

**An Invitation to Apply for the Position of  
President and Chief Executive Officer**



**The Center for International  
Environmental Law**

**Search Summary**

The Center for International Environmental Law (“CIEL”), a nonprofit organization committed to strengthening and using international law and institutions to protect the environment, promote human health, and ensure a just and sustainable global society, is launching an international search for an exceptional leader to serve as its next President and Chief Executive Officer (“CEO”). This past March, CIEL celebrated its 20<sup>th</sup> anniversary, marking two decades of impressive achievements and renewing its commitment, not only to provide top-quality legal analysis, advice and advocacy, but also to offer leadership to the environmental movement through the articulation and application of legal precepts that create permanence, coherency and justice based on fundamental values that respect the environment and its bio-diversity, human rights and the rule of law.

The next CEO of CIEL will inherit a legacy of accomplishments; an experienced, talented, well respected, and dedicated staff; a resourceful and supportive Board of Trustees; a wide spectrum of exciting projects; and a broad mandate to exercise leadership in shaping the organizational structure, vision, and program strategy to enable CIEL to realize its mission. The challenge for the next CEO is to lead the organization internally and support the environmental community externally through the articulation and application of coherent and compelling themes that connect and synthesize a variety of campaigns and projects to achieve optimum impact and that attract the political buy-in and financial investments that are needed to strengthen the environmental movement.

CIEL has a full-time staff of 19, of whom 15 currently work in the Washington, D.C. office and three in its Geneva office. In addition, CIEL utilizes volunteers and pro bono attorneys and has a renowned intern and law fellow program that provides training to 25-30 young lawyers and law students over the course of a year in its Washington and Geneva offices. The organization's annual budget is approximately \$2.7 million derived largely from foundation grants, government contracts and individual contributions. The CEO reports to a 13-member Board of Trustees which is composed of leaders in international law, environmental policy, philanthropy and management. The CEO is based in CIEL's Washington, D.C. office.

The successful candidate for this position will have a broad and deep knowledge of international environmental law, extensive management and leadership experience, a commitment to the mission of the organization, global navigation skills, and a successful track record in fund-raising. An understanding of, and experience with leading, a community of high-functioning professionals who are committed to a culture of mutual respect, creativity and independence are essential.

The Board of Trustees of CIEL has engaged Isaacson, Miller, a national executive search firm, to assist with this important search. Inquiries, nominations and applications should be directed in confidence to the firm as indicated at the end of this document.

### **Center for International Environmental Law**

Widely recognized as a leader in international environmental law, CIEL has a distinguished history, a strong sense of mission and organizational culture, impressive achievements in many program areas and a dedicated and talented Board and staff.

CIEL was founded in 1989 as a 501(c)(3) organization to bring the energy and experience of the public-interest environmental law movement to the critical task of strengthening and developing international environmental law, policy and governance throughout the world. Supplementing its Washington, D.C. base, CIEL opened an office in Geneva, Switzerland in October 1995 to focus on the work of the World Trade Organization, and subsequently, to interact with the many United Nations offices and specialized agencies there. When CIEL was founded, there was no public interest organization that had the international legal expertise necessary to take a holistic approach to advocate on behalf of the environment and human health, and today CIEL remains unique in addressing this critical need. Throughout its history CIEL has successfully worked with, and is held in high regard by, all the prominent environmental NGO's, as well as governments and intergovernmental organizations across the political spectrum. CIEL also works closely with local NGO's and communities across the globe, and is highly respected for that work.

CIEL is grounded in the belief that the rule of law is critical to forge an appropriate balance between environmental protection, economic development, social development and human rights. CIEL uses international law, institutions and processes to protect the environment, promote human health, and ensure a just and sustainable society. CIEL is

dedicated to advocacy in the global public interest, through legal counsel, policy research, analysis, education, training, and capacity building. The organization's overarching goals in pursuing its mission are to:

- Solve environmental problems and promote sustainable societies through the use of law;
- Incorporate fundamental principles of ecology and justice into international law;
- Strengthen national environmental law systems and support public interest movements around the world; and
- Educate and train public-interest-minded environmental lawyers.

