The Institute for Environmental Negotiation (IEN) is an environmental dispute resolution organization at the University of Virginia. Since its establishment in 1980, the Institute’s expertise has been sought for local and statewide environmental disputes as well as national policy issues. IEN has gained international recognition as a leading environmental and public policy dispute resolution organization and has facilitated hundreds of collaborative projects over the course of 32 years, many of which have led to new laws, regulations and community plans. IEN conducts about 60% of its work in Virginia, 20% in nearby states, and the rest is national in scope or performed in localities outside of the region. IEN attracts scholars from all over the world who are visiting or spending sabbaticals here, and IEN faculty serve on numerous local, state and national boards and programs.

In this report we will highlight how IEN models best practices for community engagement at the University of Virginia and around the globe under the purview of IEN’s mission:

IEN is committed to building a sustainable future for Virginia’s communities and beyond by building capacity, building solutions, and building knowledge.

SNAPSHOTS
In the 2011-2012 Fiscal Year, the Institute for Environmental Negotiation accomplished the following:

- 24 projects conducted
- 6 courses taught
- 2 books published
- 2 professional articles published
- 22 student internships provided

FINANCES
The Institute for Environmental Negotiation has operated for over 30 years under the fiscal sponsorship of the University of Virginia. While UVA provides the Institute with elements of administrative support, IEN is otherwise a self-sustaining organization.

Revenue

<table>
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<th>Revenue Source</th>
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<tr>
<td>Fee-for-service</td>
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<td>Donations</td>
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Expenses

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</tr>
<tr>
<td>Other</td>
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</table>

In fiscal year 2012, IEN’s major revenue sources were fee-for-service activities (35%), donations (29%), and grants (20%). The top categories of expenses were personnel (61%) and grant deliverables (23%).

ABOUT THE INSTITUTE FOR ENVIRONMENTAL NEGOTIATION

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BUILDING SOLUTIONS
Bringing people together to develop sustainable solutions.

BUILDING CAPACITY
Providing opportunities to develop as creative and collaborative leaders.

BUILDING KNOWLEDGE
Developing a greater understanding of best collaborative processes.
IEN PROJECTS FISCAL YEAR 2011-2012

**Authentic Public Participation Training**
Blue Moon Fund Strategic Planning
Central Appalachia Food Heritage Project
Chesapeake Bay Milestones
Cleaning the Chesapeake Bay
**Clinch River Valley Initiative**
Collaborative Planning for Sustainability course at UVa
Community Solutions for Montgomery County
Dangerous Animals Regulations and Policies
Environmental Conflict Resolution: Situation Assessment, Process Design, and Best Practices course at George Mason University
Farmers Market and Applied Food System Research course at Morven Summer Institute
Food Heritage Planning course at UVa
Food Security Summit and Farm to Table Plan
Fostering Regional Approaches to Stormwater Management
Frostburg State University: Sustaining Campus and Community

Italicized projects are described in detail in this Report.
University and Community Action for Racial Equity

The University and Community Action for Racial Equity (UCARE) is dedicated to helping the University of Virginia and the Charlottesville communities build an understanding of the University’s role in slavery, racial segregation, and discrimination. It also seeks to address and repair the legacy of those harms, particularly as they relate to present day disparities. To that end, UCARE participants represent a broad cross-section of community members and University students, staff and faculty. IEN initiated this collaborative project in 2007, with University and community partners, as a step toward truth, understanding, repair and authentic relationships.

UCARE is a bridge between community groups and the University. Most recently, UCARE presented jointly with the Charlottesville Dialogue on Race at the John Hope Franklin Center for Reconciliation Symposium in Tulsa, Oklahoma. The national audience learned of UCARE’s pioneering work, joining the ranks of other academic institutions like Emory, Brown, UNC-Chapel Hill, University of Georgia, and Harvard. In addition to facilitating work on a memorial for enslaved university laborers, UCARE has also completed three years of research and conversation by issuing a bold report, entitled “Call for Action and Reflection.” The report can be viewed online at http://www.ucareva.org/.

