

 THE
WILLIAM D. RUCKELSHAUS CENTER

Search for the Director, William D. Ruckelshaus Center
Washington State University & University of Washington
Seattle, WA

The William D. Ruckelshaus Center seeks an experienced and visionary leader to serve as the next Director. Inspired by the life and legacy of William D. “Bill” Ruckelshaus, the Center envisions a future in which government leaders, policy makers, and community members routinely employ tools of collaborative decision making to design, conduct, and implement successful public policy processes. Representing a committed partnership between Washington State University and the University of Washington, the Ruckelshaus Center builds on the unique strengths of the two universities to assist public, non-profit, tribal, private sector, and other community leaders in their efforts to build consensus-based solutions, resolve conflict, and create positive impact around vexing public policy issues.

The Center combines a mix of practice-based consensus-building and academic scholarship to design and advance collaborative problem solving processes to address public policy issues, opportunities, and conflicts. The Center’s involvement in both process design and impartial facilitation improves public policy development and program implementation in the Pacific Northwest region to positively impact Washington residents. This work has been done with individuals, groups, and organizations across communities, stakeholders, and various levels of government to address challenges in the economic development, land use, natural resources, transportation, agriculture, healthcare, and other significant public policy areas. The Center also advances the teaching, outreach, and research missions of the two universities by helping to bring deeper knowledge of statewide, regional, and community policy issues to the universities. The Center builds capacity for problem solving by developing relationships across sectors and industries, conducting evaluative projects, providing student internships, and by actively participating in national associations with similar collaborative governance vision and goals.

The next Director of the William D. Ruckelshaus Center will join the Center at an opportune moment. Seated at the convergence of higher education, government, and other public and private institutions, the Center has the power to harness immense knowledge that drives mutually beneficial outcomes. Over its 18-year history the Center has earned a strong reputation as a valuable state and regional resource and as a leading hub of consensus building on complex policy issues. It is poised to have increased, sustained impact in regional and national communities through heightened visibility, increased extramural funding, and a compelling strategic vision rooted in collaborative governance and intersectional public service. The next Director will bolster the resources and operations of the Center, crafting the environment and vision

for the next generation of work. As the nation faces widespread discord and polarization, the next Director will lead the Center in setting a powerful example for bringing people together and creating mutually agreeable solutions for the public good. This model has the potential to be expanded and replicated from the fascinating laboratory of Washington state to the rest of the country. To be successful, the Director will need to address the following key opportunities and challenges:

- Enhance and elevate the Center’s visibility and impact across the region
- Further leverage the full capacity of WSU and UW
- Lead complex, boundary-crossing facilitation and process building across sectors
- Develop and implement key trainings that expand the breadth and depth of collaborative processes among leaders in the Pacific Northwest
- Expand and diversify financial resources in support of the Center’s mission
- Foster and deepen a strong sense of community, diversity, equity, and inclusion within the Center
- Leverage Washington state as a national model for collaborative governance

A list of the desired qualifications and characteristics of the Director can be found at the conclusion of this document, which was prepared by the search committee with the assistance of Isaacson, Miller, a national executive search firm, to provide background information and detail the key opportunities and challenges related to the position. All confidential applications, inquiries, and nominations should be directed to the parties listed at the conclusion of this document.

University Partners

Washington State University

Founded as the people’s university, Washington State University (WSU) embraces its land-grant heritage, seeking to transform lives through education, research, community engagement, and service. In the past 30 years, WSU has seen strong growth – going from a single campus in Pullman to an evolving system of interconnected campuses in the growing population centers of Everett, Spokane, Tri-Cities, and Vancouver that serves nearly 30,000 students. The university places a high value on diversity, equity, and inclusion in all facets of the institution.

Extension in the College of Agricultural, Human, and Natural Resource Sciences (CAHNRS) serves as the administrative home for the Ruckelshaus Center. CAHNRS is a leading driver of research and engagement at WSU, securing more than 31% of the university’s extramural funding annually, and contributing to Washington State University’s #1 ranking in U.S. Department of Agriculture (USDA) research and development expenditures in two of the last four years. CAHNRS embraces fundamental and applied research, business and economics, physical, life, and biological sciences, social and behavioral sciences, and community development. Through Extension, WSU has a presence in all 39 Washington counties, including one tribal extension office. Extension’s Community and Economic Development Program Unit (CED) has served as the departmental home for Ruckelshaus Center faculty. CED’s activities include

governance, policy, program evaluation, digital initiatives, public safety, workforce development, and community resilience. For more information visit: <https://cahnr.wsu.edu/>, <https://extension.wsu.edu> and <https://ced.cw.wsu.edu/about/>

University of Washington

University of Washington (UW) is one of the world's preeminent public research universities, serving as a significant contributor to the cultural and economic vitality of the nation and to the workforce needs of the state of Washington and Pacific Northwest. UW is recognized as a top 10 global university according to *U.S. News and World Report* "Best Global University Rankings" and is second in external research support among all national universities, with over \$1.89 billion in sponsored grants and contracts in FY2021. The University comprises three campuses in Seattle, Bothell, and Tacoma serving nearly 60,000 students total.