CIEL's current work focuses on four strategic priorities:

*Protecting the global environment and human health by*

- Safeguarding the environment against the threat of climate change
- Preserving human health from threats from dangerous chemicals and toxic pollutants and the effects of nanotechnologies
- Protecting biodiversity and ecosystems including marine protection
- Strengthening environmental governance

*Reforming international economic institutions, policy and law to support sustainable development by*

- Integrating principles of sustainable development at the World Trade Organization and other international trade and investment bodies
- Promoting sustainable policies and projects at the World Bank and other international financial institutions
- Using intellectual property law to protect public health and biodiversity

*Promoting human rights and environmental justice by*

- Advocating for the legal rights of individuals and communities to participate in development decisions that affect their lives
- Championing legal recognition of environmental justice and community-based property rights

*Strengthening expertise and capacities in environmental law by*

- Leading global efforts to recruit and train the next generation of international environmental lawyers
- Working collaboratively with legal partners around the world to secure access to trained legal professionals

In achieving its goals, CIEL works with a variety of legal, educational, advocacy and other partners, including a number of local community-based organizations. It directs a joint research and teaching program with The American University's Washington College of Law. This joint program includes specialized courses on international and comparative law, as well as on-the-job experience through an intensive internship program to help launch the careers of law students and lawyers dedicated to environmental protection.

CIEL is governed by an international, 13-member Board of Trustees composed of distinguished leaders in the fields of international environmental law, human rights, international development, science policy, and business. The Board Chair is Kenneth Berlin who heads the Environment Group at Skadden, Arps, Slate, Meagher, and Flom LLP. Mr. Richard Tompkins serves as Board Vice Chair. Mr. Tompkins, President of First Chesapeake Group, has extensive experience in non-profit management and finance, foundations, international development economics, and public interest advocacy and law. There are eight Board Committees: Audit, Development, Executive, Finance, International Environmental Law Award, Interns and Law Fellows, Nominating and Strategic Planning. In addition, CIEL has an international, 38-member Board of Advisors who provide a broad range of advice, expertise and resources that are germane to CIEL's work. For a full listing of the Trustees and Advisors, please see

<http://www.ciel.org/Staff/boardtrustees.html>

<http://www.ciel.org/Staff/boardadvisors.html>

### **Two Decades of Impressive Achievements in International Environmental Law**

CIEL accomplished many extraordinary achievements during its first 20 years in fulfilling its important mission to protect the environment and human health and ensure a just and sustainable society through the use, strengthening and implementation of international law and institutions. Each success was based on principles of ecology and justice, on CIEL's commitment to respect local communities and to live within the limits of the global ecosystem, and on its belief in the critical importance of transparency and public participation. These are but a fraction of CIEL's significant accomplishments over the past two decades:

- CIEL serves as part of the UNEP secretariat with respect to mercury, providing strategic thinking and legal drafting finesse that enables the world community to launch negotiations of a legally binding treaty to address the mercury crisis, thus breaking years of impasse. (2009-present)
- CIEL represents former sugarcane workers in Nicaragua involved in a complaint against an IFC-funded sugarcane plantation ethanol project who are affected by an epidemic of chronic kidney disease; obtains agreement from the project sponsor to provide medical supplies, food, and funding for an independent epidemiological study to ascertain the cause of the disease; and achieves systemic

