I say we are thrilled that this gifted, wise, and visionary leader accepted our offer to remain within the extended Udall family.



Dr. Peter W. Likins, trustee emeritus, speaks to Udall Foundation staff and community guests at the November 2006 Board of Trustees dinner in Tucson, Arizona.

*Photo credit: Ryan Mibahyi*

# REPORT FROM THE EXECUTIVE DIRECTOR



Christopher L. Helms

## EXCEPTIONAL PEOPLE MAKE FOR AN EXCEPTIONAL YEAR

2006 was an enormously productive year for the Udall Foundation. We kicked off the tenth anniversary of our education programs with a community-wide celebration in Tucson, Arizona, recorded by C-Span, and the U.S. Institute provided case support for more than 50 environmental conflicts. You will see details in the reports that follow. (If you missed the C-Span broadcast, by the way, you can purchase a copy online at C-Span.org by searching for Udall Family Political Legacy in the C-Span Store.)

Most of the planning for the Ten-Year Celebration of Public Service taking place in late 2006 and 2007 was done in 2006. Crucial to the success of the Legacy Bus Tour portion of the celebration was the initial fundraising. We are particularly grateful to the Bert W. Martin Foundation for its generosity with this effort and to Trustee P. Lynn Scarlett who helped guide us toward several federal agencies that will be sponsoring the tour. Thanks also to the many Udall alums, staff members, and friends of the Udall Foundation who have contributed to the celebration. It is not too late to participate. You can contribute online by going to our Web site at [www.udall.gov](http://www.udall.gov).

"The Udall Brothers: Voices for the Environment" traveling exhibit, which documents the careers and

contributions of Mo and Stewart, was on display for three months in the Arizona Capitol Museum beginning in October 2005. Our thanks go to Trustee D. Michael Rappoport for arranging to have a photographer at the opening event and for the production and printing of this beautiful publication.

On behalf of the Udall Foundation staff and all who support the Udall Foundation, I thank the Trustees for their guidance, dedication, and hard work. Behind the scenes, it is they who assure the well-being of the institution, and we are grateful to them. We join Chair Terry Bracy in thanking former Trustee Dr. Peter W. Likins and congratulating Dr. Likins on his designation as our first Trustee Emeritus. Dr. Likins' successor to the board is the new president of the University of Arizona, Dr. Robert N. Shelton. We welcome him.

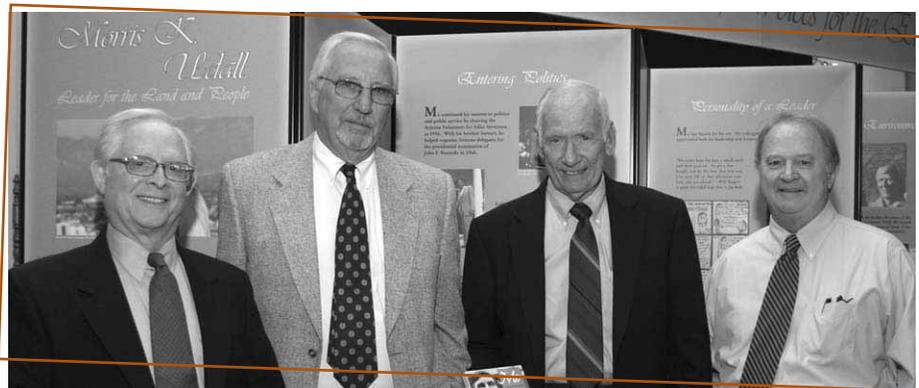
The day-to-day activities of the Udall Foundation are carried out by an incomparable staff. It is these enormously hardworking people who deserve credit for making the Udall Foundation scholarship programs among the most sought after in the



"The Udall Brothers: Voices for the Environment" traveling exhibit at the Arizona Capitol Museum, October 2005.

*Photo credit: James Eastwood, SRP*

country and for developing the U.S. Institute for Environmental Conflict Resolution from a start-up operation only a few years ago into a highly respected institution. Among these exceptional employees for the last three years was Monica Nuvamsa, who managed our Native American Congressional Internship Program. Monica has left the Udall Foundation and plans to work with Hopi tribal programs. We salute her for her wonderful work and wish her the best.



Morris K. Udall Foundation Executive Director Christopher Helms; James W. Johnson; Don Carson; and David Hooper, Division Director, Arizona State Library, Archives and Public Records, Museum Division, at the opening of "The Udall Brothers: Voices for the Environment" traveling exhibit at the Arizona Capitol Museum, October 2005.

*Photo credit: James Eastwood, SRP*

# UDALL FOUNDATION UNDERGRADUATE SCHOLARSHIP PROGRAM

## Celebrating Ten Years

The Udall Foundation is celebrating ten years of scholarship, internship, and fellowship programs with a yearlong focus on public service. Throughout FY 2007, alumni from all education programs will implement public service projects across the U.S. that contribute to and perpetuate the legacy of Morris K. Udall and the Udall Foundation. Projects belong to one of six categories: Art and media, cultural preservation, education and outreach, environmental restoration and remediation, government and policy, and research. Examples of projects include

○ **“Replant New Orleans”**: a nonprofit organization dedicated to replacing dead and damaged trees and shrubs, providing bioremediation services, and offering education outreach programs to the residents of New Orleans at no cost.

○ **“Seedballs: Preservation of Native American Ethnobotanical Knowledge”**: working with tribal communities in Kansas to preserve and share their practical knowledge of native plants and their medicinal uses.

○ **“Alaska Native Cultural Education”**: teaching elementary and middle school students in the Fairbanks region the importance of Native cultures and traditional subsistence lifestyles across Alaska.

The Udall Foundation hopes to cap the yearlong celebration with a Udall Legacy Bus Tour in the summer of 2007. The tour’s overarching mission will be to highlight the multifaceted legacy of Morris K. Udall—environmental conservation, use and enjoyment of public lands, and tribal governance—and our country’s progress toward a more sustainable future.



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

In March 2006, a 12-member independent selection committee chose 80 Morris K. Udall Scholars from a pool of 446 nominations from 224 colleges and universities. Of the 446 nominees, 429 were studying fields related to the environment; 15 were Native American/Alaska Native students preparing for careers in health care; and two were Native American/Alaska Native students intending careers in tribal public policy. Fifty applicants received Honorable Mention awards of \$350.

Thirty-eight states and 94 colleges and universities are represented by the 2006 scholars and Honorable Mentions. Nineteen percent of scholars self-identify as Native American/Alaska Native, Hispanic, Asian/Pacific Islander, or African American. With an average GPA of 3.88, the 2006 scholars are academically the strongest since the program’s inception in 1996.

## 2006 Udall Scholar Orientation

All scholars are required to attend the four-day Udall Scholar Orientation in Tucson, Arizona, each August to meet with other scholars, elected officials, and environmental and tribal leaders. Travel, lodging, and meals are provided by the Udall Foundation.



The 2006 Morris K. Udall Scholars at the Arizona-Sonora Desert Museum.

*Photo credit: Tom Spitz*

The highlight of the 2006 Scholar Orientation, “Public Service,” was the Launch of our Ten-Year Celebration of Public Service. The audience, 300 strong, heard keynote talks by the two Udalls currently in Congress—Congressman Mark Udall (D-CO), Morris Udall’s son, and Congressman Tom Udall (D-NM), son of former Interior Secretary Stewart L. Udall. Morris Udall’s family members, friends, and former staffers joined current scholars and program alumni in paying tribute to a solid record of Udall public service, and to the

continuing legacy. Both Udalls addressed the importance of public service to the nation and the need for a heightened commitment to public service. Following their talks, they participated in a question and answer session moderated by Udall Foundation Board Chair Terrence L. Bracy, responding to questions submitted by the scholars.

The Udalls’ remarks and the Q&A session were covered by C-SPAN and were broadcast on Thanksgiving Day 2006.



Rep. Tom Udall (D-NM) and Rep. Mark Udall (D-CO) take questions from the 2006 Udall Scholars as Chair of the Morris K. Udall Foundation Board of Trustees Terrence L. Bracy moderates.

*Photo credit: Tom Spitz*

*I loved the opportunity to meet members of the Udall family—it made me feel connected to Mo Udall and illuminated his legacy in a very personal way.*

**Matt Dowling, 2006 Udall Scholar**

## 2006 Morris K. Udall Scholars

(List includes hometown and state, as well as academic institution.)

**Kathryn D. Andersen**  
Phoenixville, Pennsylvania; Princeton University

**Maria G. Asencio**  
Dallas, Texas; University of North Texas

**Corinna B. Anderson**  
Madison, Mississippi; Birmingham-Southern College

**Anton R. Bengtson**  
Salina, Kansas; University of Kansas



2006 Udall Scholars Caroline Howe and Rachel Cook with Anne J. Udall, vice chair, Morris K. Udall Foundation Board of Trustees.

*Photo credit: Tom Spitz*



Rep. Mark Udall (D-CO) and Rep. Tom Udall (D-NM) with Native American Udall Scholar and Udall Intern alumni.

*Photo credit: Tom Spitz*



Matt Woerman (2006 Udall Scholar) and Rep. Tom Udall (D-NM).

