MINUTES OF THE JUNE 2, 2026
MEETING OF THE BOARD OF TRUSTEES OF
THE MORRIS K. UDALL AND STEWART L. UDALL FOUNDATION

The Board of Trustees (Board) of the Morris K. Udall and Stewart L. Udall Foundation (Udall Foundation) met in-person in Washington, D.C., at the Carr Workplaces Office as well as via videoconference and/or teleconference on June 2, 2026. The attendee list is included as Appendix 1 to these minutes. Trustee Rion J. Ramirez served as the proxy for this meeting. Trustee D. Michael Rappoport provided a signed proxy since he was unable to attend the meeting. Trustee Heather Cahoon provided a signed proxy in case of technical difficulties during the time of a vote; Trustee Tess Udall did not provide a signed proxy in case of technical difficulties during the time of a vote. Trustee Douglas J. Burgum did not attend the meeting and did not provide a signed proxy; he is not counted in the voting results per the Board's Operating Procedures. The Chair called the Board of Trustees Meeting to order at 10:06 a.m. (EDT). Communications Program Manager Elizabeth Monroe recorded the minutes.

Call to Order and Chair's Remarks

The Chair called the meeting to order, requested a roll-call attendance vote, and a quorum of voting Trustees was met. The Chair welcomed the in-person and online attendees to the meeting and noted that the Board would not be able to take public comments during this meeting due to the limited time available. The Chair expressed appreciation to the Trustees for their commitment to travel to attend this in-person meeting and to the Udall Foundation team for their work to make that happen.

Trustees' Remarks

The Chair offered Trustees the opportunity to provide remarks; there were no remarks.

Executive Director's Remarks

The Chair called on Executive Director David Brown to provide his remarks. Brown offered Trustee Mary Christina Riley the opportunity to remind everyone of her background and current position since this was her first in-person meeting with the Board. Brown welcomed the meeting attendees and

called on Native Nations Institute for Leadership, Management, and Policy (NNI) Director David Beeksma to introduce himself. Brown and Chief Operating Officer Sara Moeller discussed logistics related to this meeting and the Native American Congressional Internship Program's breakfast reception the next morning. Brown called on Udall Foundation General Counsel Gwendolyn Franks to provide information related to the Board Officer and Executive Committee elections at the fall 2026 Board of Trustees Meeting. Franks reminded Trustees about the term limitations for Board Officers and Executive Committee members in the Udall Foundation Board of Trustees Operating Procedures and reviewed whose terms are ending in April 2027. There may be a heavier lift in the next three years for Board Officers and the Executive Committee because of potential reauthorization activities related to the Udall Foundation's enabling legislation, which expires at the end of fiscal year 2029. Franks shared that Executive Committee meetings take place approximately quarterly, and there may be trips to Washington, D.C., for outreach and reauthorization conversations. The Chair generally testifies before at least one committee of Congress regarding the agency's reauthorization, so there may be a trip to Washington, D.C., as well as preparations related to that testimony. Brown announced to the Trustees that Chief Financial Officer Myles Sharp would be leaving the Udall Foundation and remarked that there was a good transition plan in place.

Consent Agenda Approval

The Chair introduced the Consent Agenda. On a motion moved and seconded, the Chair called for discussion. No discussion was requested, and the Board approved the Consent Agenda items including the Minutes of the December 16, 2025, Board of Trustees Meeting by a vote of 9 For, 0 Against, and 0 Abstain.

Proposed Executive Session

The Chair recommended that the Board go into Executive Session at the conclusion of the public session of the Board of Trustees Meeting solely to discuss internal personnel rules and practices of the

agency, noting that at least a portion of that discussion was likely to disclose information of a personal nature where disclosure would constitute a clearly unwarranted invasion of personal privacy. On a motion moved and seconded, the Chair called for discussion. No discussion was requested, so the Chair asked for the roll-call vote. (No proxies could be used for this vote pursuant to The Government in the Sunshine Act, 5 U.S.C. §552b.) All eight voting Trustees in attendance voted to go into Executive Session at the conclusion of the public session.

