

udall center update

No. 26
March 2005

News from the Udall Center for Studies in Public Policy at the University of Arizona

Experts Rate Global Water Initiatives

While on sabbatical last year based at the International Hydrological Programme office in Paris, France, Robert Varady, the Udall Center's deputy director, spent much of his time identifying, classifying, and cataloguing the many species of what he calls, global water initiatives, or GWIs.

Varady's aim is to learn how - and to what degree - these diverse initiatives have influenced international water management and policy.

Since about the 1940s, multinational concern for the world's water resources increased - from the initiation of joint scientific investigations to the designation of global water decades and the convening of international conferences.

Within Varady's GWI taxonomy, he has selected for study 19 professional societies, four designated time periods, 11 events, and 23 institutions that have existed, by his definition, "to advance the knowledge base regarding the world's inland water and its management."

To assess the impact GWIs have had on the "world of water," Varady, with the aid of graduate student Matt Iles-Shih, surveyed 120 of the world's top water experts - persons either connected to, or familiar with, one or more initiatives.

Preliminary results of the survey - presented recently at an international workshop in Bangkok, Thailand - highlight what are perceived by the experts to be the key initiatives (see box below).

The survey also found that, while there's a perception of too much overlap among GWIs, perhaps even too many initiatives, the experts seem to accept that the number and diversity of GWIs have served a purpose: enhancing knowledge and decisions about the world's freshwater resources.

A more detailed presentation of the survey's preliminary results is available at the link below.

Varady's research has been supported, in part, by an ISPE-Udall Center fellowship in science and policy at the University of Arizona.

For more information contact Robert Varady at rvarady@u.arizona.edu or (520) 626-4393.

SOURCE

Varady, Robert G., and Matt Iles-Shih. 2005. Global Water Initiatives: What Do the Experts Think? Report on a Survey of Leading Figures in the "World of Water." Presented at the Workshop on Impacts of Mega-Conferences on Global Water Development and Management, Bangkok, Thailand, January 29-30, 36p.

udallcenter.arizona.edu/programs/gwis/bangkok.html
(Adobe PDF 1.6 MB)

Most Influential Global Water Initiatives

Professional Society

International Association of Hydrological Sciences (IAHS; est. 1922)

Designated Period

International Hydrological Decade (1965-74)

Designated Event

International Conference on Water and the Environment (Dublin, Ireland; 1992)

Institution

UNESCO's International Hydrological Programme (IHP; est. 1975)

Based on preliminary results of a survey of international water experts (n = 56).

Source: Varady and Iles-Shih, 2005.

calendar

march 11

Honoring Nations 2005

Application deadline (e-mail submissions)
Harvard Project on American Indian Economic
Development

see page 6

april 6-7

NNI Executive Education for Tribal Leaders

Nation-Building: Leadership, Governance, and
Economic Policy in Indian Country

Tucson, AZ

see page 4

april 8

4th Annual Native Nations Institute/ Roger Willie Charity Golf Tournament

Starr Pass Golf Resort, Tucson, AZ

see page 5

may 24-26

4th National Conference on Environmental Conflict Resolution

U.S. Institute for Environmental Conflict
Resolution

Westward Look Resort, Tucson, AZ

see page 6

july

NNI Youth Entrepreneur Camp

University of Arizona, Tucson, AZ

For more information, call (520) 626-0664

policy research and outreach for decisionmaking

RESEARCH

Successful Watershed Partnership Makes Science-and-Policy Links

What are the keys to successful watershed management?

One measure, according to a team of Udall Center researchers and colleagues, seems to be the degree to which scientists cooperate, interact, and build trust with the diverse stakeholders in a particular watershed.

Reporting in a recent issue of the *International Journal of Water Resources Development*, the researchers cite the Upper San Pedro Partnership - a nongovernmental organization working in the Upper San Pedro River Basin of Arizona (U.S.) - as a model of such integration.