*Photo credit: Tom Spitz*

**Leann M. Benkart**

Columbus, Ohio; Ohio State University

**Sarah L. Brokenleg**

Lawrence, Kansas; University of Kansas

**Laura E. Cavagnaro**

Getzville, New York; Allegheny College

**Katherine T. Clements**

Lowell, Michigan; Seton Hall University

**Leslie J. Coleman**

Harmon, Illinois; Illinois Wesleyan University

**Rachel M. Cook**

Ozark, Illinois; Ohio University

**Sherri M. Cook**

Winchester, Virginia; Virginia Polytechnic Institute and State University

**Jill S. Craven**

Tucson, Arizona; University of Arizona

**Julie M. Curti**

Plover, Wisconsin; University of Wisconsin-Madison\*

**John H. Deans**

Topsham, Maine; College of the Atlantic

**Steven M. Dowling**

Norman, Oklahoma; University of Oklahoma-Norman

**Marcy A. Erickson**

Calumet, Michigan; Michigan Technological University

**Zachary T. Ewell**

Shelburne, Vermont; University of Vermont

**Jessica E. Fagan**

Blacksburg, Virginia; Berea College

**Amanda L. Fencl**

Riverwoods, Illinois; Tufts University

**Barry W. Fischer**

Moraga, California; Stanford University

**Daniel T. Foster**

West Hempstead, New York; University of Scranton

**Bethany A. Frew**

Carrollton, Ohio; Ohio State University

**Jeremy A. Friedman**

Evanston, Illinois; New York University

**Jessica L. Friedman**

Durham, North Carolina; Washington University

**Martina R. Gast**

Hilbert, Wisconsin; University of Wisconsin-Madison

**Christine M. George**

Piscataway, New Jersey; Stanford University

**Nathan E. Griswell**

Upland, Indiana; Taylor University

**Whitney P. Haring-Smith**

Washington, Pennsylvania; Yale University

**Jameson C. Henn**

Cambridge, Massachusetts; Middlebury College

**Kelly A. Hopping**

Eugene, Oregon; University of Montana

**Caroline L. Howe**

Durham, Connecticut; Yale University

**Mary P. Huckabee**

Tulsa, Oklahoma; George Washington University

**Mitchell C. Hunter**

St. Paul, Minnesota; Deep Springs College

**Jennifer L. Hushion**

Cranston, Rhode Island; University of Rhode Island

**Taylor S. Jackson**

Tempe, Arizona; Arizona State University\*

**Dustin G. Jensen**

Kansas City, Missouri; University of Missouri-Kansas City

**Julia L. Jolley**

Tucson, Arizona; University of Arizona

**Travis S. Jordan**

Gillette, Wyoming; University of Wyoming

**Tyler R. Kartzinel**

Satellite Beach, Florida; Rollins College

**Matthew D. King**

Wichita, Kansas; Kansas State University

**Laura A. Lawler**

Arlington, Virginia; Sarah Lawrence College

**Andrew Lee**

Westminster, Colorado; Claremont McKenna College



Udall Scholars finalize their project presentations.

*Photo credit: Tom Spitz*



2006 Udall Scholars Caroline Howe, Kartikeya Singh, Leslie Coleman, Nifin Sekar, and Daniel Foster.

*Photo credit: Tom Spitz*

**Darren L. Legge**

Littleton, Colorado; University of Colorado-Boulder

**David A. Long**

State College, Pennsylvania; Kenyon College

**Lisa I. Maas**

Madison, Indiana; Dickinson College

**Jennifer R. Magill**

Atlanta, Georgia; Vanderbilt University

**Tony A. Marks-Block**

San Francisco, California; Cornell University

**Emily H. McAteer**

Concord, Massachusetts; Brown University

**Scot M. Miller**

Fargo, North Dakota; Harvard University

**Ruth B. Morrison**

Ossining, New York; Bowdoin College

**Emma G. Mullaney**

Ann Arbor, Michigan; Sarah Lawrence College

**Kimi C. Narita**

Tarzana, California; Stanford University

**Cullen M. Naumoff**

Smithville, Ohio; Ohio State University

**Kirsten M. Nelsen**

Cornelius, Oregon; Willamette University

**Alison R. Nemirow**

Wheat Ridge, Colorado; University of Chicago

**Aditya K. Nochur**

Newton, Massachusetts; Tufts University

**Michael P. O'Brien**

Dixon, Montana; University of Montana

**Meredith A. Odat**

Landisburg, Pennsylvania; Cornell University

**Kristin A. Pederson**

Swoope, Virginia; College of William and Mary\*

**Matthew R. Perkins**

Guilford, Connecticut; Cornell University

**Arianne S. Peterson**

Luck, Wisconsin; Arizona State University

**Jacob W. Phelps**

East Lansing, Michigan; Michigan State University\*

**Stephen D. Po-Chedley**

Hamburg, New York; Union College-New York

**Kesha K. Ram**

Thousand Oaks, California; University of Vermont

**Lisa A. Rivard**

Lake Elmo, Minnesota; University of Georgia

**Peter C. Rizzo**

Tonawanda, New York; SUNY at Buffalo

**Betsy R. Scherzer**

Tampa, Florida; Yale University

**Brian E. Sedio**

San Antonio, Texas; Texas A & M University\*

**Nitin Sekar**

Cincinnati, Ohio; University of North Carolina-Chapel Hill

**Seth T. Silverman**

New York, New York; Stanford University

**Laura C. Sima**

Burnsville, Minnesota; University of South Carolina-Columbia\*

**Kartikeya Singh**

Greenville, South Carolina; Furman University

**Adrienne N. Stolwyk**

Liberty, Missouri; Kansas State University

**Sasha D. Stortz**

Sitka, Alaska; Lewis and Clark College\*

**Noah K. Strycker**

Corvallis, Oregon; Oregon State University

**Alison F. Takemura**

Monterey Park, California; Rice University

**Jessica L. Turner**

Berea, Kentucky; Berea College

**Carolyn M. Vogt**

King of Prussia, Pennsylvania; Ursinus College

**Matthew A. Woerman**

Topeka, Kansas; Kansas State University

**Anna L. Zimmerman**

St. Paul, Minnesota; Kenyon College

*\* denotes repeat scholar (also awarded scholarship in 2005)*



Terrence Bracy chats with 2006 Udall Scholars Anton Bengtson and Stephen Po-Chedley.

*Photo credit: Tom Spitz*

**For more information on the Morris K. Udall Foundation Undergraduate Scholarship program, visit [www.udall.gov](http://www.udall.gov).**

# UDALL FOUNDATION DISSERTATION FELLOWSHIP PROGRAM

The Morris K. Udall Foundation awards two one-year fellowships of up to \$24,000 to doctoral candidates whose research concerns environmental public policy and/or environmental conflict resolution. Udall Dissertation Fellowships are intended to cover both academic and living expenses during the fellowship year. Applicants must be entering the final year of writing the dissertation and be U.S. citizens or U.S. permanent residents. The deadline for applications is mid-February.

The dissertation topic must be relevant to U.S. national environmental public policy and/or environmental conflict resolution. Fellows must demonstrate personal commitment to national environmental public policy and/or environmental conflict resolution, and an understanding of Morris K. Udall's environmental legacy. Previous fellows' fields of study include political science; economics; government; environmental science, policy and management; ecology; environmental justice; regional planning; geography; natural resource policy; and environmental analysis and design.

The Foundation received 33 applications from Ph.D. candidates in 26 different fields of study at 24 universities in 20 states. A four-reader committee that included two former Udall Fellows selected the two 2006 Udall Fellows in March 2006.

## 2006 Udall Dissertation Fellows



**Nicole M. Ardoin**  
Social Ecology  
Yale University

*"Sense of Place and Environmentally*

*Responsible Behavior at an Ecoregional Scale"*

Sense of place can be a powerful motivator. A community's sense of place either can support collective action and encourage collaborative efforts or divide constituent groups, creating challenging conditions for building consensus. As environmental conservation increasingly takes place on larger, often ecoregional, scales, Nicole Ardoin's research examines this strategic shift, exploring how and why people develop a sense of place at an ecoregional scale. The findings will help illuminate at what scales individuals and communities respond to place-based environmental policies and conservation efforts, and will assist in designing appropriate natural resources strategies that effectively incorporate local perspectives and foster community collaboration.

Currently, Nicole is pursuing a Ph.D. at the Yale School of Forestry and Environmental Studies. Her academic and professional interests focus on actively engaging communities in natural resource management through social strategies such as environmental education and communications. She has worked in interpretation, education, evaluation, and exhibition development with a range of conservation nonprofits, government agencies, and museums.



**Gabriel Cumming**  
Ecology  
University of North Carolina-  
Chapel Hill

*"An Ecology of Discourse in*

*Rural North Carolina: Evaluating an Ethnographic Methodology for Resolving Environmental Conflict and Guiding Locally Relevant Environmental Policy Making"*

In collaboration with local partners, Gabriel Cumming launched community-based natural resource management initiatives in five rural North Carolina communities. The initiatives were designed to test the effectiveness of documentary ethnography as a means of overcoming environmental conflict and developing locally relevant environmental policy. Gabriel endeavors to identify ecological discourses: ways in which community members communicate about the environment. He will compare the findings from each community and use a survey instrument to evaluate each initiative's success in articulating environmental policy goals that are locally resonant.

Gabriel is a Ph.D. candidate in the Curriculum in Ecology at the University of North Carolina-Chapel Hill. He received a bachelor of arts degree in religion from Swarthmore College in 2000. Following graduation, he would like to continue working with communities from a nonprofit or academic position. He is interested in refining and evaluating methods for empowering citizens to manage their local landscapes.



For more information on the Morris K. Udall Foundation Dissertation Fellowship program, visit [www.udall.gov](http://www.udall.gov).

# NATIVE AMERICAN CONGRESSIONAL INTERNSHIP PROGRAM

To provide Native American students with an insider's view of the federal government, the Morris K. Udall Foundation funds 12 Native Americans or Alaska Natives each summer for a ten-week internship in Washington, DC. Interns are placed in Senate and House offices, committees, Cabinet departments, and the White House, where they are able to observe government decision-making processes firsthand, including attending hearings and votes in the House and Senate. The intensive experience fosters lifelong bonds with fellow interns and connections to an extensive network of alumni. The Udall Foundation provides interns with housing; a per diem; round-trip travel to Washington, DC; and a \$1,200 stipend upon successful completion of the program.

The Udall Foundation received 32 applications for the 2006 internship, representing 23 different fields of study, 21 tribes, and 25 colleges and universities in 20 states. Of the 32 applicants, 19 were women, 23 were undergraduate students, and 15 were members of tribes that had not previously participated in the program. Applicants must be Native American or Alaska Native; college juniors or seniors, recent graduates, or graduate students; and U.S. citizens or permanent residents.

The four-member selection committee chose 12 Native Americans from 9 tribes and 11 universities as 2006 Udall Interns.