UCARE has also created an innovative course on race and repair (see page 12), taught jointly by university and community members, and is now in the process of creating a full-scale set of teaching modules for students and community groups on cultural competency.

A profound, eye-opening experience…empowers participants to find collaborative win-win solutions to difficult and controversial environmental issues by taking off the blinders and helping groups to find common ground.

REGINA PENCILE, INTERN
Food Security Summit and Farm to Table Plan

Food Security Summit
The 2nd Virginia Food Security Summit was held on December 5 and 6, 2011, in Charlottesville, Virginia, and attracted over 300 participants. Initiated and facilitated by IEN, the Summit was a partnership with the UVA Food Collaborative, Virginia Farm Bureau Federation, Virginia Food System Council, Virginia State University, Virginia Tech, Washington & Lee University, and the Piedmont Environmental Council. Summit attendees included farmers, producers, distributors, students, teachers, non-profits, chefs, doctors, dietitians, and concerned citizens from all regions of Virginia as well as the Washington, DC, area. IEN worked with the Virginia Food System Council to coordinate the Summit, invite speakers, and facilitate small group discussions around the eight goals of the Farm to Table Plan. In addition, IEN developed a final report of the Summit’s work, which can be viewed online at: www.virginiafoodsummit.org.

Farm to Table Plan
The Virginia Farm to Table Plan—launched at the 2nd Virginia Food Security Summit—is significant because it is the first statewide strategic food security plan. Food security is defined as a condition in which all community residents obtain a safe, culturally acceptable, nutritionally adequate diet through a sustainable food system that maximizes self-reliance and social justice. The Virginia plan was the result of a year’s work by the Virginia Food System Council and included listening sessions, research, and writing in all regions of the Commonwealth.

Building Capacity, Knowledge, & Solutions
I am interested in environmental conservation and food systems... at IEN I have been able to work on projects that are directly related to my interests and have an impact on both the community in Charlottesville and localities throughout the state.

ALLISON SPAIN, INTERN

Clinch River Valley Initiative
The Clinch River Valley Initiative is an innovative collaborative planning effort to build local economies in the coalfields of Southwest Virginia. The Clinch River is one of the most biodiverse river systems in North America and located in one of the most economically depressed regions of the United States. Since 2010, initiated and facilitated by IEN, this grassroots effort has developed significant momentum with applicability for communities in Appalachia and beyond. Using a consensus-based approach, project participants have chosen five areas of action:

- Develop a Clinch River state park;
- develop and integrate access points, trails, and campgrounds along the Clinch River;
- enhance water quality in the Clinch River;
- develop and enhance environmental education opportunities for all community members in the Clinch River watershed; and
- connect downtown revitalization and outdoor recreation efforts along the Clinch River, and expand entrepreneurship and marketing opportunities.

Action plans range from creating a regional ecological education center to providing grant and technical assistance to local entrepreneurs. The collaboration fostered through this project is unique in this disadvantaged region, where localities historically have had to compete for any available resources. This initiative will bring lasting economic, environmental, and social benefits to the region’s communities while protecting the Clinch River’s unique and rare species. It is a profound example of how the University of Virginia and the IEN is supporting and empowering local communities.

When I finally chose to come to UVa for the graduate planning program, one of the biggest draws was the possibility of working at the Institute for Environmental Negotiation.

DAVID ABELL, INTERN
Virginia’s coastal region is at the highest national risk to sea level rise, second only to New Orleans. In 2010, IEN initiated conversations with Virginia’s local coastal governments to explore their needs, which led to IEN facilitating the “listening sessions” on sea level rise in the City of Virginia Beach, the first such effort in Virginia’s coastal zone. Building on this effort, this year IEN worked with leaders in three coastal localities to host discussions on planning tools to address and prepare for sea level rise. The Virginia Sea Grant funded two focus groups, in Virginia Beach and Gloucester County, and one community education event on Virginia’s Eastern Shore. This work builds on the 2011 Virginia Beach Listening Sessions, the results of which can be found at: www.virginia.edu/ien/sealevelrise.