University of Arizona Partner Program Updates

The Chair called on Udall Center for Studies in Public Policy (Udall Center) Director Andrea Gerlak and Katheryne B. Willock Director of Special Collections Verónica Reyes-Escudero to provide updates on the University of Arizona (U of A) partner program activities. Gerlak's presentation topics included the Udall Center's review and analysis of the John S. McCain III National Center for Environmental Conflict Resolution's (National Center) environmental collaboration and conflict resolution (ECCR) project evaluation data from 2014-2024; the Udall Center's Mo's Policy Scholar's Program; the Udall Center Fellows Program; the "Characterizing PFAS in Arizona: A Science-Policy-Community Workshop" in September 2026 in partnership with Northern Arizona University and Arizona State University; and NNI's 25th anniversary. Udall Center staff involved in the ECCR project evaluation review looked at data from questionnaires participants filled out at the end of National Center assessments, facilitated meetings, and consensus-building processes about the benefits and lessons learned. The data were overwhelmingly positive regarding the National Center's ECCR services; people talked about how they reached common ground, how it led to agreement, and how it guided future work. As part of their analysis, the Udall Center also reviewed what are considered best practices for collecting evaluation data and suggested modest changes to how the National Center evaluates the ECCR services they provide. The Udall Center is now moving into analysis of ECCR cases reported by Federal agencies from 2010-2026 to see what the benefits and challenges are, the value of the work, and what kind of impact it is

having on the ground. Brown shared that feedback from Congress asking to see continued, current evidence of the positive impact of the National Center was one of the impetuses for this work. National Center Director Stephanie Kavanaugh expressed appreciation for the expertise and additional capacity the Udall Center brought to the project evaluation review. Kavanaugh is excited to have their analysis and looks forward to sharing the final results with the Board in the future. Gerlak continued her remarks by noting that every fall, 12 U of A juniors and seniors are chosen by the Udall Center as Mo's Policy Scholars and are placed into a cohort to work with Udall Center faculty researchers on environmental policy research or Indigenous governance research. They also learn about the Udall family. Gerlak shared that this program is a profound experience for the undergraduates that can change the direction of their field of study or the future degree they are seeking. Gerlak then noted that the Udall Center Fellows Program is more than 30 years old. It buys out teaching time for U of A faculty, who are eligible from anywhere across the campus, for a semester to research a public policy issue on any topic; the focus of the work does not have to be on Indigenous governance or environmental policy, but it must be connected to public policy in some way. Brown and Gerlak briefly shared about the opportunity for additional funding this year for the Udall Center Fellows Program, outside of the Udall Center's Work Plan, for U of A Law Professor Rebecca Tsosie's project researching comanagement in the Four Corners region by Tribes, States, and communities. Gerlak invited Beeksma to provide additional information regarding his background and to speak a bit about NNI's work. Regarding NNI's 25th anniversary event, staff want to do something that is respectful and honors the work of the last quarter century while also looking forward to the next 25 years. Beeksma also shared that NNI will do a curriculum review later this year with a focus on how technology has changed, how learning has evolved, and the different ways that NNI could deliver its curriculum.

Reyes-Escudero reminded the Trustees that Special Collections at the University of Arizona Libraries (Special Collections) stewards the Udall Archives, provided a brief update on the prior two Udall

Graduate Assistants, and invited Curator of Political Affairs Collections Steve Hussman to say a few words. Hussman thanked the Udall Foundation for its continued support of the graduate assistantships at Special Collections. He introduced Olivia Otero, the most recent Udall Graduate Assistant, saying Otero did phenomenal work in conjunction with their audiovisual archivist, Amanda Howard, on materials that had been at Special Collections for over 20 years in an obsolete format. Hussman also thanked Otero for her research related to ownership and copyright. Otero shared her four core responsibilities during her graduate assistantship: 1) assisting with the Stewart L. Udall fall exhibit, 2) reviewing audiovisual materials in the Morris K. Udall papers; 3) creation and refinement of metadata for those audiovisual materials, and 4) investigating questions of copyright and ownership particularly around Congressional film recordings in the Morris K. Udall papers. Forty-one 16mm film reels spanning 1961-1972 were surveyed. Twenty-five are already digitized and access copies are available for researchers to view in the Reading Room; Otero viewed those access copies to make sure everything was documented, accessible, and understandable. Seventeen film reels are not yet digitized; Otero's work provided context for those materials, so access copies can be created in the future. Otero pointed out that metadata work is essential for researcher access and is used in finding aids. Otero's presentation included history about Congressional recordings and their evolution from 1) the House Recording Studio's films sent directly to local stations in members' home districts to 2) public broadcast to 3) C-SPAN. The House Recording Studio produced private recordings used for constituent communication, legislative processes, and public service announcements. Otero also presented on her work related to ownership and copyright findings. Otero gained practical skills in AV format identification as well as film inspection, including how to handle 16mm film reels for inspection. Otero said the level of information she is walking out with is invaluable. Otero discussed Kodak Edge Codes on the film reels used to identify when the film was purchased and further pinpoint a date for the recorded content. Otero also gained professional skills and knowledge in archival intellectual control, preservation and access standards, and

descriptive and technical metadata. Otero assembled resources for the next Graduate Assistant, so that person can continue this work. The Chair thanked the Udall Center for the incredible presentation.