## 2006 Morris K. Udall Native American Congressional Interns and Placements

### Aaron M. Begay

San Carlos Apache Tribe of Arizona  
✦ Arizona State University/B.A., Political Science and Religious Studies  
✦ Office of Senator John McCain (R-AZ)

### Deborah Ann Begay

Navajo Nation of Arizona  
✦ Arizona State University/J.D., Law  
✦ Council on Environmental Quality

### Melissa M. Boney

Boise Forte Band of Chippewa of Minnesota  
✦ University of Minnesota-Twin Cities/M.P.H., Public Health Administration and Policy  
✦ Office of Congresswoman Betty McCollum (D-MN)

### John W. Fetzer

White Earth Band of Chippewa of Minnesota  
✦ North Dakota State University/B.A., Political Science  
✦ Office of Senator Kent Conrad (D-ND)

### Noel B. Frazier

Shinnecock Indian Nation of New York  
✦ Washington University in St. Louis/M.A., Social Work  
✦ U.S. Department of Education

### Cynthia L. Freeman

Navajo Nation of Arizona  
✦ Bates College/B.A., Interdisciplinary Studies  
✦ Office of Congressman Raúl M. Grijalva (D-AZ)



2006 Udall Interns Karla General and Julian Nava meet Rep. Mark Udall (D-CO) at the welcome reception.

*Photo credit: Rick Reinbard*

*Beyond the amazing enrichment activities with key elected officials, administrative offices, and Native American policy champions, I have met the most influential and creative young minds in Indian Country, my fellow Udall peers. There is much work to be done in Indian Country, and I am proud to have met our future leaders, scholars, and integral key political players to make this happen.*

**Melissa M. Boney, 2006 Udall Intern**



The 2006 Morris K. Udall Native American Congressional Interns.

*Photo credit: Rick Reinbard*

**Karla E. General**

St. Regis Band of Mohawk Indians of New York ✦ Saint Lawrence University/B.A., Government and Sociology ✦ Office of Senator Hillary Rodham Clinton (D-NY)

**Julian A. Nava**

Santo Domingo Pueblo of New Mexico ✦ University of Arizona/M.A., American Indian Studies ✦ Office of Congressman Tom Udall (D-NM)

**Alray N. Nelson**

Navajo Nation of Arizona ✦ Eastern Arizona College/A.A., International Affairs & American Indian Studies ✦ U.S. Department of Defense

**Erik U. Noble**

Echota Cherokee Tribe of Alabama ✦ University of Colorado-Boulder/ Ph.D., Environmental Studies ✦ Office of Congressman Mark Udall (D-CO)

**Olivia R. Roanhorse**

Navajo Nation of Arizona ✦ University of Illinois-Chicago/M.P.H., Health Policy and Administration ✦ U.S. Senate Committee on Indian Affairs

**Eric S. Sheets**

Kickapoo Tribe in Kansas ✦ Washburn University/B.A., Anthropology ✦ Office of Senator Edward M. Kennedy (D-MA)

Interns also worked on a variety of research projects, on topics such as Native health, education, and environmental hazards on tribal lands. Examples of the 2006 research projects included

- “Revitalizing Indigenous Languages & Upholding Sovereignty: The Challenges of Implementing the Native American Languages Act of 1990”: examines the Native American Languages Act of 1990 (NALA) and the challenges faced when implementing NALA in public schools;
- “The Tribal–Federal Government Relationship Under the Superfund”: hazardous, toxic, nuclear, and radioactive waste sites on or near tribal land and their effects on the quality of life of tribal members;



Lynn Scarlett, Terrence Bracy holding “Bear” Begay, 2006 Udall Intern Ann Begay, and Program Manager Monica Nuvamsa.

*Photo credit: Rick Reinbard*



2006 Udall Intern Noel Frazier with family members at the closing reception.

*Photo credit: Rick Reinbard*



2006 Udall Intern Alray Nelson.

*Photo credit: Rick Reinbard*

- “ ‘Meth’ Crisis in Indian Country”: the environmental health and cleanup of meth labs on or near Indian Country and how tribes are dealing with not only the cleanup, but also prevention of future meth labs; and
- “Indian Reserved Water Rights: An Historical Overview and Contemporary Assessment”: the history of Indian water rights and their judicial interpretation as an indicator of the nature of the relationship among federal, state, and tribal governments, with special reference to the Kickapoo Tribe in Kansas.

Numerous enrichment activities, scheduled throughout the summer, added immeasurably to the richness of the interns’ experience. Some of 2006’s enrichment activities were

- “The Udall Family in Congress”: Joint meeting with Congressmen Mark Udall (D-CO) and Tom Udall (D-NM);
- Meeting at the U.S. Department of Education with Acting Assistant Secretary for Postsecondary Education James F. Manning and representatives from the White House Initiative on Tribal Colleges and Universities and the Office of Indian Education;
- Meeting with Congressman Dale E. Kildee (D-MI), cochair of the Congressional Native American Caucus, and Kimberly Teehee, senior adviser to the Congressional Native American Caucus;
- Meetings with the U.S. Indian Health Service;
- Lunch with Terrence L. Bracy, chair of the Morris K. Udall Foundation Board of Trustees;

- Meeting with the Native Nations Institute of the Udall Center for Studies in Public Policy;
- Meeting with Deputy Secretary P. Lynn Scarlett and Jim Cason, acting assistant secretary for Indian Affairs & associate deputy secretary, U.S. Department of the Interior; and

- Meetings at the U.S. Department of Defense with Assistant Secretary of the Army John Paul Woodley Jr., Native American Division Staff, and a tour of the Pentagon.



The 2006 Udall Interns meet with Rep. Dale E. Kildee (D-MI).

*Photo credit: Monica Nuvamsa*



Deputy Secretary of the Interior and Trustee P. Lynn Scarlett speaks to the 2006 Udall Interns at the closing reception while Reps. Mark Udall (D-CO) and Tom Udall (D-NM) look on.

*Photo credit: Rick Reinhard*

**For more information on the Morris K. Udall Foundation Native American Congressional Internship program, visit [www.udall.gov](http://www.udall.gov).**

## PARKS IN FOCUS PROGRAM

In partnership with the Boys & Girls Clubs of Tucson, Parks in Focus (PIF) takes 12 middle school students every summer to explore Arizona's natural wonders, such as the White Mountains, Canyon de Chelly, Cathedral Rock, and Slide Rock State Park. With generous funding from the Bert W. Martin Foundation, participants are given cameras and taught basic photography skills. Following the trip, participants learn the basics of Web design and create their own Web pages with photographs and excerpts from trip journals.

Since the kickoff of the initial program in 1999, Parks in Focus participants have ventured to Arizona's national parks, monuments, forests, and wilderness areas with trained environmental educators, park rangers, and naturalists. Teaching appreciation for the natural environment through the art of photography, Parks in Focus has provided lessons in nature, art, and life to more than 70 underprivileged youth from Southern Arizona.

The Arizona Parks in Focus trip to Sedona and the Grand Canyon took place June 11-15, 2006. Over the past few years, Parks in Focus has achieved a balance of educational programming and play. Participants from the Steve Daru, Frank and Edith Morton, Pascua Yaqui, and Holmes Tuttle Clubhouses learned about various plants and animals and photographed some of Arizona's most spectacular natural features.

Among the most memorable moments of this year's excursion were watching a red-tailed hawk carrying a rodent in its talons just outside Don Hoel's cabins, hiking into the Grand Canyon (to Cedar Ridge), and trying to keep the squirrels at the park from stealing everyone's lunches. Participants also enjoyed seeing the Grand Canyon IMAX show, playing at Slide Rock, fishing in Oak Creek, and seeing the alligator lizard at West Fork. Each day new plants and animals were discovered, and new adventures were had around every bend of each new path.



2006 Parks in Focus: Back Row (l to r): Alex (B & G staff), Mekyla, Diana, Mikey, Otis. Front Row (l to r): Alexis, Juan, Mari (B & G staff).

*Photo credit: Melissa Millage*

## Parks in Focus New Jersey

For the first time since the program's inception, the Udall Foundation has extended the Parks in Focus program outside the state of Arizona with the help of Udall alumni.

Marcos Orozco, a 2003 and 2004 Udall Scholar, and a 2005 Education Programs Intern for the Udall Foundation, served as the naturalist for the 2005 PIF trip to the Grand Canyon and Sedona. Now a middle school science teacher in New Jersey, Marcos brought Parks in Focus to his home state. With Kelly Doyle, a 2005 Udall Scholar, Marcos took eight children from the Boys & Girls Club of Monmouth County, Inc., to Bass River State Park, Wharton State Forest, Pygmy Forest, Jenny Jump State Forest, and Sandy Hook National Recreation Area. While the major goal of the trip was to introduce the middle school students to the natural wonders of New Jersey, the secondary purpose of the trip was to determine the feasibility of extending the Parks in Focus program to other states.

The New Jersey trip offered numerous experiences that participants might not have had otherwise. From snacking on wild blueberries and beach plums during hikes to watching a wild snake digest a bat only a few feet away and seeing more stars than ever before, the participants had unforgettable experiences during their four-day journey to New Jersey's natural areas.





A new friend.

*Photo credit: Otis, 2006 PIF participant*



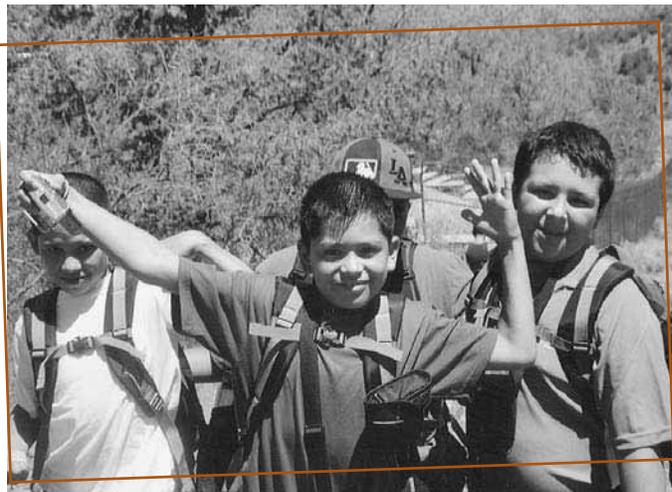
A majestic view of the Grand Canyon.