- reforms by the IFC in how it evaluates risks associated with its projects. (2009-present)
- CIEL plays a major role in accelerating REACH, the sweeping European chemicals law, and in assisting companies seeking safer alternatives for hundreds of toxic chemicals. (2008-present)
  - CIEL protects the human rights of indigenous communities in San Mateo, Peru, from mining contamination and, in particular, Margarita Pérez Anchiraico, who received death threats for her efforts to protect her people, and obtains the first ruling from the Inter-American Commission on Human Rights (IACHR) that pollution can violate human rights. (2006-present)
  - CIEL begins to change the paradigm of climate change to include human rights and seeks to hold the U.S. Government accountable for shirking its responsibilities to reduce global warming pollution by filing, with Earthjustice, a petition in the IACHR asserting that the devastating impacts of global warming in the Arctic violate the human rights of the Inuit, and continues that work by identifying and promoting practical steps to protect human rights. (2006-present)
  - CIEL co-organizes the All-Asia Public Interest Environmental Law Conference, bringing together more than 50 public interest lawyers from around the region. (2004)
  - CIEL wins a U.S. District Court ruling under the Freedom of Information Act (FOIA) that the Bush Administration must release U.S. and foreign government positions in trade negotiations with potential impacts on domestic public health, labor, and environmental laws. (2002)
  - CIEL along with Earthjustice and others petitions to file an amicus brief in the Methanex Corp. arbitration, a precedent-setting attempt to open the Chapter 11 arbitration process to the civil society. (2001)
  - CIEL, widely known among negotiators as the “compliance NGO,” pushes hard to get both the United States and the European Union to agree to strong compliance and monitoring provisions in the climate regime. (2000)
  - CIEL, with the Center for Marine Conservation and other NGOs, submits an amicus curiae (friend of the court) brief to the WTO Dispute Settlement Panel addressing the shrimp/turtle controversy. (1997)
  - CIEL, with Environmental Defense, the Bank Information Center, and other groups, successfully convinces the World Bank to establish the precedent-setting World Bank Inspection Panel. (1993)
  - Over the last 20 years, CIEL has hosted over 325 legal interns and fellows from 53 countries. Many of CIEL’s interns and fellows now work for NGOs, government agencies, and international institutions around the world. CIEL keeps in touch with its extended CIEL family through an email listserve, and last year with the Foundation for International Environmental Law and Development, CIEL hosted a reunion of former CIEL and FIELD interns at the UNFCCC negotiations in Bangkok.
  - For an amplified list of similar achievements, please see

[http://www.ciel.org/Publications/CIEL\\_Milestones-2010.pdf](http://www.ciel.org/Publications/CIEL_Milestones-2010.pdf).

By harnessing the power of international law and institutions, CIEL has been able to bring innovative solutions to seemingly intractable problems. CIEL's vision is both local and global, allowing it to make systemic change while directly assisting individual communities.

Additional information about CIEL is available on its website: [www.ciel.org](http://www.ciel.org)

### **The Role and Responsibilities of the CEO**

The President is the Chief Executive Officer of CIEL and reports directly to the Board of Trustees. According to CIEL's by-laws, the President supervises "all program, fundraising, fiscal and administration functions" of the organization. He/she has primary responsibilities in the following areas:

Strategic Planning: The CEO, working with staff members and the Executive Committee and Strategic Planning Committee of the Board, will provide leadership in the development and implementation of CIEL's Strategic Plan. The CEO will provide leadership in the development of an annual operating plan and budget consistent with the Strategic Plan. The CEO will seek to optimally utilize the distinguished CIEL Board of Advisors in the accomplishment of strategic and operational objectives.

Fund-raising: The CEO, with support from the development staff and staff attorneys and the Board of Trustees and its Development Committee will diligently seek to secure the annual and long-term resources required to meet CIEL's strategic and operational objectives. The CEO will recommend, as part of the annual operating plan and budget, a clear and detailed set of fundraising goals and objectives.

Management and Administration: The CEO is responsible for the overall day-to-day management of the organization, including oversight of budget, finance, communications, personnel, program quality, and professional development, as well as maintaining a strong and productive relationship between the Washington and Geneva offices. These duties shall be consistent with the strategic and annual operating plans and budget. The CEO will collaborate with CIEL staff in managing the organization and may organize staff and delegate responsibilities as s/he shall deem appropriate from time to time.

Governance and Board Relations: The Chief Executive Officer will assist the Board of Trustees in faithfully fulfilling their governance and fiduciary obligations. The CEO, with appropriate staff assistance, will provide thorough and timely support for the Executive Committee and all other standing or special committees of the Board. The CEO in cooperation with the Chief Financial Officer, the Audit and Finance Committees, and independent auditors, will provide proper fiscal accountability processes and procedures.

Program Quality: Working with the senior attorneys, the CEO shall be responsible for the development, articulation, and monitoring of program quality assurances processes, which build upon and enhances CIEL's excellent reputation.

Communications: The CEO working with the staff and the Board will develop clear and consistent communication strategies for CIEL which support the strategic and operating plans, as well as fund-raising initiatives. The CEO is CIEL's principal spokes-person and emissary to CIEL's supporters and collaborators.

The current President and CEO, Daniel Magraw, has served in this role since January 2002. He will remain at CIEL as President Emeritus and Distinguished Scholar.