The partnership, established through a memorandum of understanding in 1998, comprises scientists, water managers, policymakers, community citizens, and other stakeholders and strives to implement sound water management and conservation in the basin.

"What's important is that the partnership's scientists have learned to design their investigations to serve the information needs of the watershed's decisionmakers," said anthropologist Anne Browning-Aiken, the article's lead author and a program manager at the Udall Center.

"And in turn, the decisionmakers have been able to secure some of the financial and political resources needed to support the ongoing scientific research," she added.

Browning-Aiken said this interactive and adaptive approach to resource management also seems to have increased the group's success in the binational context, where

an informal, regional, bottom-up approach has fostered more cross-border collaboration than a more formal, top-down, diplomatic or regulatory approach.

In a sense, the partnership's non-hierarchical structure, its diverse members, and the way it adapts to changes have helped develop a new "paradigm" for water management in the region - and as Browning-Aiken suggested, "one where the vision for the future may be uncertain and complex, but at least there's a workable process to move ahead and avoid the distracting conflicts of the present."

Browning-Aiken's co-authors include Holly Richter and Bob Strain of the Upper San Pedro Partnership, David Goodrich of the USDA-Agricultural Research Service and the University of Arizona's NSF-funded center for Sustainability of semi-Arid Hydrology and Riparian Areas (SAHRA), and Robert Varady of the Udall Center.

Their work was supported by the Morris K. Udall Foundation, the National Oceanic and Atmospheric Administration, and SAHRA.

For more information contact Anne Browning-Aiken at browning@u.arizona.edu or (520) 626-4393.

SOURCE

Browning-Aiken, Anne, Holly Richter, David Goodrich, Bob Strain, and Robert Varady. 2004. Upper San Pedro Basin: Collaborative Binational Watershed Management, *International Journal of Water Resources Development* 20(3):353-67.

A Tale of Two Basins

Researchers from the Udall Center and University of Arizona's Institute for the Study of Planet Earth (ISPE) compared the impacts of economic development on the water resources in two adjacent, but different, watersheds that straddle the Arizona-Sonora border.

In their study, Robert Varady, Udall Center deputy director, and Barbara Morehouse, deputy director of ISPE, cite different approaches to water management in the highly urbanized Ambos

Nogales portion of the Santa Cruz River Basin, and the more rural, but developing, San Pedro River Basin.

The researchers describe the water-management approach for Ambos Nogales as being more formal and driven by federal and state agencies, whereas that in the San Pedro River Basin is more informal and "adaptive," influenced by the needs of multiple stakeholders.

For more information contact Robert Varady at rvarady@u.arizona.edu or

(520) 626-4393, or Barbara Morehouse at morehoub@u.arizona.edu or (520) 622-9018.

SOURCE

Varady, Robert, and Barbara J. Morehouse. 2004. ¿Cuánto Cuesta? Development and Water in Ambos Nogales and the Upper San Pedro Basin. In, *The Social Costs of Industrial Growth in Northern Mexico*, Kathryn Kopinak, ed. Center for U.S.-Mexican Studies, University of California, San Diego: La Jolla, CA, pp. 205-48.

NNI Launches Research Information Service

The Native Nations Institute for Leadership, Management, and Policy (NNI) issued its first *NNI Research Report*, a free, electronic, information service that highlights recent research on indigenous governance, development, and policy conducted by NNI and others.

Examples of featured projects include the Indigenous Community Governance Project (Australia) and the Evaluation of the Comprehensive Indian Resources for Community and Law Enforcement (CIRCLE) Project (U.S.).

The report, to be published quarterly, also interprets the results of research projects

worldwide whose findings, though not necessarily focused on indigenous nations, would nonetheless be relevant.

"We regularly scan dozens of academic journals and other sources to glean research findings on governance and development we think will be most useful to tribal leaders and professionals, scholars, and others with an interest in this field," said Miriam Jorgensen, NNI associate director for research and co-editor of the report.