*Photo credit: Michael, 2006 PIF participant*



Oak Creek Canyon.

*Photo credit: Mekyla, 2006 PIF participant*



Jared, Hezir, and Michael pose at Red Rock State Park.

*Photo credit: Xitalli, 2006 PIF participant*

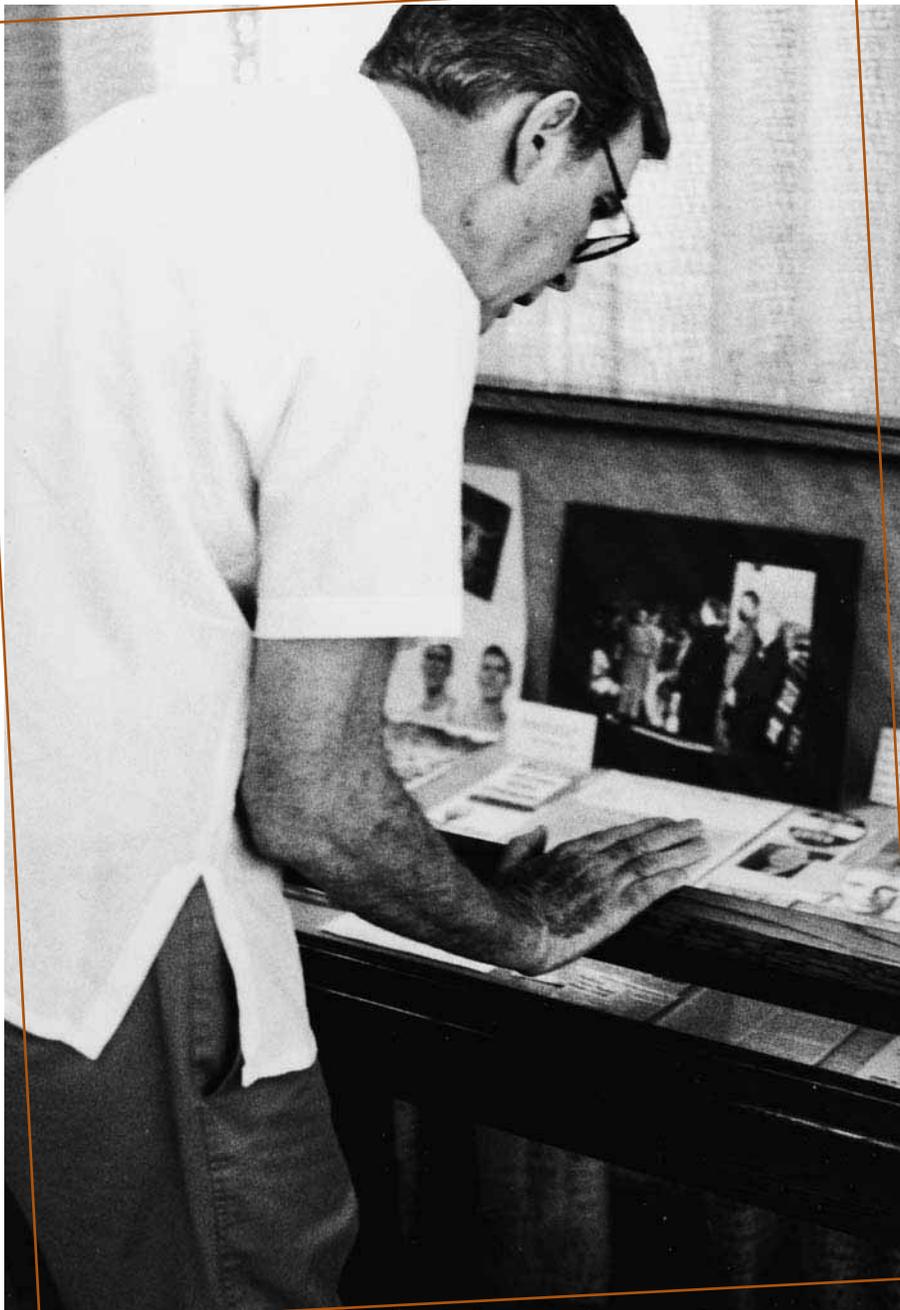


Jared at the Grand Canyon.

*Photo credit: Aime, 2006 PIF participant*

For more information on the Morris K. Udall Foundation Parks in Focus program and to view participant Web pages, visit [www.udall.gov](http://www.udall.gov).

# MORRIS K. UDALL ARCHIVES



Morris K. Udall visiting the University of Arizona's Special Collections Library, Spring 1990.

*Photo credit: Jeff Harrison, University of Arizona, University Communications; The University of Arizona Library, Special Collections, Morris K. Udall Papers, MS 325, Box 739, Folder 12*

The Udall Family Archival Collections are located in the University of Arizona Libraries, Special Collections. The Udall Family papers continue to be in demand and are consulted by local users on a monthly basis.

During FY 2006, the Library undertook the following initiatives to enhance the understanding of the Udall legacy to the American people:

- 1) Awarded two Udall Library Internships to graduate students in the School of Information Resources and Library Sciences;
- 2) Continued traveling "The Udall Brothers: Voices for the Environment" exhibit, which documents the careers and contributions of Morris K. and Stewart L. Udall;
- 3) Identified and interviewed individuals who played a key role in the career and personal life of Morris Udall;
- 4) Administered the Udall Travel Grant program; and
- 5) Continued digitization of archival materials.

The Library welcomed two Udall graduate assistants: Sean Crane and Kristopher Simms. Both are participants in the Knowledge River program, a national program focusing on recruiting and training Hispanic and Native American students for professional careers in caring for cultural heritage resources. Their contributions chiefly included archival work documenting the Udall family and the cultural resources of Arizona.

**For more information on the Morris K. Udall Archives, visit [www.library.arizona.edu/exhibits/udall/](http://www.library.arizona.edu/exhibits/udall/).**



Morris Udall at a political rally in Tucson, Arizona, during his first congressional campaign (1961).

*Photo credit: Anonymous; The University of Arizona Library, Special Collections, Morris K. Udall Papers, MS 325, Box 735, Folder 37*

The traveling exhibit, “The Udall Brothers: Voices for the Environment,” went on exhibition this year at several venues. This included the Arizona Capitol Museum; the University of Arizona Law School; and the town of St. Johns, Arizona, the birthplace of Morris and Stewart Udall. The exhibit demonstrates their key accomplishments in the civic and environmental arenas. The exhibit has one confirmed booking for FY 2007.

The Udall Travel Grant program aims to encourage contemporary scholarship on the Udall brothers. One Udall Travel Grant was awarded this year. Jedediah Rogers utilized the Morris K. Udall Papers for his

research on wilderness advocacy and, specifically, the 1984 wilderness bill campaign in Arizona.

The Morris K. Udall Oral History project continued this year with nine new interviews conducted. In February of 2006, a new Web site was created to showcase the project. The goal was to provide online, searchable access to the audio and text files of the interviews. Sixty-one interviews were digitized in the initial effort. Interested parties can now visit the Web site to read and listen to the actual interviews without ever having to visit the Library. Following transcription and editing, this year’s interviews will be digitized and added to the site.

The Udall Archives continues as an active contributor to the Western Waters Digital Library project. This collaborative project involving several Western universities highlights development of the Central Arizona Project to deliver Colorado River water to Arizona. Original documents from the Udall Archives are selected, scanned, and made accessible over the Internet. In FY 2006, an additional 8,000 items from the Stewart L. Udall Papers were digitized and added.

New material was donated this year to the Stewart L. Udall collection. The material, which documents Stewart Udall’s activities from the previous year, includes correspondence, articles, interviews, and speeches.



# NATIVE NATIONS INSTITUTE FOR LEADERSHIP, MANAGEMENT, AND POLICY



During FY 2006, the Native Nations Institute (NNI) completed or initiated a wide range of activities related to executive education, distance learning, research, and other forms of outreach. Some highlights include

- **Executive Leadership Training.** With the Harvard Project on American Indian Economic Development, NNI presented 13 executive education sessions on nation building to 590 leaders of nearly 90 Indigenous nations in the United States, Canada, and elsewhere.
- **Constitutional Reform.** Through a series of consultations and executive education sessions, NNI played a key role in the process leading to the development of new constitutions for the Osage Nation (Oklahoma) and Crow Tribe (Montana).
- **ArizonaNativeNet.** In partnership with the University of Arizona's Indigenous Peoples Law and Policy Program, NNI launched ArizonaNativeNet ([www.arizonanativenet.com](http://www.arizonanativenet.com)), a new Web site that offers an array of resources on Indigenous governance, law, health, education, and other topics.

- **Strengthening the Capacity for Tribal Governance.** In a joint project with the National Congress of American Indians, NNI is seeking to understand—through a series of meetings with Indian leaders, professionals, and community people—what sorts of resources are needed in Indian Country to strengthen tribal governance.
- **Socioeconomic Changes in Indian Country.** NNI researchers are examining changes in socioeconomic conditions on American Indian reservations between 1990 and 2000, finding some intriguing patterns related to, for example, employment trends on gaming versus nongaming reservations and for female versus male workers.
- **Primer on Issues Facing Border Tribes.** NNI is assembling a primer on issues (legal, administrative, cultural, environmental) facing the more than 40 border tribes in the United States, including information about tribal responses to the problems and resources available to address them.
- **Leadership Development and Philanthropy for Native Arts and Culture.** Building on its leadership training expertise, NNI was engaged by the Ford Foundation to provide research and consultation on the leadership development and philanthropic needs of the Native arts and culture sector.

- **Supporting Asset-Building Programs and Policies in Indian Country.** NNI has been engaged to evaluate the effectiveness of a curriculum designed by the First Nations Development Institute, Oweesta, and the Corporation for Enterprise Development that trains Native leaders and program directors in how to implement matched savings account programs in their communities.