### **The Challenges and Opportunities for CIEL's CEO**

The CEO position at CIEL offers a singular and exciting opportunity for a visionary leader in the field of international environmental law to leverage CIEL's excellent record of achievement, its human and financial resources and CIEL's unique place in the environmental advocacy arena to a new level of impact and prominence. To take full advantage of this enormous opportunity the next CEO must be willing, ready and able to address the following four overarching challenges that have been identified as requiring immediate and sustained attention by the new CEO.

#### **Articulate a Coherent, Compelling Theme That Connects CIEL's Current and Future Program Work and Creates Synergies and Greater Impact Throughout the Organization.**

CIEL is organized within program areas that require sustained and intense expertise. These programs are headed by attorneys who act at times as public interest advocates and at other times as advisors or resources for clients for whom CIEL provides legal services. In structure CIEL most resembles a law firm, often acting as a group of independent investigators and advocates. As such, the organization is constantly challenged to maximize important synergies and coherence among its various programs.

The challenge is for the next CEO to lead, and to a lesser degree, manage, these independent program chiefs in a way that drives all staff towards excellence and maintains responsibility and accountability from all participants. Integrity and integration are required simultaneously. To meet this challenge the CEO must focus on the larger, complex, non-linear picture that defines CIEL as something larger than the sum of its parts. S/He has to lead with a light-touch, using inspiration and collegiality as the tools of persuasion. In a good sense, the next CEO needs to be an enabler, who can motivate all stakeholders towards collaboration and avoid atomization of effort.

The Board and staff are eager for this kind of transformation and willing to re-examine the way CIEL works. CIEL has suspended its current strategic planning process in order to secure the critical input from the next CEO to collectively meet this challenge. The CEO will have willing and thoughtful collaborators in this regard. The priorities would include, but not be limited to, assessing and improving CIEL's organizational structure so that it best supports the organization's ability to achieve its strategic vision, and aggressively exploring ways to enhance integration, synergy, and collaboration across the organization so that the full potential of CIEL's expertise, experience and passion can be harnessed.

### **Increase and Diversify Funding for CIEL.**

Fund-raising is always a challenge for non-profit organizations like CIEL. CIEL needs to expand the size of its funding base and diversify its revenue sources, so that it can maintain its independence and continue to avoid becoming a contract service-provider for funders. CIEL specifically needs more general operating support that is not tied to a particular programmatic initiative.

The next CEO will have many resources to draw on in meeting this challenge, including the Board's Development Committee and CIEL's Director of Development and its attorneys. The Board members are well connected and respected and willing to work with the CEO in pursuing funding. Almost all the staff leaders have successfully developed funding sources for the programs they manage and are highly regarded by government and foundation funders. The goodwill of CIEL - grounded in years of consistent, high quality output - provides a strong platform for the new CEO to use in seeking new and different funding.

The next CEO must fully appreciate and be committed to the central role that fund-raising will have in her/his responsibilities. As part of this role, the next CEO must help develop and communicate an overarching, compelling theme that defines CIEL as a unique and valuable institution that is more than its programmatic pieces. The CEO needs to find those sources of funding that understand and embrace the larger scope of CIEL's mission in using international law and institutions to advance environmental standards and human rights.

### **Elevate the Value of International Law and the Prominence of CIEL in Leading the Environmental Movement Toward Coherent, High-Impact, Permanent, and Just Solutions.**

This challenge is the external analog to the first, internal challenge cited above. Defining CIEL as unique, essential and complementary among the vast array of other environmental organizations is critical for CIEL's growth and success. The next CEO will be called upon to articulate a clear, coherent and compelling *raison d'être* for CIEL that inspires internal stakeholders, the entire environmental community, current and prospective funders, and others who respect the rule of law and understand the fragility of political and economic solutions without the power of law to enforce these solutions.

The drama of issue campaigns and direct action necessarily calls attention to the critical state of affairs confronting the earth, its bio-diversity and human rights, and if done well provides pathways for people to pressure decision-makers to act and solve these problems. Organizations that educate the public and policy makers are equally important, as are hard-core political action committees and lobbyists that weigh in both nationally and internationally. All of those efforts are necessary but insufficient. Without the power of international law and institutions, the gains made by direct action, lobbying, education and political and economic accommodations lack permanence, enforceability and

consistency. Moreover, these activities can only be effective if they are founded on the type of solid, unshakeable international legal analysis that CIEL has reliably supplied to civil society over two decades.