Focus Group
The Virginia Beach focus group discussion on sea level rise policies was held in May 2012. Fifteen participants representing a broad array of interests gathered at an invitation-only meeting to assess sets of possible policies. An important part of the focus group was that participants assessed not only the potential effectiveness of the policies in their specific community, but also the policies’ social and political viability.

Coastal Flooding Workshop
The coastal flooding workshop on Virginia’s Eastern Shore was held in June 2012. In what some called a record-breaking showing, nearly 200 residents packed the meeting room to learn the geologic history of the Shore, the effects of changing sea levels on the Shore, how other communities are addressing sea level rise, and what local governments are currently doing to address the problems. IEN facilitated the meeting and polled the participants on numerous questions, gathering information that will inform future planning efforts on the Eastern Shore.

Other Projects
- Cleaning the Chesapeake Bay
- Chesapeake Bay Milestones
- Dangerous Animals Regulation and Policies
- Sustainable Fisheries
- Upper South River Watershed Plan
Building Knowledge

UVa History: Race and Repair Course

The University gives rigorous academic attention to a wide variety of subjects; why not its community's own racialized history? In response to this need, IEN worked with University and Community Action for Racial Equity (UCARE) participants to design a class to educate both University students and Charlottesville residents about the collective history.

In Spring 2010, UCARE joined Charlottesville’s Quality Community Council in sponsoring a class cross-listed in the History, Urban Planning, and Architectural History departments. The class, taught by IEN faculty alongside other faculty, focused on “the university and the surrounding community of Charlottesville with a special emphasis on issues of race.” Students explored the history of the University from its founding and construction to the late twentieth century, through the lens of documented history and the community’s perception of that history.” The class was a success and continues to attract students in 2012.

Other Projects

• Environmental Conflict Resolution: Situation Assessment, Process Design, and Best Practices course at George Mason University
• Food Heritage Planning Course at UVa
• Health Impact Assessment Community Meeting
• Principles of Environmental Conflict Resolution course at George Mason University

Institute for Environmental Negotiation (IEN) Provides Cutting Edge Action Research by...

My time with IEN has been the most beneficial part of my graduate planning education. Through my project work I was able to work towards creating a more vibrant and resilient democracy throughout the Commonwealth of Virginia.

CHARLES KLINE, INTERN

Building Capacity

UVa Strategic Fuel Plan Group

The Strategic Fuel Plan Group (SFPG) is a University of Virginia initiative; its goal is to investigate the use of coal at the UVa main heat plant while evaluating the impacts and feasibility of reducing or eliminating its use. IEN was invited by the convening party, UVa Facilities Management, to lead and facilitate the effort. The group consists of students, staff, and faculty who bring their goals and ideas to the table, are willing to learn, and form consensus grounded in high quality information and with legitimacy and support.

As part of this initiative, the SFPG will examine various issues including environmental, financial, stewardship, risk management, and community impact and explore possible options and opportunities as they relate to renewable and non-renewable fuel sources (extraction, production, transport, combustion, and waste disposal). The goal is to produce a report for the University Community by the end of 2012 outlining findings and recommendations. By April 2013 a synopsis of “what we know” to date will be shared with the larger University community.

Students in Frank Dukes’ Collaborative Planning course partnered with the SFPG to develop a long-term communications plan for this sensitive issue. Students interacted with the SFPG during the Spring 2012 semester and engaged members in a discussion about when and how the community should be informed about and involved in determining the future of the University’s fuel use.

Other Projects

• Collaborative Planning for Sustainability course at UVa
• Community Solutions for Montgomery County
• Farmers Market and Applied Food System Research course at Morven Summer Institute
• Fostering Regional Approaches to Stormwater Management

Featured Book

Community-Based Collaboration: Bridging Socio-Ecological Research and Practice

The debate over the value of community-based environmental collaboration is one that dominates current discussion of the management of public lands and other resources. IEN Director Frank Dukes served as co-editor and also contributed a chapter on “The Promise of Community-Based Collaboration: Agenda for an Authentic Future.” In Community-Based Collaboration the volume’s contributors offer an in-depth interdisciplinary exploration of what attracts people to this collaborative model. The authors address the new institutional roles adopted by community-based collaborators and their interaction with existing governance institutions in order to achieve more holistic solutions to complex environmental challenges. The book answers the question: how and why does community-based collaboration have value?
IEN Engages in Pioneering Public Service by...