IT Security Audit Update

The Chair called on Moeller to give her presentation. Moeller provided a high-level update on the outcome of the U.S. Department of the Interior Office of Inspector General's (DOI OIG) Information Technology (IT) security audit that took place from December 2024 through August 2025. The origin of the audit was the Udall Foundation's 2024 reauthorization legislation, which required an audit within four years of its enactment. DOI OIG determined the focus of the audit after preliminary informal discussion with Brown and Franks. The final report, which was not made public for IT security reasons, was issued in March 2026. Federal agencies must follow governmentwide IT security standards ensuring uniformity and accountability across systems. Moeller spoke of the regulatory framework and standards for IT security including the Federal Information Security and Modernization Act (FISMA), the National Institute of Standards and Technology (NIST) Risk Management Framework (a seven-step risk management process), and the NIST SP 800-53 Controls Catalog (security and privacy controls). The DOI OIG auditors assessed the Udall Foundation's IT security program using the two NIST frameworks. Moeller shared that there has been a dramatic acceleration in IT requirements for Federal agencies since the 2020 release of the NIST catalog as well as IT security directives. The Udall Foundation has a single system and does not deal with classified data, yet it has over 4,000 security and privacy controls that need to be addressed. Moeller provided information from FY 2023 regarding governmentwide compliance with the standards to provide context for the results of the Udall Foundation's audit. Governmentwide there is a challenge with implementation of the standards. Smaller agencies face disproportionate challenges because they must meet the same demanding security and reporting requirements. Moeller also reviewed the barriers to compliance governmentwide. The DOI OIG audit results showed no Findings or Material Weaknesses. DOI OIG provided 40 recommendations to

strengthen the agency's IT security controls. The Udall Foundation concurred with all 40 recommendations and provided corrective actions for each of them. DOI OIG considers all the recommendations resolved and will track their implementation. Moeller shared current and future actions with the Trustees including a realignment of IT responsibilities, the awarding of an IT support contract, and the upcoming hiring of an IT Program Manager. The Chair asked whether the support contract would be a permanent contract or whether the IT Program Manager would take on some of that work. Moeller does not anticipate the contract as being permanent. The contractor is helping the agency catch up on DOI OIG's 40 recommendations and the documentation. Once this is complete and things move into the implementation phase, the need for contract support will be re-evaluated. The Chair thanked Brown and his team for all their work related to the audit and Moeller for the presentation.

Education Programs 30th Anniversary Updates

The Chair called on Director of Education Programs Alicia Harris to present on the agency's Education Programs, including the 30th anniversaries of the Udall Undergraduate Scholarship (Scholarship) and Native American Congressional Internship (Internship). Harris's presentation provided an Education Programs overview with a focus on the Scholarship, Internship, and Morris K. Udall and John S. McCain III Native American Graduate Fellowship in Tribal Policy (Native American Graduate Fellowship or Fellowship); participant experiences; a five-year reflection (2021-2025); the future of programming; and an opportunity for questions and discussion. The Scholarship, the agency's largest post-secondary program, is a nationally competitive award for college sophomores and juniors who can apply in either the environmental category or the Native American categories. Educational institutions are allowed to nominate up to four students in each category. The Scholarship receives approximately 400 applications annually. Harris and the Education Programs team oversee the selection process, which includes assembling a selection committee of 20 individuals that comprises Udall Foundation staff,

