State the mission, objectives, and primary functions of this program: The Center for Natural Resources & Environmental Policy was created in 1987 by the Board of Regents to connect people to solve problems related to natural resources and the environment. The objectives of the Center are to:

- Inform and invigorate policy by providing timely, decision-relevant research and analysis;
- Facilitate and mediate complex, multi-party dialogues on land and water issues;
- Build and share knowledge to advance natural resources and environmental policy and governance; and
- Train future leaders in natural resource and environmental policy, particularly in the theory and methods of collaboration and conflict resolution.

To achieve its mission and objectives, the Center’s primary functions revolve around teaching, research, and public service. The Center chairs the university-wide graduate program in Natural Resources Conflict Resolution, teaches three courses per year, and mentors 15-20 students per year. It also maintains an active research and publication agenda to compliment its public service activities – the heart and soul of the Center.

Complete the FTE Detail Excel spreadsheet using the link below:
[17Acad191_CompletetheFTEDetailExcelspreadsheetusingthelinkbelow_1002023934.pdf](17Acad191_CompletetheFTEDetailExcelspreadsheetusingthelinkbelow_1002023934.pdf)

Using the space below, address any issues with your FTE Detail Sheet: Please note that the centralized data did not bring forward any FTE data for the NRCR Certificate Program. Please refer to the individual FY tabs for the FTE in a given fiscal year.

Identify Special Program Requirements. (e.g., extended credit requirements, accreditation): N/A

5YA/Trend of Total Faculty Personnel Costs : N/A

5YA/Trend of Non-Faculty FTE : Please note that the centralized data did not bring forward the 5YA of Non-Faculty FTE for the NRCR Certificate Program. The 5YA of Non-Faculty FTE is .48 FTE.

Finance: Budget and Financial Planning, Purchasing/Procurement, Accounts Payable, Manage Student Accounts in Banner

Research: Pre-award, Post-award, Research compliance

Human Resources: Employee Hiring (recruitment through on-boarding)

Communications: Marketing and Communications, Website Maintenance/Development, Event Planning

Development: Fundraising
Criteria 1. - Bullet 1.: The Center’s work supports the mission and values of UM 2020: Building a University for the Global Century, as well as three of the five strategic issues presented in the strategic plan.

Our work is consistent with UM’s strategic direction to “transform discovery and creativity into knowledge, applications and experiences in ways that benefit the state, region, nation and world.” The Center has served Montana and the world through a robust portfolio of public service projects over the past five years.

In addition to helping citizens and leaders solve tough natural resource and other public policy problems, these public service projects also provide a platform to achieve two additional directions in UM’s strategic plan – (1) “help its students succeed academically and personally so they graduate well-prepared for their careers or further education,” and (2) “offer an educational experience at all degree levels that provides graduates the foundation to make positive impacts on a world that is increasingly interconnected.” Through the Center’s NRCR Program, student’s classroom experience is amplified by interacting with policy professionals and stakeholders in the “real-world” context of high profile public policy issues. We consistently hear from graduates of this program that the knowledge, skills, and abilities they have learned through the program provided the tipping point for securing a particular job. Several of our graduates have gone on to serve as Presidential Management Fellows with federal natural resource agencies, including the US Forest Service, Bureau of Land Management, National Park Service, Environmental Protection Agency, and US Congress.

Criteria 1. - Bullet 2.: The Center’s NRCR Program is a unique program in North American, if not the world. Graduate students from around the country come to UM to pursue this graduate certificate in addition to a graduate degree. This program has steadily grown since it was created in 2006 and has been widely recognized by the Western Interstate Commission on Higher Education and High Country News as one of the best programs servicing citizens and leaders in the American West. The NRCR Program demonstrates the value of interdisciplinary approaches to resolving natural resources and public policy problems.

Because the NRCR program is already run very efficiently, any reduction of UM resources would limit or eliminate the NRCR Program.

The Center is also an excellent example of how a public university can help solve public problems related to natural resources and the environment. Over the past 15-years, the Center (and thus UM) has developed a national reputation and is widely seen as a “center of excellence” in solving problems through collaborative processes, conducting decision-relevant research, and preparing future leaders. Since all of the Center’s funding to support these public service projects is generated from sources external to UM, there are no UM resources to reduce this body of work.

Criteria 1. - Bullet 3.: We consistently engage students from many different disciplines across campus in all aspects of this work, which not only provides a hands-on opportunity for them to develop and refine marketable skills, but also expands their network of contacts for future employment. We integrate the Center's applied work into the classroom, thereby linking theory and practice. And we frequently publish the products of our work in a variety of publications, making significant contributions to social science research and knowledge in the fields of natural resources law, policy, and governance.

Centralized Data Criteria 2: Please note that the centralized data did not bring forward the 5YA of SCH data for the NRCR Certificate Program. According to Cyberbear data, the 5YA of SCH for fall graduate level courses is 71.4.