Virginia Natural Resources Leadership Institute

The Virginia Natural Resources Leadership Institute (VNRLI) was founded in 1999 by IEN in partnership with Virginia Tech and the Virginia Department of Forestry. The goal was clear: develop leaders throughout the Commonwealth who can help move contentious natural resources issues toward consensus building and collaborative problem solving. Each year a cohort of 25 to 30 professionals from the private, nonprofit, and public sectors explore Virginia’s most prominent environmental issues and strengthen their skills and leadership strategies for dealing with conflicts. During six three-day sessions throughout the year, the cohort engages in realistic skill-building exercises and role-plays and explores divergent stakeholder perspectives through panels and field trips.

As the program has evolved, the three founding organizations have gained two more valued partners in both Virginia State University and the Virginia Department of Conservation and Recreation. In this Fiscal Year, the VNRLI program focussed on the increasingly controversial issues of the Chesapeake Bay water quality, sustaining Virginia’s fisheries, sustainable agriculture in the Shenandoah Valley, fostering sustainable economies in extractive communities, and Virginia’s energy policies. During the six sessions students accumulate 120 hours of class time, qualifying them for 12 continuing education units to apply toward their professional careers.

Other Projects

- Virginia Tech Higher Education Curriculum Development

“A profound, eye-opening experience…empowers participants to find collaborative win-win solutions to difficult and controversial environmental issues by taking off the blinders and helping groups to find common ground.”

JOE TANNERY, VNRLI ALUM

“One of the best trainings ever to address how all government agencies, private companies, and nonprofit organizations should be working together to address conservation of our natural resources and community vitality.”

NANCY STREMPLE, VNRLI ALUM

Building Capacity
IEN Fosters Entrepreneurial Leadership by...

Tobacco Dialogue

The IEN has initiated, convened, and facilitated the Morven Dialogues on Tobacco, Nicotine, and Alternative Products for the last two years. With the advent of Food and Drug Administration (FDA) oversight of tobacco products (and existing authority to regulate nicotine), research into new product development is becoming increasingly important.

2011 Dialogue

The topic of the first dialogue, “Using Corporate Funding to Support Independent Harm Reduction Research,” was focused on the ethics and viability of corporate funding to support sound research. Participants discussed what mechanisms could be put into place to protect the integrity of the research, the researcher, and the academic institution.

The March 2011 dialogue was attended by 20 people of highly diverse interests and produced a set of consensus Core Principles, paving the way for the 2012 Dialogue.

2012 Dialogue

The second dialogue was held in May 2012 and centered around “The Changing Environment of Tobacco, Nicotine, and Alternative Product Regulation: Developing a More Coherent and Rational Approach.” Due to FDA oversight; research, innovation, and competition are changing very rapidly. The dialogue in May gave stakeholders and experts an opportunity to meet in a safe haven and have honest, constructive conversations about how to move forward in this new regulatory environment.

The new Virginia Center for Translational and Regulatory Sciences and UVA’s School of Medicine participated as observers of the 2012 dialogue, and their work with tobacco regulation offers an opportunity for future partnerships between IEN and the School of Medicine.

Other Projects

- George Washington National Forest Plan

“

IEN provides students with real-world experience that is rarely able to be obtained concurrently when in pursuit of a higher education degree.