higher education officials, experts in Tribal Policy, and, where possible, Udall Foundation alums. For 2026, the committee selected 65 Scholars who will each receive a $7,500 award to assist with their college expenses. Harris shared statistics of the Scholarship's impact. Harris also shared that the application is the first opportunity for many students to help clarify their goals, become more aware of their strengths and weaknesses, and is a way that they can prepare for their future careers. It also helps applicants improve their writing skills and get a head start preparing applications for graduate schools. Harris mentioned that many schools include the number of "Udallers" in their annual reports, highlight them in their institutional statistics, and include them in their accreditation applications. The Internship Program seeks to identify future leaders in Indian Country. Historically, the agency has selected up to 12 Interns annually to participate in a Washington, D.C.-based internship program. Interns are placed in Congressional offices, Federal agencies, and other public service organizations, so they can learn firsthand how the Federal Government works with and impacts Tribes and Tribal communities. The program is open to Native American and Alaska Native law students, graduate students, recent graduates, and college juniors and seniors. One of the Udall Foundation's goals is to provide the Interns the skills they need to better understand the legislative process and apply their knowledge to their careers in Native communities. A $12,500 stipend covers the cost of housing, per diem, transportation, and miscellaneous expenses. What is unique to the Udall Foundation's Internship is that this stipend is provided to the Interns up front to help remove barriers to participation. The agency typically receives 25-30 applications for the Internship annually. Harris and the Education Programs team oversee the Internship selection process, which usually involves three to four selection committee members including individuals with experience serving in a professional office or a Federal agency as well as Udall Foundation alums. Internship placement offices have shared that they appreciate the knowledge, expertise, and commitment the Interns bring in the areas of law, healthcare, and issues related to Indian Country. Harris shared statistics regarding the Internship's impact. Several Udall Interns have held various

leadership roles within the Federal Government. The Native American Graduate Fellowship Program started in 2021 and is the latest addition to the Education Programs. This is a nationally competitive process that has received approximately 20 applications per year. Initially, the goal was to award one Fellowship each year to outstanding Native American and Alaska Native graduate students who are currently pursuing advanced degrees in healthcare fields and who have demonstrated a commitment to Native healthcare, but the Udall Foundation has been able to award three Fellowships each year since the start of the program. Subject matter experts who have experience in the Native healthcare field serve on the selection committee. The Education Programs team spends a great deal of time recruiting for this award since it is a very niche community of potential Fellows the agency is trying to reach. The Fellowship's impact has already been felt in Indian Country. A Fellow pictured in Harris's presentation is one of four medical students who have received the Fellowship; this is important because statistics show that only 0.3 percent of the Nation's doctors are Native American. This Fellowship is making a significant impact in filling the void of financial support for students pursuing careers in Native healthcare. Harris provided additional statistics on the Fellowship's impact. Another photo in Harris' presentation showed the agency's first Udall Scholar-Intern-Fellow "triple crown" awardee. Harris shared quotes from various Education Programs alums regarding what it means to be a "Udaller." Harris reflected on the work of the Education Programs team from 2021 through 2025. Harris joined the Udall Foundation in September 2020 during the pandemic when the agency was shifting its Education Programs to virtual programming while working to maintain successful aspects of the programs. As the team reflected on programming, adjustments were made post-2021 to strengthen compliance and program efficiency while continuing to meet the needs of participants. The Scholarship application was revamped, its essay question was refreshed, and the application process was streamlined. The Education Programs team focused on reducing barriers for nontraditional Internship applicants by removing the requirement for Interns to be housed together in a rental house or dormitories in the Washington, D.C., area. In addition, the agency

worked to expand its options for Internship placement offices; increase representation from both political parties in office placements; and meet the need for Interns on Capitol Hill during nonsummer periods, which led to successful fall Internship placements in 2024 and 2025. For the Native American Graduate Fellowship Program, the original goal of awarding one Fellowship each year has officially been increased to awarding three Fellowships each year. Brown and Harris are discussing several topics related to the future of programming including adjusting the number of Scholars and/or the award amount up or down, expanding the Internship Program to include nonsummer office placements, meeting the agency's statutory authority related to environmental Internship and Fellowship programming, and integrating Board of Trustees priorities. Discussion topics with the Board included recruitment strategies for the Internship and Fellowship; the kinds of considerations that go into adjusting the award amounts; what is the right distribution of awards between the Scholarship's three categories; how the Udall Foundation's award amounts compare to the other Congressional foundations; the positive impact of the Internship in Indian Country; barriers in the past to equal distribution of placement offices between Democrats and Republicans; having Trustees talk to their senators and representatives together with Udall Foundation staff about the value of the Internship and the impact on their district and state; nonsummer Internship placements; and whether the Udall Foundation could work with law schools that require internships as part of their students' academic credit. The Chair thanked Harris for the team's work to review and improve the programs.