To receive notices of future issues or to suggest items for inclusion in the report, send an e-mail to nnirr@u.arizona.edu or call (520) 626-0664.

jopna.net

Joint Occasional Papers on Native Affairs (JOPNA)

The Native Nations Institute and the Harvard Project on American Indian Economic Development recently published two reports in the ongoing JOPNA series.

Both papers are available free as PDF files at the links provided below.

- o Cornell, Stephen, Catherine Curtis, and Miriam Jorgensen. 2004. *The Concept of Governance and its Implications for First Nations*. JOPNA No. 2004-02, 35p.

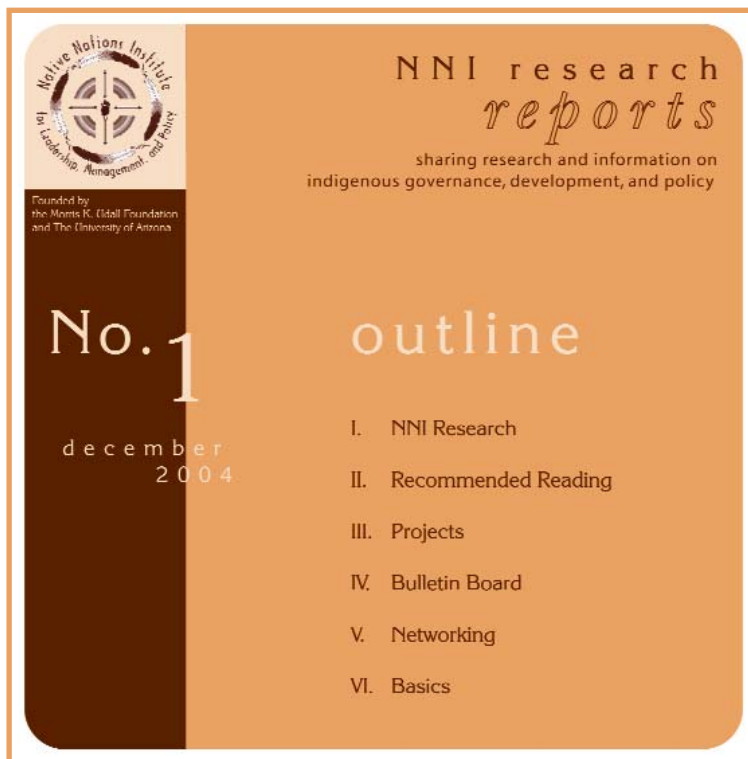
Drawing on a large body of research on the concepts of governance and self-governance - and the connection between effective governance and development among indigenous nations in Canada and the United States - the report considers the implications of these issues for First Nations and for federal governments. The document also discusses the specific tasks facing First Nations and Canada in making aboriginal self-government a reality.

jopna.net/pubs/JOPNA05_Governance.pdf
(Adobe PDF 267 KB)

- o Kalt, Joseph P., and Joseph William Singer. 2004. *Myths and Realities of Tribal Sovereignty: The Law and Economics of Indian Self-Rule*. JOPNA No. 2004-03, 51p.

This study explores legal and economic dimensions of current perceptions of (and debates over) the nature and extent of tribal self-rule in the United States, with the objective of distinguishing between myth and reality, and addresses key threads of thought and assumptions that pervade, accurately or inaccurately, discussions in the public policy arena.

jopna.net/pubs/JOPNA06_MythsandRealities.pdf
(Adobe PDF 235 KB)



nni.arizona.edu/researchreport.htm

OUTREACH

NNI Offers Executive Education for Tribal Leaders

The Native Nations Institute for Leadership, Management, and Policy (NNI) will conduct its popular instructional seminar, Executive Education for Tribal Leaders, April 6-7 in Tucson.

"This is our core seminar designed to equip tribal leaders with essential knowledge and tools they can use in nation-building," said Manley Begay, NNI's director and a seminar instructor.