The Daniel J. Evans School of Public Policy & Governance administers the University's contributions to the Ruckelshaus Center. The Evans School is the #3 ranked school of public administration in the nation, whose purpose is to inspire public service and democratize public policy. Given that its mission is to educate leaders, generate knowledge, and co-create solutions to pressing societal problems, the School is poised to be a robust partner for the Center in the years ahead. In partnership with the broader community, the Evans School is addressing the inequities built into civic institutions and sparking a shared belief in the vital work of public service. For more information visit: <https://evans.uw.edu/>

About the Ruckelshaus Center

William D. Ruckelshaus

William D. "Bill" Ruckelshaus was both a political titan and a beacon for how to negotiate intensely divided times. Playing a wide and varied role in American political and agency history, he made a remarkable contribution to public service, corporate leadership, and collaborative policymaking. Bill maintained that vigorous public discussion about complex issues is an essential component of successful regulation and policymaking.

Bill became the first Environmental Protection Agency (EPA) administrator under President Richard Nixon in 1970. In this role, he organized new recruits and existing staff from more than a dozen federal agencies while issuing sweeping new air and water standards, leveling the field for business competitors, and targeting big polluters, both companies and cities, for enforcement action. His tenure at EPA was cut short when he agreed to serve as director of the Federal Bureau of Intelligence during the Watergate scandals and then as United States Deputy Attorney General. Bill resigned as Deputy Attorney General in 1973, rather than firing independent special prosecutor Archibald Cox, by order of Richard Nixon, during what became known as Nixon's Saturday Night Massacre within his own administration. Ruckelshaus returned to head EPA from 1983–1985.

Bill knew from both experience and instinct that the best approach for effectively addressing the complex public policy challenges faced by modern societies is not through top-down, command-and-control, win/lose politics, but through collaborative governance and principled negotiation. He knew that by providing forums and expertise where the full range of affected parties could bring their knowledge and experience to the table, learn from one another, and move toward solutions that addressed all interests, we could overcome gridlock, stalemate, and discord. He knew that collaboration is not idealistic, but practical. Bill believed that universities were in a unique position to foster this type of policy discourse, and his legacy lives on through the Ruckelshaus Center.

Core Functions of The Ruckelshaus Center

The Center builds problem-solving capacity by helping individuals and organizations better understand, initiate, participate in, and lead collaborative public policy efforts in Washington state and the Pacific Northwest. Partnering with university faculty, staff, and students to help diverse parties work together to develop shared solutions, the Center works in numerous policy areas including but not limited to land use, healthcare, agriculture, transportation, natural resources, community and economic development, and federal, state, tribal, and local governance.

As challenging problems arise in public policy, the Center conducts an initial consultation with interested parties seeking facilitation or trying to arrive at a collaborative solution. After this, the Center typically conducts a situation assessment which seeks to determine the key issues, challenges, opportunities, estimated time frame, and funding options. If conditions are favorable for collaboration, the Center will work with parties to design a constructive facilitated process. If participants in a collaborative process identify a need for information or impartial analysis of a specific issue or topic, the Center accesses experts within the university community. The Center connects real-world questions with university researchers, then translates technical reports into accessible language. A well-designed process reflects the core values of collaborative decision-making:

- Full, Good Faith Participation
- Mutual Understanding
- Inclusive Solutions
- Shared Responsibility

The Center's facilitators bring significant expertise and a deep understanding of group dynamics, meeting facilitation, and consensus building that increase the effectiveness of groups. Center facilitators are "content-neutral," not taking sides or making group decisions. Facilitators provide fair, open, and inclusive processes to help groups build sustainable agreements. Facilitators track decisions and help groups negotiate and write effective final reports or plans supporting the agreed-to recommendations or decisions.