## Selected Publications

- Cornell, S. *Indigenous People, Poverty, and Self-Determination in Australia, New Zealand, Canada, and the United States*. JOPNA 2006-02, 2006.
- Cornell, S. *What Makes First Nations Enterprises Successful? Lessons from the Harvard Project*. JOPNA 2006-01, 2006.
- Jorgensen, M., ed. *Native Nation Building: Strategies for Governance and Development*. Tucson: University of Arizona Press, in press.
- NNI Research Report*. Published two issues (No. 4, February 2006; No. 5, Summer 2006).

For more information on NNI, visit [nni.arizona.edu](http://nni.arizona.edu).

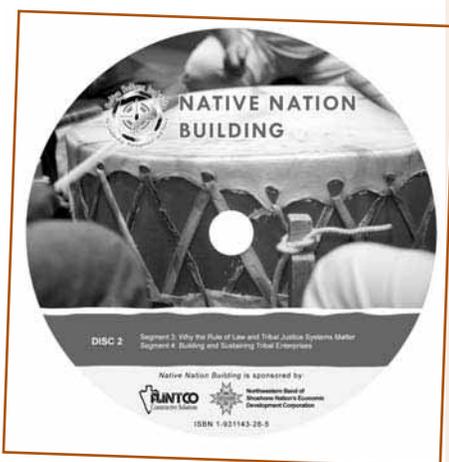
## Native Nations Institute 2001-2006

### Providing five years of service to Indigenous communities

This past year, the Udall Center's Native Nations Institute for Leadership, Management, and Policy (NNI) marked its fifth year of operation.

Cofounded in 2001 by the Morris K. Udall Foundation and the University of Arizona, NNI has served as a resource on self-determination, governance, and development for

### Native Nation Building TV/Radio Series



**Native Nation Building**, NNI's groundbreaking ten-part television and radio program, debuted in January 2006 via broadcasts on tribal radio and public television and radio stations across North America. The series is now available for purchase in CD or DVD format at [nni.arizona.edu/nativev](http://nni.arizona.edu/nativev).

*Photo credit: CD cover design by Manuel Ruiz*

Indigenous nations in the United States, Canada, and elsewhere.

Some of NNI's top achievements include

- Research on tribal law enforcement and community justice programs, asset building, border policy, and intergovernmental resource management, among other topics;
- Some 80 executive education training programs for nearly 2,600 tribal leaders and other participants in the United States, Canada, Australia, and New Zealand;
- Launching and publishing nine monographs in the series *Joint Occasional Papers on Native Affairs* (JOPNA) with the Harvard Project on American Indian Economic Development ([www.jopna.net](http://www.jopna.net));
- Initiating a quarterly, electronic newsletter, *NNI Research Report*, to document relevant research activities and findings;
- Producing the acclaimed ten-part television and radio program *Native Nation Building*;
- Hosting seven sessions of the award-winning Native American Youth Entrepreneur Camp, serving more than 150 high school student participants; and

- Generating \$2.75 million, in addition to Udall Foundation support, through grants, fee-for-service contracts, conferences, workshops, donations, and sponsorships.

A summary document noting these and other NNI accomplishments is available at [nni.arizona.edu](http://nni.arizona.edu).



### NNI's Youth Business Camp Wins National Award



Joan Timeche, assistant director of NNI, displays the 2006 Youth Entrepreneurship of the Year award presented to NNI's Native American Youth Entrepreneur Camp (NAYEC) by the National Center for American Indian Enterprise Development. The annual camps are intended to encourage private sector development in Indian Country by teaching high school youth the basics of economics, computer skills, strategies for success, and business plan preparation.

*Photo credit: Colleen Loomis*

# UDALL CENTER FOR STUDIES IN PUBLIC POLICY



Established in 1987, the Udall Center for Studies in Public Policy sponsors policy-relevant, interdisciplinary research and forums that link scholarship and education with decision making. The Udall Center receives support from the Morris K. Udall Foundation to support programs and activities related to (1) Indigenous nations policy (see section on NNI) and (2) environmental policy and conflict resolution, described here.

During FY 2006, the Udall Center's environmental policy and publications programs completed or initiated a wide range of research and outreach activities, including

- **Verde River Basin Facilitation.** The Udall Center continues to work with watershed groups addressing the complex challenges of water management in the Verde River



Anne Browning-Aiken prepares to facilitate a meeting of the Yavapai County Water Advisory Committee.

*Photo credit: Joanna Dodder, The Daily Courier, Prescott, Arizona*

Basin in central Arizona. The Udall Center has provided facilitation for watershed groups attempting to form a Verde River Basin Partnership and to improve the capacity of existing groups to work together. The work parallels the Udall Center's decade-long efforts in the Upper San Pedro River Basin to assist in the formation of the Upper San Pedro Partnership in Sierra Vista, Arizona.

- **Upper San Pedro Research Bibliography.** For more than a decade, Udall Center researchers Robert Varady, Anne Browning-Aiken, and others have studied the public-policy dimensions of water resources management in the Upper San Pedro River Basin of southern Arizona and northern Sonora. The findings of their research appear in a growing body of published works: journal articles, book chapters, reports, and posters. To document this body of research, the Udall Center has compiled an annotated bibliography of the publications, available as a PDF document on the Udall Center's Web site at [udallcenter.arizona.edu/publications/pdf/san\\_pedro\\_bibliog\\_0605.pdf](http://udallcenter.arizona.edu/publications/pdf/san_pedro_bibliog_0605.pdf).

- **ECOSTART.** ECOSTART is an environmental education program based on the needs of watershed communities and schools. This past year, the Udall Center and several collaborators at the University of Arizona and the Arizona-Sonora Desert Museum worked with teachers at the Pima Vocational High School to

incorporate elements of environmental science and policy into the school curriculum. The ECOSTART team developed and taught six instructional modules about aspects of the Sonoran Desert to vocational high school students interested in preparing for and finding employment in the environmental and water sectors.

- **Collaborative Resource Management Theory and Practice: Lessons from Three Arizona Watershed Organizations.** The Udall Center has been evaluating and comparing watershed organizations in the Santa Cruz, San Pedro, and Verde River Basins. The findings of this research suggest that "success" as determined by different stakeholders in the Basins generally, and water managers and policymakers specifically, is determined both by implementation of on the ground projects and decisions based on sound science and by the development of social and human capital in resource management.
- **The Nexus between Science and Policy.** The Udall Center's work with stakeholders and water managers, particularly the Upper San Pedro Partnership, has become a model for other watersheds attempting to strengthen the links between scientific researchers and watershed policymakers as a means of implementing integrated water resources management. One recent example is the collaboration of the Udall Center and the

## Udall Center Launches Book Imprint

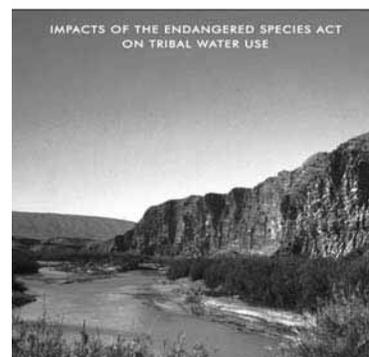
With the recent printing of Lauren Lester's *Protecting the Fish and Eating Them, Too*, the Udall Center inaugurated a new format for its public-policy monographs: books. Under the imprint, *Udall Center Publications*, the books will support the Udall Center's mission of research and outreach related to environmental policy, immigration policy, and Indigenous nations policy. In addition, the Udall Center will publish books in two series: (1) winners of the annual Lillian S. Fisher Prize in Environmental Law and Public Policy

and (2) Udall Center Fellows Monographs. The books will be published as small-format, library-quality paperback editions (ranging in lengths of 50 to 100 pages) and also will be offered as PDF files on the Udall Center's Web site.



Front cover of the book, *Protecting the Fish and Eating Them, Too: Impacts of the Endangered Species Act on Tribal Water Use* by Lauren Lester, published in 2006 by the Udall Center. *Protecting the Fish and Eating Them, Too*, looks at the disproportionate burden that tribes must bear, compared to other water consumers in the West, to set aside

### *Protecting the Fish and Eating Them, Too*



portions of their water allocations for endangered species protection.

*Photo credit: Cover design by Colleen Loomis; cover image courtesy of U.S. Geological Survey*

University of Arizona's NSF-funded Center for Sustainability of semi-Arid Hydrology and Riparian Areas program in creating and using a computer decision support system to create alternate management scenarios for the Upper San Pedro River Basin based on hydrologic, climatic, economic, and social factors.

○ **Local Area Drought Impact Groups.** The Udall Center has been working with the University of Arizona's NOAA-supported Climate Assessment for the Southwest program to evaluate the creation and implementation of Arizona Local Area Drought Impact Groups to improve the region's ability to respond appropriately and sufficiently to climatic events and climate change. Cochise and Santa Cruz Counties, the first to follow the Arizona governor's mandate for drought management, have the first groups to be studied.

○ **Environmental Security.** The Udall Center contributed to a report of the Good Neighbor Environmental Board, to appear in March 2007, titled "Environmental Protection and Border Security" that complements a letter issued by the Board. The letter on "Border Fence and Infrastructure Projects" was sent to the President, the Council on Environmental Quality,

and members of Congress in October 2006. The two items analyze and review the environmental ramifications of a key issue on the domestic policy scene: homeland security. The report offers recommendations for maximizing environmental sensitivity while assuring security.



Teachers at the Pima Vocational High School incorporate elements of environmental science and policy into the school curriculum during an ECOSTART training session. (l to r) Ray Paulus, Gloria Proo (director), Roger Hage, and Herman Warrior.

*Photo credit: Anne Browning-Aiken*

**For more information on the Udall Center for Studies in Public Policy, visit [udallcenter.arizona.edu](http://udallcenter.arizona.edu).**

# U.S. INSTITUTE FOR ENVIRONMENTAL CONFLICT RESOLUTION



During 2006, its eighth year of operation, the U.S. Institute for Environmental Conflict Resolution provided case support services for more than 50 environmental conflicts. This support ranged from early diagnostic and convening services to in-depth case management and included facilitating rulemaking processes, mediating disputes, and managing public involvement planning processes.

The U.S. Institute's mission is to help resolve environmental conflicts involving the U.S. government by providing impartial, third-party mediation, facilitation, assessment, and consultation services.