The next CEO of CIEL can meet this challenge by drawing on the varied strengths and goodwill that CIEL has accumulated through hard, high quality work over the past two decades and by launching an initiative that underscores the value of CIEL's unique mission and its supportive strategies. Some might call this "branding", but it is far more than a re-packaging or a public relations campaign (although that is certainly part of it). Specifically it involves fundamental education about the value and role of law and international institutions. This message needs to be delivered to many different audiences, including funders, environmental activists, politicians, academicians and scientists, and the general public. The CEO is the principal spokesperson to craft and deliver this message.

### **Maintain CIEL's Unique, Collegial Culture of Excellence and Respect.**

The first three major challenges already discussed require an effective agent for change. This fourth, equally important challenge for the next CEO is to make sure that these hoped-for changes do not dilute the essential culture of excellence, accountability, collegiality and mutual respect among staff and Board members that sets CIEL apart from most nonprofit organizations. This CIEL "spirit" accounts for the longevity and commitment of staff. It accounts for sacrifices made by staff in tough times to avoid lay-offs and program shrinkage. It accounts for the flexibility that permits staff to follow their passion for fighting environmental degradation and the violation of human rights, while still maintaining a healthy balance in their own lives that reflects those same underlying, core values.

To meet this challenge, the next CEO must understand and embrace the value of CIEL's culture and comprehend in a fundamental way how change needs to be carefully managed. S/He will need patience and persistence, passion and compassion, leadership and collegiality, fortitude and flexibility.

### **Qualifications**

The Board and staff of CIEL seek a dynamic, experienced leader who combines in-depth knowledge in the field of international environmental law with strong capabilities in fund-raising, management systems and strategic planning. Although it is unlikely that any one individual will bring all of the qualifications and experiences listed below, the successful candidate will possess the following professional qualifications and personal attributes:

- Strong commitment to the ideals, values and mission of CIEL

- MBA, JD, MPP, D.Sci, PhD, or equivalent is required. Evidence of post-graduate, academic achievements, such as research or publications, will be viewed favorably
- A minimum of 10 years' experience in nonprofit, academic, business or government agency management, with a minimum of 3 years in a senior leadership role that includes financial oversight
- Broad and deep understanding of international environmental law issues and how civil society organizations function to influence international law. Experience in multi-lateral negotiations will be viewed favorably
- Experience in and dedication to public interest advocacy work
- Experience in partnering with a Board of Directors/Trustees. Experience in not-for-profit law and regulations in those jurisdictions where CIEL operates will be viewed favorably
- Strong leadership, management and organizational skills
- Exceptional public presence, outstanding communication skills and an ability to convey a compelling story about CIEL and its work
- The capacity to inspire and motivate CIEL staff and help make the whole of the organization greater than the sum of its parts
- Experience facilitating and implementing a strategic planning process and the capacity to translate mission, strategies and goals into day-to-day operational objectives
- Experience in inclusive decision-making and team-building
- Proven track record in successful fundraising; and willingness to be creative and actively engaged in fund development. Familiarity with funders in the environmental and public interest law fields will be viewed favorably
- Ability to challenge existing assumptions and take bold steps to set priorities and increase organizational effectiveness, while respecting the organization's existing culture
- Extensive international experience and willingness to travel and the capacity to work effectively with people from non-U.S. cultures
- High energy; sound judgment; and balance

## **Application Procedure**

The Center for International Environmental Law is an equal opportunity employer committed to inclusive hiring and dedicated to diversity. Reasonable accommodations will be made to enable individuals with disabilities to perform the essential functions of the job.

Applications, including a resume and cover letter responding to the qualifications and challenges outlined above, should be sent to the following electronic mailbox: [4039@imsearch.com](mailto:4039@imsearch.com). Electronic submission of materials is required.

Inquiries and nominations should be addressed to:

Tim McFeeley, Vice President and Director  
[tmcfeeley@imsearch.com](mailto:tmcfeeley@imsearch.com)

or to

Nanette M. Blandin, Consulting Associate  
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