Modeled on similar programs for corporate CEOs, military leaders, state and national officials, and other decisionmakers, the NNI executive education seminar focuses on leadership, governance, and economic development in Indian Country.

The seminar's curriculum builds upon more than 20 years' experience by researchers at NNI and the Harvard Project on American Indian Economic Development - work that has identified key elements for successful nation-building (see sidebar here and page 8).

"The instructional program also includes dozens of case studies

from across Native America and around the world," Begay said.

In addition to Begay, a member of the Navajo Nation, instructors for the workshop will be Stephen Cornell, director of the Udall Center and professor of sociology and public administration and policy at the University of Arizona; Miriam Jorgensen, NNI associate director for research; Joseph Kalt, professor of political economy at Harvard University; Joan Timeche (Hopi), assistant director of NNI; and Ian Record, curriculum development manager for NNI.

The registration fee of \$125 covers instruction, workshop materials, two lunches, and refreshment breaks.

In conjunction with the executive education seminar, NNI will host on April 8 the Fourth Annual NNI/Roger Willie Charity Golf Tournament (see article, page 5).

To receive additional information, contact Rose Chischillie at rchischi@u.arizona.edu or call (520) 626-0664.

nni.arizona.edu/execed/tucson2005.html

Nation-Building: Keys to Success

Researchers at the Native Nations Institute and Harvard Project on American Indian Economic Development have identified five key elements for successful nation-building among indigenous nations.

These elements, which form the basis for NNI's executive education curriculum, are:

- **practical sovereignty** - a willingness and ability to assert self-governing power
- **capable governance** - putting in place respected, stable, non-politicized dispute-resolution mechanisms; separating politics from business management; and building effective bureaucracies
- **cultural match** - creating institutions whose form builds upon indigenous conceptions of authority
- **strategic orientation** - approaching development not as a quick fix but as a means of building societies that work
- **leadership** - a group of individuals who recognize the need for fundamental change in the way things are done and can bring the community along with them in building the future

For more information, see *Sovereignty and Nation-Building: The Development Challenge in Indian Country Today* by Stephen Cornell and Joseph P. Kalt (2003) at:

jopna.net/pubs/JOPNA03_Sovereignty.pdf
(Adobe PDF 224 KB)



Native Nations Institute staff

Manley Begay (right) with Stephen Cornell

NNI Hosts Charity Golf Tournament

On April 8, just on the heels of NNI's executive education seminar (see related story, page 4), golfers of all abilities will gather at the Starr Pass Golf Resort in Tucson to participate in the Fourth Annual NNI/Roger Willie Charity Golf Tournament.

The event raises funds for the NNI/Roger Willie endowment at the University of Arizona.

"Under the auspices of NNI, the endowment supports programs that assist indigenous nations and communities with the challenges of nation-building," said Joan Timeche, NNI's assistant director.

Timeche cited several program areas targeted for support, including leadership and management training, research and policy analysis, strategic analysis, endowed chairs and directorships, and a policy fellows program.

In previous years, the tournament has received the generous support of several tribes and businesses, including the Casino del Sol and Casino of the Sun (Pascua Yaqui Tribe), Fort McDowell Casino and Wekopa Golf Club (Fort McDowell Yavapai Nation), Irwin Industries, Minkus Advertising Specialists, Salt River Pima-Maricopa Indian Community, and Wild Horse Pass Development Authority (Gila River Indian Community).

Sponsorship levels for this year's tournament range from \$25,000, which includes four foursomes and prominent promotional placement, to \$200 for "hole" sponsors.

To register for the tournament or to receive more information, contact Rose Chischillie at rchischi@u.arizona.edu or (520) 626-0664.

BECCnet: A Decade of Service to the Border Environmental Community

When NAFTA was adopted in 1994, many in the environmental community were encouraged by the advent of its institutional offspring, which included the binational Border Environment Cooperation Commission (BECC) and North American Development Bank (NADB).