Criteria 2. - Bullet 1.: Through its graduate program in Natural Resources Conflict Resolution, the Center regularly collaborates with students and faculty from five colleges (School of Law, the School of Business Administration, the College of Forestry and Conservation, the School of Journalism, and the College of Humanities and Sciences) and about 15 different departments (including Anthropology, Communication Studies, Community Health, Environmental Studies, Forestry, Geography, International Conservation, Journalism, Law, Political Science, Resource Conservation and Society, Sociology, and Wildlife Biology). This degree of collaboration is rare at UM and at most campuses in North America.

The NRCR Program serves as a unique interdisciplinary forum for some of the best and brightest students across campuses that are interested in natural resources policy and conflict resolution.
CNREP staff are also sought after to assist with other program’s efforts, such as the university-wide water initiative that was explored last year, serve as guest lecturers in other faculty-led courses, and provide short-course workshops to students in the various international student leadership programs led by the Mansfield Center.

Criteria 2. - Bullet 2.: If the NRCR program were reduced or curtailed, there would be potential impacts to enrollment in other graduate programs and to the quality of existing collaborations across campus. As noted below, several of our graduates came to the University of Montana specifically because of this program.

Centralized Data Criteria 3: The centralized data did not generate 5YA of the number of students enrolled in the certificate program. This number is 8.

It’s important to note that students do not have to enroll in the NRCR certificate program to enroll in our core courses. Therefore, another way to track demand is by student enrollment in the core NRCR courses. We consistently have between 20-26 students enroll in the fall course. In addition, we regularly hear from students who want to enroll in our courses but have a conflict with one of their degree program requirements.

Criteria 3. - Bullet 1.: The following papers and publications are representative of our research and scholarship over the past five years:


Criteria 3. - Bullet 2.: The Center is widely recognized as a national “center of excellence” in natural resources policy and collaborative problem solving. Center staff is regularly asked by local, state, regional, national, and international leaders to help design and facilitate public processes to solve natural resource problems. Sample projects include:

Managing scarce water supplies by co-founding and co-facilitating the Universities Consortium on Columbia River Governance (2012 to present), in part to mobilize and engage 15 tribes and 4 First Nations in the Columbia River Basin; catalyzing the creation of a new transboundary river basin organization that will be led by indigenous people; transferring lessons learned to the Colorado River Basin (2017 to present); facilitating a strategic planning process for the International
Joint Commission (2013 through 2016) to set new priorities related to climate change, supporting local watershed groups, and better integrating scientific and technical data into water management decisions; and co-facilitating workshops and policy dialogues for the World Water Forum, Arab Water Forum, Centre for Water Law, Policy, and Science, Montana Watershed Coordinating Council, and several other organizations.

Improving federal public land policy by facilitating public participation in various planning processes; serving on a national committee to reform BLM planning processes; and co-leading a national effort to shape the next 50-years of federal public land and resources law, policy, and governance.

Fostering community-based collaboration by creating and facilitating the Roundtable on the Crown of the Continent; and providing workshops and training on the theory and practice of community-based collaboration.

Criteria 3. - Bullet 3.: The capstone course of the NRCR program is a practicum experience focused on a particular natural resource or environmental challenge with a real-world client. There are built-in opportunities before, during, and after each practicum for the client to provide critical feedback on both the student and the program. This has resulted in a refined methodology that greatly improves the likelihood of client satisfaction and student success. It also provides real time feedback on whether and how each student is acquiring the core competencies of the program.

Centralized Data Criteria 4: We do not currently track this data separately.

Criteria 4. - Bullet 1.: Here is a representative sample of feedback from our graduate students:

“The NRCR Program was the single most impactful element of my graduate studies. It formed a bridge between the conceptual world of academia and the applied world beyond, allowing me to engage in the messy and gratifying work of building relationships and solving problems.” 2017 Environmental Studies graduate

“I highly recommend this program to any graduate student interested in and passionate about people and the environment, regardless of your background or future path.” 2017 Journalism graduate

“As one of the most unique programs in the country, the NRCR Program was one of the principle reasons I came to the University of Montana.” 2017 Resource Conservation graduate

“The students and professors of this program quickly become a strong, supportive cohort as they engaged in courses, practicum experiences, and purposeful, one-on-one interactions.” 2017 International Conservation & Development graduate

“The NRCR Program drew me to the University of Montana and proved to be the cornerstone of my education.” 2014 Environmental Studies graduate

“The NRCR Program substantially set me apart from my classmates and other young attorneys while interviewing for environmental law positions during my job search.” 2013 Law School graduate

““The NRCR Program encouraged and facilitated my participation as a community and economic development professional dealing with urban growth management” 2012 Geography-Land Use Planning graduate

“The NRCR Program allows an individual to stand above the crowd, it shows that you have what it takes to be a leader addressing today’s complex conservation issues.” 2012 Resource Conservation graduate

Criteria 4. - Bullet 2.: In 2014/2015, ECOS of the Faculty Senate concluded that the Center “offers clear benefits to students, the University, the State, and the Region. CNREP is interdisciplinary in its faculty and in its scope of work. It has a vibrant interactive relationship with twelve or more academic units at UM, conducts three classes per year and matriculates ten new students each year toward a graduate level certificate in Natural Resources Conflict Resolution. The Center conducts social science research and lists 25 recent publications… The external review completed by Patrick Field of the Consensus Building Institute (March 5, 2015) concluded that the Center achieves significant impact on behalf of the
University, across the state and region…Recommendation: The Center for Natural Resources & Environmental Policy should continue to function at The University of Montana.”