Annual Trustee Ethics Training

The Chair called on Franks to provide the Trustee ethics training. Statutes covered in this training included 18 U.S.C. 201, bribery and gratuities; 18 U.S.C. 203 and 205, compensation and representation limits; 18 U.S.C. 207, post-government employment restrictions; and 18 U.S.C. 208, financial conflicts of interest. Regulation 5 CFR Part 2635 was discussed including gifts from outside sources (prohibited sources), gifts between employees, impartiality and outside relationships, misuse of position, and

outside activities. Franks also provided a Hatch Act review including on-duty restrictions, off-duty restrictions, mixed travel (i.e., trips combining Udall Foundation and non-Udall Foundation activities, including partisan political activities), and hypothetical situations. Clarifications from Franks during the presentation as well as topics and questions from Trustees and the Executive Director included what is meant by a lifetime ban; nondisclosure agreements; teaching or speaking restrictions; details about online political activity and fundraising; SGEs running for partisan political office; not mentioning their Udall Foundation Trustee role when speaking at a political event, which could imply government endorsement; not mentioning their Udall Foundation Trustee role when doing a written solicitation for political donations that the Trustee signs, which could imply government endorsement; the suggestion to consult with the General Counsel in advance of mixed travel to avoid Hatch Act or appropriations/fiscal law issues; special considerations when Trustees have family holding partisan political office or who are involved in a political organization; and the suggestion to ask in advance to see what will be projected behind the Trustee when speaking at a political fundraiser or organizational meeting that would fall under the Hatch Act category of activities to allow time to remove mention of being a Udall Foundation Trustee.

There being no further business, on a motion moved and seconded, the Board of Trustees adjourned the Public Session of the meeting via voice vote at 1:55 p.m. (EDT). (The Executive Session began at 2:01 p.m. EDT.) There being no further business, on a motion moved and seconded, the Board of Trustees adjourned the Board of Trustees Meeting after the Executive Session via voice vote at 3:12 p.m. (EDT).

Appendix 1
Udall Foundation Board of Trustees Meeting
June 2, 2026
Attendees List

[Final 06/02/2026]

In Person Attendees at Carr Workplaces Office in Washington, D.C.

Udall Foundation Trustees & Trustee Representative Present:

Lisa Johnson-Billy, Chair
Tadd M. Johnson, Vice Chair
James L. Huffman II, Secretary
Jomar Maldonado Vazquez, Director for NEPA, Council on Environmental Quality; Trustee Representative
Rion J. Ramirez, Trustee
Mary Christina Riley, Assistant Secretary for Legislation and Congressional Affairs, U.S. Department of Education; Trustee (designee)
Denis Udall, Trustee

Udall Foundation Staff Present:

David Brown, Executive Director
Gwendolyn Franks, General Counsel
Dana Goodson, Senior Program Manager, John S. McCain III National Center for Environmental Conflict Resolution (National Center)
Alicia Harris, Director of Education Programs
Elyse Magen, Program Manager, National Center
Sara Moeller, Chief Operating Officer

The University of Arizona Partner Program Leadership Present:

David Beeksma, Director, Native Nations Institute for Leadership, Management, and Policy, Udall Center for Studies in Public Policy (Udall Center)
Andrea Gerlak, Director, Udall Center

Remote Attendees via Microsoft Teams (videoconference/teleconference)

Udall Foundation Trustees Present:

Heather Cahoon, Trustee
Tess Udall, Trustee

Udall Foundation Staff Present:

Adam Baker, Applications Development Program Manager
Mitchell Chrismer, Program Manager, National Center
Seth Cohen, Senior Program Manager, National Center
Marci DuPraw, Senior Program Manager, National Center
Terri Harrison, Contracting Program Manager/Contracting Officer
Stephanie Kavanaugh, Director, National Center
Benjamin Martin, IT Specialist
Elizabeth Monroe, Communications Program Manager
Olivia Montes, Operations Manager

Kathy Patrick-Seligman, Accountant
Ernesto Somoza, Program Manager, Stewart L. Udall Parks in Focus Program

The University of Arizona Partner Program Leadership and Partner Program Staff Present:

Amanda Howard, Archival Assistant, Special Collections at the University of Arizona Libraries (Special Collections)
Stephen J. Hussman, Curator of Political Affairs Collections, Special Collections
Olivia Otero, Udall Graduate Assistant, Special Collections
Verónica Reyes-Escudero, Katheryne B. Willock Head of Special Collections
Bridget Wade Radcliff, Administrative Manager, Udall Center

Udall Foundation Trustees Excused

Douglas J. Burgum, Secretary, U.S. Department of the Interior; Trustee
Dr. Suresh Garimella, President, The University of Arizona; Trustee
D. Michael Rappoport, Trustee
Katherine R. Scarlett, Chairman, Council on Environmental Quality; Trustee