BECC, in particular, featured a number of progressive characteristics hinged on vigorous public participation.

Robert Varady, then associate director of the Udall Center and an expert on U.S.-Mexico border environmental policy, recognized the potential of the Internet to foster dialogue about the water, wastewater, and solid-waste projects BECC was to promote and construct along the border.

At the time, Varady recalls, e-mail discussion lists were still fresh and promising and had yet to degenerate to background noise.

"It occurred to me that the Internet offered a fertile new medium for spurring discussion of timely, community-relevant issues," said Varady.

"I also thought that, as an academic institution, the Udall Center would be a suitably neutral and credible venue for such a cyber discussion forum," he added.

In February 1995 - through the computing center at the University of Arizona and with support from the Ford and C. S. Mott Foundations - the Udall Center established BECCnet.

The rules for BECCnet were simple. Anyone could subscribe to the list and any subscriber could post messages or queries about the activities of BECC or NADB, other border environmental institutions, or similar topics. Postings could be in English or Spanish. And though the Udall Center managed the list, there would be no editing or screening of messages.

As word spread about the new service, subscribers quickly joined the list and participated in wide-ranging discussions, many lively, some critical of BECC and NADB.

According to Colorado State University political science professor, Stephen Mumme, BECCnet, now a decade old, has more than proven its worth.

With more than 500 subscribers for most of its existence, the forum engendered certain expectations - among stakeholders on both sides of the border - about openness in decisionmaking. Ensuing discussions by list members have helped shape many of BECC's procedures, policies, and projects.

"Since its inception BECCnet has done more to enable ordinary citizens to monitor and track the sustainable development of the border region than practically any other means on either side of the border," said Mumme.

For more information on BECCnet contact, Robert Merideth at merideth@u.arizona.edu or (520) 626-4393.

udallcenter.arizona.edu/programs/usmex/beccnet/index.html

connections

news from affiliated programs and organizations



Fourth National Conference on Environmental Conflict Resolution

The Morris K. Udall Foundation's U.S. Institute for Environmental Conflict Resolution (USIECR) will host its fourth national conference on environmental conflict resolution (ECR) on May 24-26 in Tucson.

As with previous conferences, this year's three-day event, Pathways to Successful ECR, is expected to attract hundreds of practitioners, scholars, and other persons interested in the field from around the country - in a setting that showcases innovative case studies, provides cutting-edge training workshops, and facilitates stimulating interactions and exchanges.

The Udall Center is a co-sponsor of the event along with several federal agencies.

www.mediusevents.com/ECR2005

Census Databook of American Indians

In conjunction with a long-term study of the impact of gaming on socioeconomic conditions on American Indian reservations, the Harvard Project on American Indian Economic Development recently published *American Indians on Reservations: A Databook of Socioeconomic Change Between the 1990 and 2000 Censuses*.

Authored by Jonathan Taylor, of Taylor Policy Group and a senior policy scholar at the Udall Center, and Joseph Kalt, professor of political economy at Harvard and a faculty associate of NNI, the report compares changes in income, employment, housing, and education for tribes with gaming operations to those without gaming operations, and to the U.S. as a whole.

The report, a related database, and an annotated bibliography on social and economic impacts of gaming, are available free on the Harvard Project's Web site.

www.ksg.harvard.edu/hpaied/nev_main.htm



Honoring Nations

The Harvard Project invites applications for consideration in the national awards program, Honoring Contributions in the Governance of American Indian Nations.

The program identifies, celebrates, and shares outstanding examples of tribal government problem-solving.

To date, more than 60 tribal government programs and activities - in health, education, natural resources, economic development, and other areas - have received awards.