The list of federal agencies that have sought the U.S. Institute's services continues to grow and includes most Cabinet level departments and independent agencies with environmental and land use responsibilities.

Much of the U.S. Institute's work is in the following sectors:

- Protected Areas and Resources;
- Public Lands and Natural Resources Management;
- Energy, Transportation, and Environmental Quality;
- Litigation and Administrative Proceedings;
- Native American and Alaska Native Environmental Program;

- Program Evaluation System; and
- ECR Practitioner Community.

## Highlights from FY 2006

### Strengthening Partnerships

Two initiatives strengthened partnerships between the Udall Foundation's education programs and the U.S. Institute for Environmental Conflict Resolution this year. First, the U.S. Institute launched a summer internship program to provide hands-on work experience in environmental conflict resolution (ECR) to former Udall Scholars. Tristan Nuñez (2003 & 2004 scholar) and Jennifer Johnson (2003 scholar) were the U.S. Institute's first interns. They spent ten weeks in 2006 at the U.S. Institute conducting research projects, writing project summaries, and gaining experience with conflict resolution.

Second, the U.S. Institute partnered with the Native Nations Institute in a project undertaken for the Bureau of Land Management (BLM). The project identifies strategies likely to maximize constructive communication and conflict resolution between the BLM and Native nations. This project builds on the U.S. Institute's expertise and growing involvement in Native American government-to-U.S. government communications.

## U.S. Institute Case Services

The U.S. Institute worked on a broad range of projects at the local, state, regional, and national level this year, including the following:

### Military Community Compatibility Committee

The U.S. Institute managed a community discussion on reducing aircraft noise impacts to Tucson's residential neighborhoods while maintaining the long-term viability of Davis-Monthan Air Force Base (DMAFB). The Military Community Compatibility Committee (MC3) included representatives of neighborhoods, businesses, the University of Arizona, area school districts, the City of Tucson, Pima County, and the Office of the Governor. Advisory members included DMAFB legal and engineering staff as well as staff from the offices of Senators Jon Kyl and John McCain and Representatives Raúl M. Grijalva and Jim Kolbe.

MC3 reached full consensus on 24 recommendations concerning DMAFB operations, local land use regulations, and communications. In September 2006, these recommendations were forwarded to state and local officials, the Air Force, and regional planning and economic development associations.

Perhaps as important as the recommendations, the MC3 process will result in the creation of an ongoing Military Community Relations Committee as a permanent forum for dialogue, information sharing, and problem solving. DMAFB,

neighborhood, business and other interests in and around the base, and local government will take part in this committee.

### Successful Completion of a Three-Year Collaborative Bridge Process

Five years ago, the U.S. Institute was asked to intervene in a decades-old dispute involving an historic lift bridge across the St. Croix River, which separates Minnesota and Wisconsin. Government and private organizations, concerned about preserving the historic lift bridge and the Wild & Scenic St. Croix River, opposed proposals for a new bridge intended to solve transportation problems.

The U.S. Institute and contracted mediators facilitated negotiations by 27 stakeholder representatives for a

period of three years. In July of 2006, the group reached general consensus (with only one participant not in agreement) on building a distinctive new bridge and retaining the lift bridge as a recreational facility for pedestrians and bicyclists. The agreement also included a full package of impact mitigation measures. The collaborative stakeholder process improved communication and strengthened relationships, and many participants gained new respect for former opponents. In the words of one participant,

*“When we came into it, things had ground to a halt. It was a matter of trying to get people back together, who had personal biases or positions that had been drilled in, to reestablish that whole discussion program and see how we can move forward on it.”*

### Greater Sage Grouse Conservation and Management Planning

Beginning in 1999, groups petitioned for protection of the Greater Sage Grouse under the Endangered Species Act. These petitions prompted all states with sage grouse populations to begin conservation planning at the local and state level. Beginning in November 2005, the U.S. Institute worked with the Western Association of Fish and Wildlife Agencies to help coordinate these local and state conservation strategies. Over the course of five months, 35 stakeholders from 11 states and 3 Canadian provinces developed range-wide action strategies for the conservation of Greater Sage Grouse and sagebrush habitat. The forum’s final report is a resource for local, state, and federal agency conservation planning efforts.

### Capacity Building

#### Programs, Workshops, Trainings, and Models

The U.S. Institute dedicated significant staff resources this year to assist federal agencies and other stakeholders in building their capacity to manage or resolve environmental conflicts. This work involved

1. *Designing dispute management or conflict resolution models* to more effectively deal with environmental challenges or conflicts;
2. *Conducting program assessments* to identify causes and strategies for dealing with unproductive relations and conflicts; and
3. *Providing training to increase the capacity* for collaborative problem solving and conflict resolution.



Historic Lift Bridge at Stillwater, MN.

Photo credit: Minnesota Historical Society, Photograph Collection ca. 1935



Greater Sage Grouse.

Photo credit: © 2003 Carol Davis

Through conflict resolution trainings, workshops, and informational services around the country, the U.S. Institute staff engaged more than 500 individuals representing federal, state, local, and tribal governments; NGOs; environmental and community groups; science and technical resources; and dispute resolution professionals during FY 2006.

The U.S. Institute also began developing a more formal training program aimed at building capacity in use of ECR among federal agency staff and others. A new training coordinator will help assess training needs and assist in developing, marketing, implementing, and refining ECR training activities.

### **U.S. Air Force—Multiparty Negotiation & Conflict Management Workshops**

The U.S. Air Force General Counsel's Office for Dispute Resolution asked the U.S. Institute to develop a structure for multiparty negotiation and conflict management training. The goal was to gain from the experience and research of experts on the topic of ECR. The Air Force wanted training

on multiparty negotiation and conflict management skills to help in situations where interagency and intergovernmental cooperation are essential. The U.S. Institute translated 30 years of experience in the field of environmental conflict resolution to help the Air Force meet its goals: *“to use alternative dispute resolution in environmental and land-use disputes more often and more systematically”* and *“to streamline dispute resolution processes, reduce dispute resolution cycle times, and avoid unnecessary dispute resolution costs.”* Three multiparty negotiation and conflict management trainings were delivered in FY 2006 at the Air War College at Maxwell Air Force Base in Montgomery, Alabama, and the National Defense University in Washington, DC. They are now part of a continuing series of workshops. Participant evaluations for the workshops were extremely positive. As one participant noted,

*“Negotiations and conflict management skills are used during everyday operations. Senior leaders will require these skills in joint and coalition environments in the future.”*

## **Leadership Initiatives**

### **Recommendations and Policies**

#### **Implementing the OMB-CEQ ECR Policy**

In August 2003, Council on Environmental Quality (CEQ) Chairman and Udall Foundation Trustee James L. Connaughton asked the U.S. Institute to develop basic ECR principles and recommend guidance on ECR in collaboration with senior

staff of key federal agencies. The U.S. Institute, the Departments of Agriculture, Army, Commerce, Defense, Energy, Homeland Security, Interior, Justice, Navy, Transportation, the Office of Management and Budget (OMB), the Environmental Protection Agency, the Federal Energy Regulatory Commission, and CEQ developed these basic principles and draft guidance.

In November 2005, Joshua Bolten, then director of OMB, and Chairman Connaughton jointly issued a policy memorandum on environmental conflict resolution and collaborative problem solving. This policy statement directs agencies to increase the effective use of ECR and their institutional capacity for collaborative problem solving and includes a definition of ECR. The “Basic Principles for Agency Engagement in Environmental Conflict Resolution and Collaborative Problem Solving” developed by the interagency group were included. It describes mechanisms and strategies for increasing the use of ECR. The memorandum requires departments and agencies to report to OMB and CEQ annually on progress made. It also requires periodic leadership meetings and quarterly interdepartmental forums to be facilitated by the U.S. Institute.

To implement the memorandum, 14 federal departments and 8 independent agencies and commissions designated ECR points of contact at the deputy assistant secretary level. These individuals are responsible for meeting the requirements of the memo.

In FY 2006, U.S. Institute Director Kirk Emerson worked with numerous departmental and agency staff to encourage implementation of the ECR policy. The U.S. Institute convened two quarterly forums for the designated ECR points of contact, set up an ECR Policy Web site, and facilitated monthly discussion group meetings for senior agency staff on measuring ECR performance.

**Implementing NECRAC Recommendations**

One of the three primary objectives of the April 2005 Report from the National ECR Advisory Committee (NECRAC) was to “advance federal agency use of collaboration and environmental conflict resolution.” The U.S. Institute focused on this objective in FY 2006 by co-leading an interagency work group commissioned by CEQ. This work group drafted a *Handbook on NEPA and Collaboration*. The handbook provides concrete advice and guidance on how to integrate collaborative problem solving into the NEPA review process. It draws on many examples of collaboration and environmental conflict resolution from

the work of the U.S. Institute and other agencies. After public review, the handbook is expected to be issued by CEQ in 2007.

**Referral Services**

**Directories of Practitioners**

The U.S. Institute provides referral services to individuals and groups looking for qualified mediators and consensus builders. During the fiscal year, more than 200 users sought referral assistance from the U.S. Institute, most of whom used the online Roster of Environmental Conflict Resolution Practitioners. In the words of one online user,

*“The Roster system enables agency staff to benefit from the years of experience ECR staff have in dealing with mediation and conflict resolution situations. The Roster puts all this information at my fingertips in an easily accessible format that is very useful. It is an excellent resource.”*

The U.S. Institute has two directories of practitioners: the Roster of

Environmental Conflict Resolution Practitioners and the Native Dispute Resolution Network. Practitioner membership in either of these resources requires expertise in environmental and public lands issues.

**Roster of Environmental Conflict Resolution Practitioners:**

This is an online, searchable database of more than 250 environmental mediators and facilitators who are located throughout the country. The U.S. Institute provides assistance to searchers and also conducts customized searches.

**Native Dispute Resolution Network:**

This network is designed to assist in locating practitioners with the experience necessary to build consensus among diverse stakeholders in environmental and cultural matters involving Native American, Alaska Native, or Native Hawaiian interests and to provide opportunities for Native practitioners to build ECR skills.