Current Projects

University resources and expertise enable the Center to inform and define issues in order to enhance the ability of facilitation participants to examine the issue from all sides, constructively address any differences of opinion, resolve conflict, and reach consensus. A selection of projects underway at the Center is included. For more expansive information visit: <https://ruckelshauscenter.wsu.edu/projects/>

- After-Action Review of Washington State's Pandemic Response and Recovery
- Behavioral Health Communication Framework
- Cascadia Coastal Hazards Resilience
- Criminal Sentencing Task Force
- K-12 Education Governance Situation Assessment
- Pathways to Housing Security and Homelessness in Washington State
- Puget Sound Energy 'Net-Zero' Planning
- Spirit Lake/Toutle-Cowlitz River System

Role of the Director

The Director of the Ruckelshaus Center will be an employee of Washington State University, reporting to the Provost and Executive Vice President and directly overseeing all core faculty and staff at the Ruckelshaus Center. The Director position may include tenure in an academic department for candidates who hold or have held a tenured position, but this is not a requirement for the role. The staff currently includes four faculty facilitators, four project staff, one development director, and one operations manager, with recruitment currently ongoing for several additional positions. The Director is responsible for leading and managing this group towards an aspirational and attainable vision of thriving output, corresponding capacity, and a culture of equity, inclusion, creativity, diversity, and fairness.

The Director will be an accomplished, respected leader with proven talent in external relations, innovation, project development and management, acquisition of extramural funding, program administration, and board relations. As the principal officer of the Center, the Director will have deep practical experience and understanding of the fields of innovation, collaborative governance, and conflict resolution and be well informed of how university-based research can be a resource to support public decision making. The Director will partner closely with the Ruckelshaus Center [Advisory Board](#) as the vision and trajectory of the Center develop over time.

Support for the work of the Ruckelshaus Center is provided by a number of sources, including fee for service, institutional support from the state administered by WSU, and support from the 501c3 Ruckelshaus Center Foundation. WSU provides administrative support, and both WSU and UW provide partial salary and operational support funding through state appropriation at the Center's founding. The annual operating budget for the Center is approximately \$2M, based largely on the volume of projects. Currently, a number of projects come in the form of legislative provisos from the Washington State legislature. The Director will provide strategic direction, leadership, and oversight of development efforts,

including internal and extramural funding sources, individual donors, and other sources. There is an immense opportunity for the Director to engage in these efforts more directly and in partnership with the Ruckelshaus Center Foundation and the Advisory Board in order to broaden the Center's reach and impact.

As the primary spokesperson for the Ruckelshaus Center, the Director will manage relationships across WSU and UW, across sectors, and throughout relevant government bodies. The Director will need to adroitly navigate the university environment to ensure the rigor and quality of projects are upheld. The Director must also be politically astute and must ascertain the origin and evolution of issues brought to the attention of the Center. To achieve this, the Director must be able to relate to diverse stakeholders in politically sensitive environments.

Key Opportunities and Challenges for the Director

The Director will be joining the Ruckelshaus Center at a pivotal time and will become part of a community of practitioners, scholars, and community leaders bound by their commitment to public service. As the representative of the Center at WSU, UW, and the community at large, the Director will be responsible for increasing the visibility and impact of the center, leading impactful change processes, diversifying the Center's financial resources, and deepening a sense of community and inclusion within the collaborative governance process. Embodying the legacy of Bill Ruckelshaus and establishing the Center as a national model for partnership and problem solving, the Director will be expected to address the following key opportunities and challenges:

Enhance and elevate the Center's visibility and impact across the region

The Director of the Ruckelshaus Center will have the opportunity to further bolster the Center's visibility and resulting impact through a compelling shared vision that elevates the methods and benefits of collaboration throughout Washington and the Pacific Northwest. Working closely with key constituents, the incoming Director will create a strategic vision and plan that builds upon existing strengths and is responsive to current and future needs. The Director will be responsible for driving this vision and communicating a compelling story to the Washington state legislature, government agencies, non-profit organizations, the private sector, philanthropic entities, and all other relevant actors. The Center has already established a strong reputation, and the incoming Director has the chance to be a passionate herald of the value the Center can bring to all corners of challenging public policy. Additionally, the Director will need to partner directly with the Ruckelshaus Center's Advisory Board to strategically grow the network of the Center. As the story of success is shared more broadly, the Center will reach further across the state and the region as the premier forum of principled collaboration creating significant collective impact.