For the Honoring Nations 2005 awards, the deadline for submissions by mail is March 4 (post-marked); for e-mail submissions, March 11.

www.ksg.harvard.edu/hpaied/hn_main.htm

and corrections

Wording in a previous issue of *Update* unintentionally misrepresented the role of the Udall Center in the Second International Symposium on Transboundary Waters Management held November 2004. The event was organized by the Sustainability of semi-Arid Hydrology and Riparian Areas (SAHRA) center at the University of Arizona and a number of other national and international sponsors. The Udall Center helped organize a

UNESCO-supported panel discussion featuring four global HELP (Hydrology for the Environment, Life and Policy) basins and a representative of the World Water Assessment Programme. More details about that event can be found at www.sahra.arizona.edu/twm/.

In a previous *Update* article about the opening of the National Museum of the American Indian, the name of the museum's home, the Smithsonian Institution, was incorrectly stated.

STAFF NEWS

PERSONNEL CHANGES

In December, the Udall Center added two persons to its staff: **Claudia Duran** joined the center as accounting specialist and **Robert Merideth** returned as editor in chief of *Udall Center Publications*.

Nathan Pryor, who was NNI's program coordinator for leadership and management programs, left the center in November to become senior executive assistant to the chairwoman of the Pascua Yaqui Tribe. Also in November, **Kim Leeder**, the center's associate editor, left to join the University of Arizona Library as special assistant to the dean and director of communications.

Several staff members recently acquired new titles or responsibilities: **Raymond Naito** is now senior systems analyst for the center; **Monica (Agar) Nichols** has become NNI's administrative associate, **Stephanie Rainie** is now the center's operations manager, and **Donna Sloan**, business manager, will now focus on the financial aspects of center operations.

Two graduate students joined the center this semester: **Alex Serrat-Capdevila**, a doctoral student in hydrology and water resources, and **Anna Denisse Fisher de Leon**, a master's degree student in renewable natural resources. Both are supported by the Sustainability of semi-Arid Hydrology and Riparian Areas (SAHRA) center at the University of Arizona and will work on projects in the San Pedro River Basin.

And undergraduate **Defa Aw**, a junior in business management, began employment last autumn as a student assistant in the center's business office.

PRESENTATIONS

The Native Nations Institute conducted several executive education training sessions for tribal leaders in recent months. Through various instructional-team configurations, **Manley Begay**, NNI director, **Stephen Cornell**, Udall Center director, **Ian Record**, NNI curriculum

development manager, and **Joan Timeche**, NNI assistant director, presented training to leaders with the Yavapai-Apache Nation (Camp Verde, AZ), Pascua Yaqui Tribe (Tucson, AZ), Red Lake Chippewa Band (Red Lake, MN), Heiltsuk Tribe (Bella Bella, BC), and Yurok Tribe (Klamath, CA). Begay and Cornell also provided lectures in January to leaders of Canadian First Nations at the Banff Leadership Institute.

Anne Browning-Aiken, program manager for environmental policy and community collaboration, conducted facilitation training in January for facilitators of upcoming stakeholder meetings in the Verde River basin.

In December, Stephen Cornell provided testimony on indigenous economic development and governance before the Standing Committee on Aboriginal Peoples of the Senate of Canada in Ottawa, ON.

In November, **Miriam Jorgensen**, NNI associate director for research, gave a presentation on foundation giving to Native America at the annual conference of the Association for Research on Nonprofit Organizations and the Voluntary Sector in Los Angeles. In December, she gave a presentation on building effective Native justice systems at the 9th National Indian Nations Justice for Victims of Crime Conference in Palm Springs, CA.

Robert Varady, deputy director of the center, presented an overview of his work on global water initiatives (see page 1) as an invited participant in the workshop, Impacts of Mega-Conferences on Global Water Development and Management, held in January in Bangkok, Thailand.

Meanwhile, Cornell, Varady, and Browning-Aiken participated in the workshop, Sustainability under Uncertainty in Arid and Semi-Arid Ecosystems, sponsored by the UA Institute for the Study of Planet Earth (ISPE).