**For more information on the U.S. Institute for Environmental Conflict Resolution, visit [www.ecr.gov](http://www.ecr.gov).**



**Joan Calcagno**  
Senior Program Manager,  
ECR Practitioner  
Community

**Michael Eng**  
Senior Program Manager,  
Protected Areas and  
Resources

**Larry Fisher**  
Senior Program Manager,  
Public Lands and Natural  
Resources Management

**Sarah Palmer**  
Senior Program Manager,  
Native American and  
Alaska Native  
Environmental Program

**Cherie Shanteau**  
Senior Mediator/Senior  
Program Manager,  
Litigation and  
Administrative Proceedings

*First five photos by Right Eye Photography by George Howard*

**Jerry Carter**  
Senior IT Manager

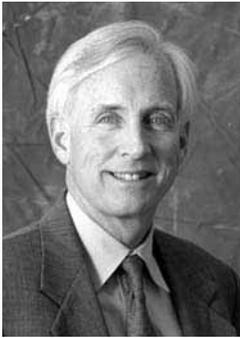
**Dale Keyes**  
Senior Program Manager,  
Energy, Transportation, and  
Environmental Quality

**Patricia Orr**  
Evaluation Program  
Manager

*Last three photos by Tom Spitz*

# THE MORRIS K. UDALL FOUNDATION

## BOARD OF TRUSTEES



**Terrence L. Bracy, Chair**  
Chief Executive Officer  
Bracy Tucker Brown & Valanzano



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Senior Litigation Counsel/Tribal Liaison  
U.S. Attorney's Office



**James F. Manning**  
Acting Assistant Secretary for Postsecondary Education  
U.S. Department of Education



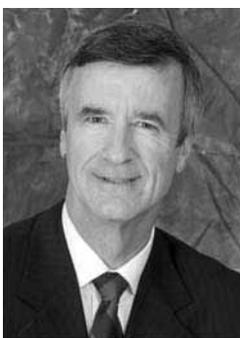
**Dr. Stephen M. Prescott**  
President  
Oklahoma Medical Research Foundation



**D. Michael Rappoport, Chair, Management Committee**  
Associate General Manager  
Salt River Project (SRP)

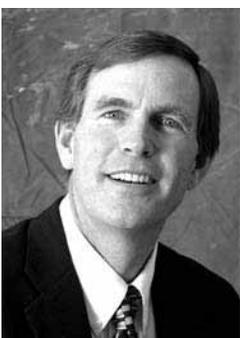


**P. Lynn Scarlett**  
Deputy Secretary  
U.S. Department of the Interior

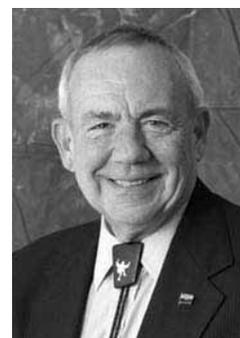


**Dr. Robert N. Shelton**  
President  
University of Arizona

*Photo credit: Margaret Hartsborn*



**Bradley Udall**  
Director  
CU-NOAA Western Water Assessment  
University of Colorado



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Arizona Department of Water Resources



**Dr. Peter W. Likins, Trustee Emeritus**  
Former President  
University of Arizona

# FOUNDATION STAFF

## Senior Administration



**Christopher L. Helms**  
Executive Director



**Ellen Wheeler**  
Chief Operating Officer and General Counsel



**Kirk Emerson**  
Director, U.S. Institute for Environmental Conflict Resolution (USIECR)



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



**Philip Lemanski**  
Chief Financial Officer and Director of Education Programs

## Education Programs



**Jane Curlin**  
Senior Program Manager



**Colin Ben**  
Program Manager



**Melissa Millage**  
Program Manager

*(Photos of Curlin and Millage are by Tom Spitz)*

## Staff



Front Row (l to r):

**Bret Muter**, Program Assistant, Education Programs; **Kimberly Caringer**, Administrative Assistant, USIECR; **Elizabeth Monroe**, Executive Assistant; **Theresa Fernandez**, Receptionist & Financial Assistant; **Peggy Mullaney**, Education Programs Assistant; **Katherine McPherson**, Coordinator, Financial Services

Back Row (l to r):

**Patricia Lewis**, Program Associate, USIECR; **Olivia Montes**, Administrative Assistant, USIECR; **Claudia Anderson**, Legal Assistant; **Jorge Caballero**, IT Assistant; **Gail Brooks**, Program Associate, USIECR; **Kerry Rini**, Executive Assistant, USIECR; **Jennifer Johnson**, Program Assistant, USIECR; **Kathleen Docherty**, Roster Program Associate, USIECR

*Photo credit: Tom Spitz*

Not pictured:

**Christina Urbina Gargus**, Special Projects Coordinator, USIECR

# THE MORRIS K. UDALL FOUNDATION

## Trust Fund Education Programs Financial Report

Since the Trust Fund was first funded in October 1994, a total of \$35.6 million has been appropriated through FY 2006, of which \$3.25 million has been transferred to the Native Nations Institute. \$2 million was appropriated in FY 2006 (October 1, 2005, through September 30, 2006).

The current corpus balance of \$33.4 million is due in part to reinvestment of a portion of earnings in prior years. The Morris K. Udall Scholarship and Excellence in National Environmental and Native American Public Policy Act (P.L. 102-259) provides, among other things, that Trust funds be invested in public debt securities with maturities suitable for the needs of the Udall Foundation. Accordingly, the Udall Foundation realized a revenue stream in the amount of \$1.57 million in FY 2006.

The following expenditures were made in FY 2006:

|   |    |                                  |
|---|----|----------------------------------|
| Scholarship Program                                       | \$ | 638,693                          |
| Foundation Administration                                 |    | 229,424                          |
| Udall Center for Studies<br>in Public Policy <sup>①</sup> |    | 300,836                          |
| Program Support   |    | 294,880                          |
| Fellowships   |    | 48,000                           |
| Parks in Focus  |    | 24,828                           |
| <b>TOTAL EXPENSES</b>                                     |    | <b><u><u>\$1,536,661</u></u></b> |

The Udall Foundation board is pleased to project a corpus in the amount of \$34.65 million that is expected to generate an estimated revenue stream of \$1.68 million for fiscal year 2007<sup>②</sup>.

<sup>①</sup> P.L. 102-259 authorizes financial support to the Udall Center for Studies in Public Policy, University of Arizona. (Includes annual conference.)

<sup>②</sup> The Udall Foundation is grateful to D. Michael Rappoport, chair, Management Committee, for his oversight of the annual budget.



## U.S. Institute for Environmental Conflict Resolution Financial Report

The U.S. Institute for Environmental Conflict Resolution began operation in October 1998. Through FY 2006, approximately \$13.9 million has been appropriated. The U.S. Institute received appropriations of \$1.9 million in FY 2006 (October 1, 2005, through September 30, 2006). The Environmental Policy and Conflict Resolution Act of 1998 (P.L. 105-156) provides that the U.S. Institute may collect and retain fees and that any funds that are not required to meet current withdrawals be invested in interest-bearing obligations of the United States. Accordingly, the U.S. Institute realized earned revenue of \$2.4 million and interest of \$48,347 in FY 2006.

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

Editing: Elizabeth E. Monroe, Morris K. Udall Foundation

 Printed on recycled paper

## Environmental Conflict Report

The following expenditures were made in FY 2006:

### Revenues

|                              |              |
|------------------------------|--------------|
| Earned Revenue               | \$ 2,405,284 |
| Operating                    |              |
| Appropriation <sup>(1)</sup> | 1,881,000    |
| Capitalization Fund          | 0            |
| Interest Income              | 48,347       |

**TOTAL REVENUES** \$4,334,631

### Expenses

#### Personnel

|                 |              |
|-----------------|--------------|
| Salaries        | \$ 1,483,236 |
| Fringe Benefits | 444,120      |

Total Personnel 1,927,356

#### Other Operating

|                                 |           |
|---------------------------------|-----------|
| Computers & Equipment           | 67,732    |
| Conferences & Meetings          | 8,494     |
| External Service Providers      | 1,659,457 |
| Furniture                       | 7,743     |
| Postage, Printing, Publications | 16,329    |
| Rent & Facilities               | 253,503   |
| Development & Training          | 19,872    |
| Supplies                        | 21,491    |
| Telephones                      | 32,053    |
| Travel                          | 296,760   |
| Miscellaneous                   | 16,297    |

Total Other Operating 2,399,731

**TOTAL EXPENSES** \$4,327,087

<sup>(1)</sup>Appropriation of \$1.9 million less rescission of \$19,000.