Further leverage the full capacity of WSU and UW

The Director will be curious and consistent in leveraging the vast resources available at Washington State University and the University of Washington, identifying new strategic and synergistic partnerships with relevant divisions, centers, departments, faculty and staff, and the student bodies at each institution. The expanse of opportunity across the universities is vast, and the Director will need to be skillful at navigating the academic interface to move initiatives forward administratively and bring people together. Given the wide-reaching and interdisciplinary nature of the projects the Center supports, there are ample opportunities to engage faculty and students in a manner that is mutually enriching and taps into extensive subject matter expertise. In keeping with the tradition of world-class research, the Director will be responsible for maintaining and elevating the highest standard of academic rigor in the manifold research enterprises that support the Center's projects. Additionally, the Director has the chance to reinvigorate experiential opportunities for undergraduate and graduate students through internships and other engagements, supporting the next generation of collaborative governance leaders.

Lead complex, boundary-crossing facilitation and process building across sectors

The Director will be an established leader in facilitation and cross-sector innovation, offering leadership in executing cohesive and impactful processes that bring multiple divergent parties together around a complex topic. While the majority of the Director's bandwidth will not be dedicated to project work, they will need to bring skill in tackling interdisciplinary, messy problems with structured, collaborative processes that accentuate and uplift the existing excellence within the Center. The Director will be a steadfast advocate for the faculty and staff of the Center by sustainably building internal capacity, empowering each individual, and cultivating them in their roles.

Develop and implement key trainings that expand the breadth and depth of collaborative processes among leaders in the Pacific Northwest

The natural manifestation of the Center's vision is the sustainable and broad-based adoption of collaborative process principles. As practitioners of innovative facilitation and collaborative process, the Center has a unique toolkit that can be distilled and shared with leaders across all sectors to foster vibrant collaborative productivity. By leveraging the instructional capacity and networks of the university systems, the Director will have the opportunity to develop a broader apparatus of training and distribution for the methodologies of engagement and collaboration at the core of the Center's work. The Director will innovatively drive the creation of programs that develop individual leaders and build collaborative capacity. These training efforts will involve process design that is focused on inclusion and equity. There is incredible opportunity for the expanded adoption of collaborative governance techniques, provided there are adequate resources to support the Center's instructional efforts. The Director can influence and inform the direction of public solutions in the Pacific Northwest and beyond by spearheading the education and adoption of these key collaborative principles.

Expand and diversify financial resources in support of the Center's mission

To support the Center's aspirations, the Director must strategically and creatively manage existing resources and aggressively champion new resource development. This includes savvy and transparent budget management and the ability to work with and utilize funding coming into the Center from a variety of channels. As the majority of current financial resources come from fee-for-service projects, the Director will work to pursue funding from other entities, working towards more stable and abundant resources to support the Center's work. With the support of the Ruckelshaus Center Foundation and a recently hired development director dedicated to supporting major donors and grants, the Director has enormous opportunity to participate directly in fundraising. These efforts will ensure that the Center's funding is commensurate with workload. As such, the Director should have a track record of serving as a successful advocate and the ability to captivantly communicate the value of investing in the Center and its vision.

Foster and deepen a strong sense of community, diversity, equity, and inclusion within the Center

The Director must demonstrate a personal commitment to diversity, equity, inclusion, and community, while also publicly modeling these values. With inspiring, robust leadership to the Ruckelshaus Center community, the incoming Director will build consensus, advance sound operational processes, and bring people together around a common understanding of proactive inclusiveness. The Director will credibly engage all community members on current equity and inclusion topics, while ensuring all voices of today and tomorrow are present at the table. This includes but is not limited to leading and building an inclusive team, addressing biases, examining the Center's operations, and continuously evaluating areas for improvement. Given historical notions of "neutrality" benefitting majority groups, the Center now strives for "impartiality" with respect to its facilitation and conflict resolution practice. This rhetorical shift is representative of the Center's core principles and values and emphasizes greater functional intentionality about proactive transparency and equity. The Director must continuously lead these discussions and reflections to ensure that all Washington state and Pacific Northwest community members are embraced and reflected in the work of the Center.

Leverage Washington state as a national model for collaborative governance

The Ruckelshaus Center is poised to be a pioneer in scalable, local, collaborative governance and a key player around the intersection of facilitation and meaningful policy outcomes. With the breadth of topics, community members, and diversity of thought present within Washington state, it is a fascinating laboratory for the highest ideals of our representative participatory democracy. The Center has the opportunity to build upon its great momentum in the spaces of natural resources, healthcare, land use, agriculture, transportation, community and economic development, and federal, state, tribal, and local governance. With this momentum, there is enormous potential to replicate the impact being achieved in Washington and the Pacific Northwest, share learnings and best practices, and unlock untold collective civic capacity nationwide and globally. It is not without the challenges of discord, partisanship, and gridlock, but the Director will be able to brandish the inspiring example of Washington State and share

the aspirational success of the Ruckelshaus Center as the preeminent nexus of high-impact public policy facilitation and collaborative governance.