Udall Center Update

No. 26, March 2005
ISSN 1540-3424

Udall Center Update is published quarterly by the Udall Center for Studies in Public Policy at the University of Arizona.

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The Udall Center conducts applied policy research and outreach in the areas of governance and economic development among indigenous nations; environmental policy and conflict resolution in the southwestern U.S.; and U.S.-Mexico border environmental policy.
udallcenter.arizona.edu

The Native Nations Institute for Leadership, Management, and Policy (NNI) - founded by the Morris K. Udall Foundation and the University of Arizona, and housed at the Udall Center - serves as a self-determination, self-governance, and development resource for indigenous nations in the United States, Canada, and elsewhere.
nni.arizona.edu

OUT THERE

Society, governance, and the economy of Indian Country

Why do some Native American tribes succeed at economic development while others do not?

That's a question that has driven Stephen Cornell for the past 20 years as a researcher and educator working in Indian Country - initially as a faculty member at Harvard University and now as director of the Udall Center.

Trained as a sociologist at the University of Chicago, Cornell's early work at Harvard had focused on the political sociology of Native Americans.

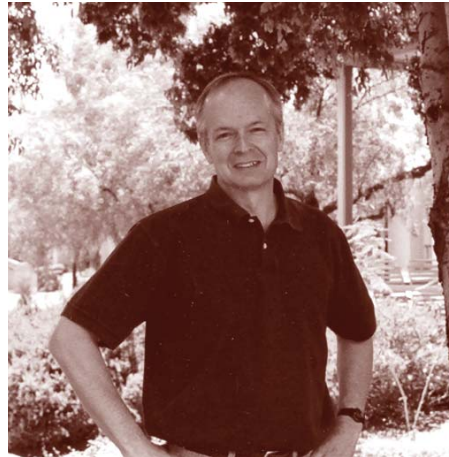
A lunch-time meeting in 1986 with fellow Harvard professor Joseph Kalt led to the beginning of Cornell's work on tribal economic development and nation-building and, some fifteen years later, to the creation of the Native Nations Institute for Leadership, Management, and Policy at the University of Arizona.

Kalt, an economist, was puzzled by data showing two tribes with a similar natural-resource base but with remarkably different economic conditions. Kalt wondered if Cornell, who by then had worked more than a decade in Indian Country, could help explain why.

The two professors founded the

Harvard Project on American Indian Economic Development and set out to learn more about tribal economies and the factors that might influence their success or failure.

With Ford Foundation support, Cornell and Kalt visited selected tribes, observing how they functioned, what they valued, and how they made decisions - comparing the observations to whatever statistical data was available.



Stephen Cornell

Udall Center staff

"We began to notice that successful economic development, either as defined by a tribe or by traditional statistical measures, seemed to correlate with certain characteristics of the tribe," said Cornell.

That is, economic success seemed determined by the degree to which a tribe expressed its sovereignty, the

extent to which capable governing institutions were in place, and the match between a tribe's governing institutions and its traditions and culture.

In the early 1990s, the researchers began to present their findings at academic gatherings. But they also received requests from tribes wanting to learn about and apply the researchers' insights.

Cornell, Kalt, and others, including Manley Begay, then completing a doctorate at Harvard, crafted a series of rudimentary lectures for tribal leaders and launched a tribal executive training program at Harvard.

By 2000, Cornell and Begay had moved to the University of Arizona and with the financial backing of the Ford Foundation and the Morris K. Udall Foundation, founded the Native Nations Institute (NNI) in early 2001 to build upon and expand the lessons learned at Harvard.

To date, NNI has conducted more than 60 executive education seminars, reaching more than 2600 tribal leaders.

As Cornell noted, "Our work seems to have had a real and positive impact on the nation-building process, not only across the United States, but also with First Nations in Canada, and now indigenous groups in Australia and New Zealand."



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