JUSTIN ALTICE, INTERN
Virginia Food Heritage Project

Initiated by IEN, the Virginia Food Heritage Project (VFHP) is a collaborative, community-based project that is building knowledge about Virginia’s food heritage. Food is a core element of our cultural heritage, an outward aspect of our identity that is—at once—intensely personal and communal, and it also has power to bring people together, bridge differences, and catalyze change. By collecting information and making it easily accessible in one place, the VFHP envisions that increased knowledge of food heritage will strengthen community fabric, sharpen our cultural identity, and offer new social and economic development opportunities for advancing our place-based identity. This is a unique effort in Virginia. To begin its community outreach, the VFHP hosted three community outreach events organized and staffed by graduate planning students. These efforts culminated in the community workshop Food Heritage: A Central Virginia Gathering on March 26, 2012, that was attended by over 90 community members. These events enabled participants to:

• Place food heritage sites on paper maps, for inclusion in GIS maps that would be made public;
• Share information about specific foods (seeds, breeds, cultivars) that are specific to our five-county region; and
• Share personal food heritage stories and recipes.

Looking forward, the next phase of the VFHP will be to develop an interactive web portal that will provide public access to this information as well as enable people to submit different types of information online.

Other Projects

• Central Appalachia Food Heritage Project

Building Knowledge

Building Capacity

Authentic Public Participation Training

In Fall 2011, IEN created and delivered a unique training that explored the many methods and consequences of what has been termed the “New Activism.” The New Activism has become a significant challenge—and in some cases a barrier—for local governments that need or want to engage local stakeholders in decision-making. In Virginia, this trend is creating vociferous challenges at public meetings, where activists claim that regional planning efforts to engage the public in sustainability measures are, in reality, steered by a United Nations agenda designed to end private property rights. In some cases, public officials have experienced intimidation that threatens the safety of staff and members of the public.

IEN was asked to put together a training to help those who conduct public meetings, providing practical facilitation tools for managing the challenges. The training also fostered discussion about the causes and consequences—both positive and negative—of this recent trend in public involvement. Participants considered a range of issues, including:

• Their motivation for working in the public sphere;
• Methods used to communicate their projects to the public; and
• Ways that conflict may be transformed to enhance public participation.

The training was attended by 40 local, regional, and state government staff, who expressed strong interest in its replication in several Virginia localities.

Other Projects

• Blue Moon Fund Strategic Planning
• Policy Consensus Initiative Board

As I move forward with my career, I feel that IEN has helped me better relate to the needs of communities and aim for more sustainable outcomes in the long run.

JOE KANE, INTERN

FEATURED BOOK

Reclaiming Our Food: How the Grassroots Food Movement is Changing What We Eat

Reclaiming Our Food, published in 2011, tells the stories of people across America who are finding new ways to grow, process, and distribute food for their own communities. Their successes offer both inspiration and practical advice. Author Tanya Denckla Cobb, IEN Associate Director, offers behind-the-scenes profiles of more than 50 food projects across the United States, with lessons and advice straight from their leaders and staff.

Reclaiming Our Food received the 2012 Nautilus Gold Award for Green Living, and was also named by Booklist in 2012 as one of the top ten books on the environment.
Highlights from IEN 2011-2012

- VNRLI “6 Thinking Hats” exercise
- UCARE meeting with President Sullivan
- UCARE at Does Race Still Matter forum
- Virginia Food Heritage Workshop
- UVA History: Race and Repair presentations
- Eastern Shore Coastal Flooding Workshop
- McCarthy Award Ceremony
- Virginia Food Heritage Workshop
- IEN staff kickball retreat
- VNRLI Graduation
This Annual Report was the cumulative effort of IEN staff and interns.

Report prepared by:
Melissa Keywood

Report edited by:
Ellen Martin
Tanya Denckla Cobb

Contributions from:
Regina Pencile
Abbey Bucher Ness
Allison Spain
Justin Altice
Paul Hughes
Kristina Nell Weaver

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All other photos- IEN Staff

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Health Diplomats
Merck Corporation
National Fish and Wildlife Foundation
SRA International
Swedish Match
United States Department of Agriculture
Virginia Association of Soil & Water Conservation Districts—Beals Fund
Virginia Department of Forestry
Virginia Foundation for the Humanities
William and Mary Institute for Marine Science