As explained earlier, the Center is designed to bridge the gap between two common types of centers affiliated with universities: those that focus on natural resource and environmental law and policy, and those that focus on collaboration and conflict resolution. Our purpose and objectives compel us to embrace the best of both worlds. We focus on natural resource and environmental policy by bringing together citizens and leaders with diverse viewpoints. We help them understand the issues and each others’ interests, develop and examine options, and seek solutions that integrate as many interests as possible.

We are not aware of any national or industry benchmarks to compare the Center’s performance against other similar organizations.

Criteria 4. - Bullet 3.: N/A

Centralized Data Criteria 5: According to data obtained from Cyberbear, the 5YA of SCH for all graduate courses per instructional FTE for the NRCR program was 150.

Criteria 5. - Bullet 1.: In FY 2013, the Center voluntarily reduced UM’s annual investment by 25% due to university-wide budget constraints. This reduction resulted in both direct and indirect cuts to the Center’s programs and services. It curtailed the Center’s ability to offer all three core courses of the NRCR program on an annual basis. It also meant that Center staff had to spend more time on project development and fee-for-service public service activities.

Criteria 5. - Bullet 2.: Through its graduate program in Natural Resources Conflict Resolution, the Center regularly collaborates with students and faculty from five colleges (School of Law, the School of Business Administration, the College of Forestry and Conservation, the School of Journalism, and the College of Humanities and Sciences) and about 15 different departments (including Anthropology, Communication Studies, Community Health, Environmental Studies, Forestry, Geography, International Conservation, Journalism, Law, Political Science, Resource Conservation and Society, Sociology, and Wildlife Biology). This degree of collaboration is rare at UM and at most campuses in North America.

The NRCR Program serves as a unique interdisciplinary forum for some of the best and brightest students across campuses that are interested in natural resources policy and conflict resolution.

In terms of efficiency, the Center is an excellent model. Its basic business model is to maintain a small core staff and to create teams of people to deliver services and complete projects as resources allow. In this respect, the Center is never over-extended and maintains a sense of nimbleness, flexibility, and adaptability.

Criteria 5. - Bullet 3.: The Center for Natural Resources & Environmental Policy, which leads the NRCR program, dedicates between .1 and .2 FTE on an annual basis to meet all of its administrative needs, not just those of the certificate program. This FTE is included as part of a CFC administrative employee's annual FTE. Funding for the FTE comes from the VPR. The functions and services of this position are to provide budget and accounting support, reconcile accounts payable, initiate cost transfers, and assist with cost match. They are critical to the Center's operational effectiveness, including the NRCR program.

Criteria 6. - Bullet 1.: See above, particularly Criteria 1 - Bullet 1.

Criteria 6. - Bullet 2.: The Center, which leads the NRCR program, is widely recognized as a national “center of excellence” in natural resources policy and collaborative problem solving. Center staff is regularly asked by local, state, regional, national, and international leaders to help design and facilitate public processes to solve natural resource problems. Sample projects include:

Managing scarce water supplies by co-founding and co-facilitating the Universities Consortium on Columbia River Governance (2012 to present), in part to mobilize and engage 15 tribes and 4 First Nations in the Columbia River Basin; catalyzing the creation of a new transboundary river basin organization that will be led by indigenous people; transferring lessons learned to the Colorado River Basin (2017 to present); facilitating a strategic planning process for the International
Joint Commission (2013 through 2016) to set new priorities related to climate change, supporting local watershed groups, and better integrating scientific and technical data into water management decisions; and co-facilitating workshops and policy dialogues for the World Water Forum, Arab Water Forum, Centre for Water Law, Policy, and Science, Montana Watershed Coordinating Council, and several other organizations.

**Improving federal public land policy** by facilitating public participation in various planning processes; serving on a national committee to reform BLM planning processes; and co-leading a national effort to shape the next 50-years of federal public land and resources law, policy, and governance.

**Fostering community-based collaboration** by creating and facilitating the Roundtable on the Crown of the Continent; and providing workshops and training on the theory and practice of community-based collaboration.

Criteria 6. - Bullet 3.: The Center collaborates on a regular basis with five colleges and about 15 departments. The Center’s basic business model is to maintain a small core staff and to create teams of people to deliver services and complete projects as resources allow. In this respect, the Center is never over-extended and maintains a sense of nimbleness, flexibility, and adaptability. Given our current mode of operation, it is not clear how the Center could be restructured or collaborate with other units to improve its mission and primary functions.

Criteria 6. - Bullet 4.: The Center would use additional resources to amplify its teaching, research, and public service activities. One vision that we have developed in consultation with the deans that oversee the NRCR Program is to adapt the program for off-campus/mid-career professionals. A distance-learning program would serve a growing international demand for the program as well as provide additional revenue to the Center and the UM.

To Complete your report, Please upload the Centrally Provided Datasheet for your unit of analysis that you downloaded from the website.:  
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