Qualifications and Characteristics

The successful candidate will be an innovative and collaborative leader and administrator bringing real world experience in collaborative processes and conflict resolution, as well as the ability to articulate a clear, strategic, and compelling vision for expanding the Center's impact. The Director position may include tenure in an academic department for candidates who hold or have held a tenured position, but this is not a requirement for the role. Additionally, candidates will possess many, if not all, of the following professional qualifications and personal characteristics:

- A Master's or doctoral degree in public policy or administration, business or organizational development, or a closely related field.
- At least ten years of progressively responsible experience in leading and managing an organization or team of comparable size, preferably within university systems, government agencies, or non-profit organizations.
- A record of collaborative leadership that fosters common goals within a department or program and the broader university community, and ability to advocate for that organization.
- Demonstrated practitioner experience and success with multiparty collaborative processes related to complex public policy issues and challenges.
- Track record of leading large projects with successful impact.
- Evidence of fostering and promoting diverse and inclusive environments for faculty, staff, and students and treating employees and colleagues fairly and with respect.
- Demonstrated success in building and sustaining extramural funding within the public or non-profit sectors to advance the goals and objectives of projects, programs, and initiatives.
- Political astuteness, the ability to communicate effectively with administration and campus colleagues, be totally trustworthy and consultative, and have good strategic instincts.
- Evidence of positive relationship-building with leaders across the public, non-profit, private, tribal, and civic sectors.
- Experience with and/or a demonstrated commitment to Indigenous Nations and the importance of sovereignty.
- Experience with building and leveraging board relations, including those comprising key corporate, governmental, and community leaders.
- Knowledge of Washington state public policy issues, history, and impacts as well as familiarity with Washington state urban, rural, and frontier issues and their interdependencies are preferred.

Location

This position is located in Seattle, one of the most desirable cities in which to live and work. The area boasts a thriving arts community, national sports teams, notable food and drink culture, and a world-renowned music scene. Surrounded by breathtaking natural beauty of water and majestic mountains, Seattleites appreciate the outdoors and opportunities for hiking, biking, boating, skiing, fishing, or just getting out and enjoying the view. For more about Seattle, please see <http://www.seeseattle.org/> and for more about Washington, please see <http://www.experiencewa.com>.

Washington State University Land Acknowledgement:

Washington State University acknowledges that its locations statewide are on the homelands of Native peoples, who have lived in this region from time immemorial. Currently, there are 42 tribes, 35 of which are federally recognized that share traditional homelands and waterways in what is now Washington State. Some of these are nations and confederacies that represents multiple tribes and bands. The University expresses its deepest respect for and gratitude towards these original and current caretakers of the region. As an academic community, WSU acknowledges its responsibility to establish and maintain relationships with these tribes and Native peoples, in support of tribal sovereignty and the inclusion of their voices in teaching, research and programming.

University of Washington Land Acknowledgment:

The University of Washington acknowledges the Coast Salish peoples of this land, the land which touches the shared waters of all tribes and bands within the Duwamish, Puyallup, Suquamish, Tulalip and Muckleshoot nations.

Applications, Inquiries, and Nominations

Screening of complete applications will begin immediately and continue until the completion of the search process. Inquiries, nominations, and CVs with cover letters should be sent via the Isaacson, Miller website for the search: <https://www.imsearch.com/search-detail/8468>. Electronic submission of materials is required.

Julie Filizetti, Evan Layne, Brian Burbank, and Katie Pusecker Kilcawley
Isaacson, Miller
1000 Sansome Street, Suite 300
San Francisco, CA 94111
Phone: 415.655.4900

Washington State University is an Equal Opportunity/Affirmative Action educator and employer. Members of ethnic minorities, women, special disabled veterans, veterans of the Vietnam-era, recently separated veterans, and other protected veteran, persons of disability and/or persons age 40 and over are encouraged to apply. WSU employs only U.S. citizens and lawfully authorized non-U.S. citizens. All new employees must show employment eligibility verification as required by the U.S. Citizenship and Immigration Services.

COVID-19 Vaccine Requirement and Information

Per [Gov. Inslee's proclamation](#), all state employees, including those in higher education, must be fully vaccinated for COVID-19 by October 18, 2021. Exemptions will be allowed for those with sincerely-held religious beliefs and documented medical reasons. This requirement will be a condition of any offer associated with this recruitment. For more information, please visit: <https://hrs.wsu.edu/covid-19/vax-verification/>