## Combining Balance Sheet

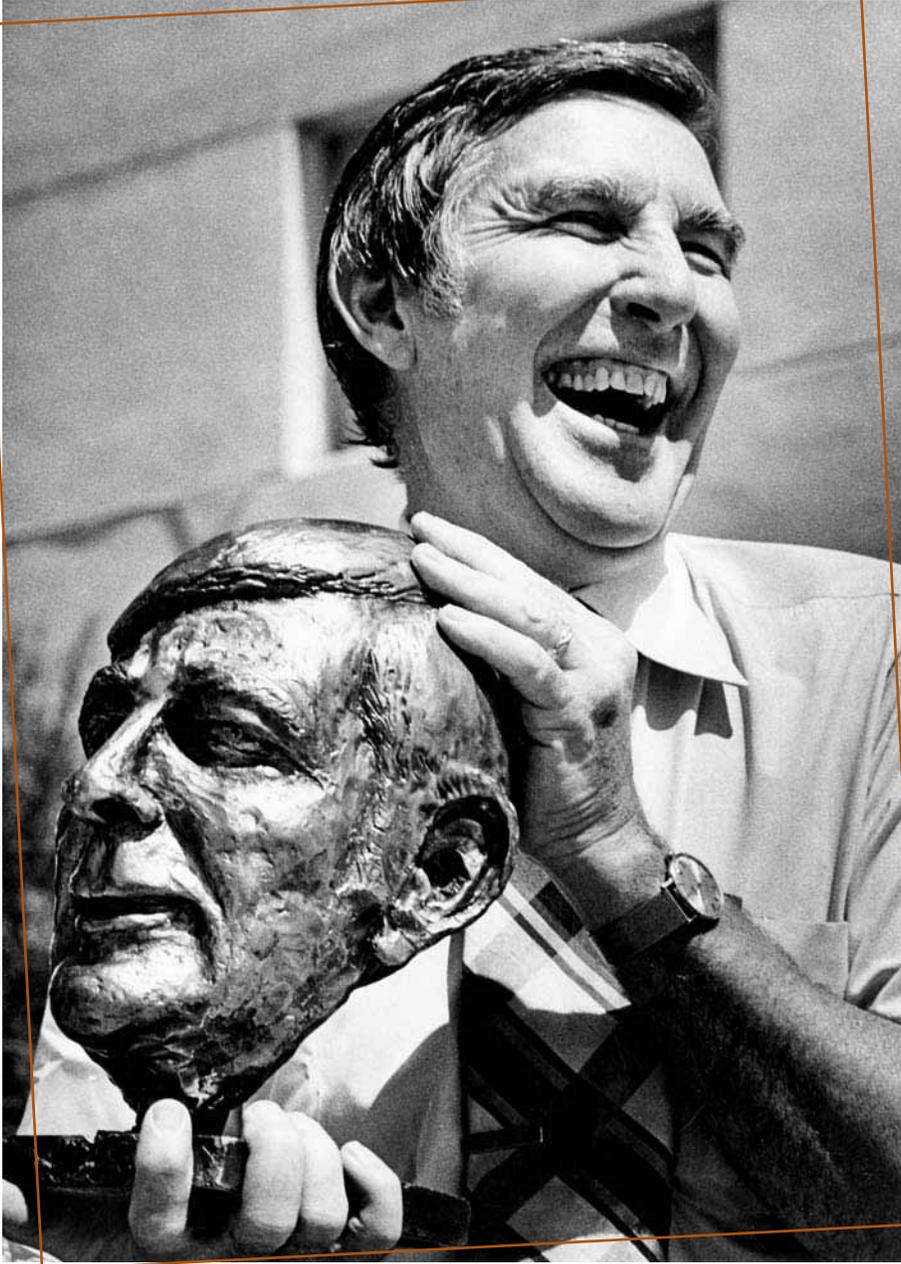
September 30, 2006

|   | Trust               | Institute          | Total               |
|---|---------------------|--------------------|---------------------|
| <b>ASSETS</b>                             |                     |                    |                     |
| Intra-governmental:                       |                     |                    |                     |
| Fund balance with Treasury                | \$ 1,624,005        | \$ 1,714,599       | \$ 3,338,604        |
| Investments                               | 32,265,603          | –                  | 32,265,603          |
| Interest receivable                       | 291,299             | –                  | 291,299             |
| Accounts receivable                       | –                   | 279,628            | 279,628             |
| Total intra-governmental                  | 34,180,907          | 1,994,227          | 36,175,134          |
| Grants receivable                         | 10,000              | –                  | 10,000              |
| Accounts receivable                       | 767                 | 32,902             | 33,669              |
| Other                                     | –                   | 400                | 400                 |
| General property and equipment, net       | 1,453               | 53,997             | 55,450              |
| <b>TOTAL ASSETS</b>                       | <b>\$34,193,127</b> | <b>\$2,081,526</b> | <b>\$36,274,653</b> |
| <b>LIABILITIES</b>                        |                     |                    |                     |
| Accounts payable                          | \$ 98,910           | \$ 278,178         | \$ 377,088          |
| Accrued payroll and benefits              | 20,462              | 75,635             | 96,097              |
| Accrued annual leave                      | 26,792              | 93,277             | 120,069             |
| Other                                     | 77,845              | –                  | 77,845              |
| Total liabilities                         | 224,009             | 447,090            | 671,099             |
| <b>NET POSITION</b>                       |                     |                    |                     |
| Unexpended appropriations                 | 33,768,139          | 2,022,606          | 35,790,745          |
| Cumulative results of operations          | 200,979             | (388,170)          | (187,191)           |
| Total net position                        | 33,969,118          | 1,634,436          | 35,603,554          |
| <b>TOTAL LIABILITIES AND NET POSITION</b> | <b>\$34,193,127</b> | <b>\$2,081,526</b> | <b>\$36,274,653</b> |

These financial statements should be read only in connection with the accompanying summary of significant accounting policies and notes to financial statements. Please see [www.udall.gov](http://www.udall.gov) for the Udall Foundation's FY 2006 audit.



## A BRIEF PERSONAL HISTORY



*Photo credit: Arizona Daily Star, Tucson, Arizona; The University of Arizona Library, Special Collections, Morris K. Udall Papers, MS 325, Box 736, Folder 2*

Morris K. Udall was born in St. Johns, Arizona, on June 15, 1922, to a Mormon family with six children. At age seven, he lost his right eye in an accident, but this loss did not stop him from becoming cocaptain of his high school basketball team, quarterback for the football team, trumpet player

in the school band, and student body president. After graduation, he entered the University of Arizona. His college career was interrupted from 1942 to 1945 when he served in the U.S. Army Air Corps in the Pacific, entering as a private and honorably discharged as captain.

In 1946, Morris Udall returned to the University of Arizona and earned a law degree. He obtained a pilot's license, played professional basketball for the National Basketball League's (NBL) Denver Nuggets and, after scoring highest on the state bar exam, was admitted to the Arizona Bar and began practicing law with his brother Stewart.

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

Petitioned by many of his colleagues in the House of Representatives, Morris Udall campaigned for the 1976 Democratic presidential nomination. He finished second to Jimmy Carter, who was elected president. In 1977, Morris Udall was named chairman of the House Committee on Interior and Insular Affairs (now the Committee on Resources), serving until 1991.

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

Morris Udall was one of the most creative and productive members of Congress in the latter part of the twentieth century. Chief among his accomplishments was the Alaska Lands Act of 1980, which doubled the size of the national park system and tripled the size of the national wilderness system.

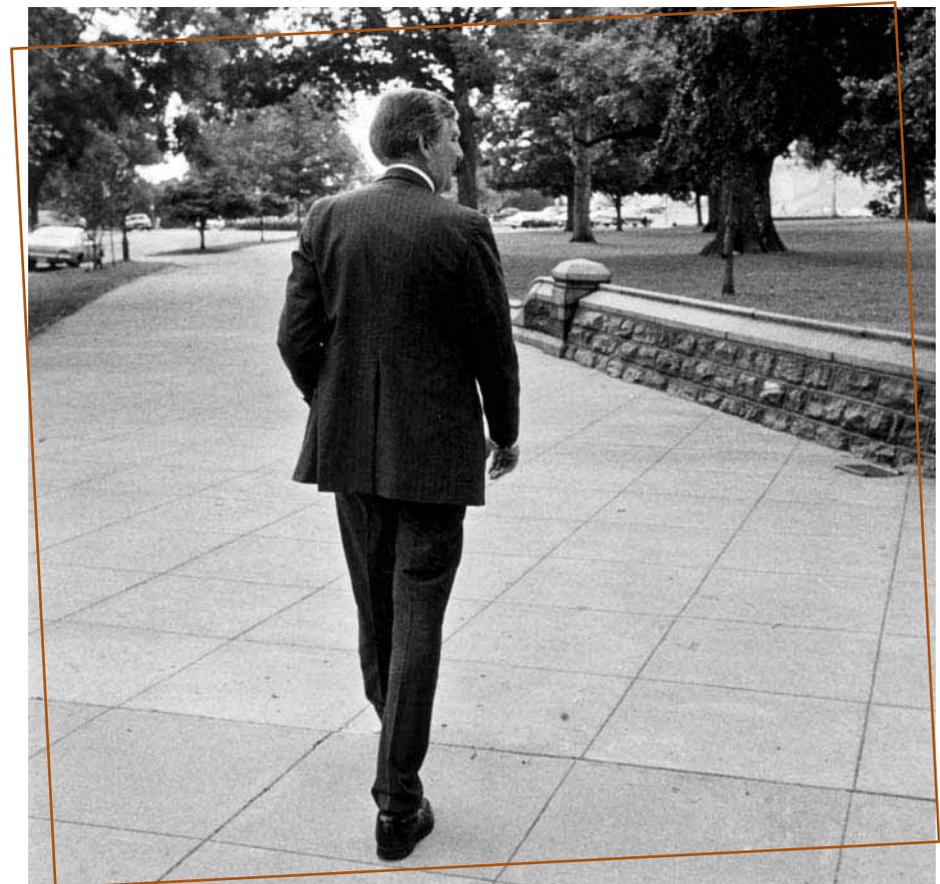
Other significant legislation includes The Central Arizona Project, Postal Reform Act, Bill to Reform Congressional Franking Privileges, Strip Mining Reclamation Act, Indian Child Welfare Act, Civil Service Reforms, Archaeological Research Protection Act, Southern Arizona Water Rights Settlement Act, Nuclear Waste Management Policy Act, Arizona Wilderness Act, Amendment to the Price-Anderson provision of the Atomic Energy Act, Indian Gaming Act, Arizona Desert Wilderness Act, and Tongass Timber Reform Act.

Serving in the House of Representatives for three decades, Morris Udall's concern for Native Americans and love of the environment resulted in numerous pieces of legislation moving through Congress. He also authored important legislation on campaign reform and congressional ethics and was the first major Democrat to oppose President Johnson on the Vietnam War.

Morris Udall's sense of humor, civility, and strong bipartisan spirit led him to distinguish between political opponents and enemies. One of Morris Udall's close longtime friends was the rock of Republican conservatism, Arizona Senator Barry Goldwater. The Morris K. Udall Foundation and its U.S. Institute for Environmental Conflict Resolution strive to continue Morris Udall's legacy of civility, integrity, and consensus in American public policy.



*Photo credit: Anonymous; The University of Arizona Library, Special Collections, Morris K. Udall Papers, MS 325, Box 735, Folder 23*



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



**Morris K. Udall Foundation**

CIVILITY, INTEGRITY, CONSENSUS

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