

Curriculum Vitae (date: 11/2023)

MERYL TSUKIJI
Seattle, Washington

EDUCATION

Seattle Psychoanalytic Society and Institute, Applied Psychoanalysis – Seattle, Washington

A five-year core, clinical, psychoanalytic training program. The study of psychoanalytic theories and clinical techniques (human developmental across the life span) for application in group/organizational/collective processes and settings.

Corresponding Applied Research: The Washington State Grassroots Pharmacy Project (see below for more information).

Graduate School of Public Affairs (Evans School of Policy and Governance)

University of Washington – Seattle, Washington

Courses in Psychoanalytic theory and human development in the Department of Psychiatry.

Graduate School of Public Affairs, M.P.A. (Evans School of Policy and Governance)

University of Washington – Seattle, Washington

Organizational Development, Behavior and Management/Policy Analysis/Policy Planning.

Department of Political Science, B.A.; University of Washington- Seattle, Washington

Public Bureaucracies, Government and Politics (decision-making).

EMPLOYMENT AND RESEARCH

Organizational Facilitation Researcher/Consultant/Change Facilitator and Trainer on organizational change, policy, planning and implementation. Primary focus on creating approaches for integrating the implementation of ideas with facilitating human development to achieve more effective decision-making outcomes, as well as providing individual case management consultations from the perspective of understanding how organizations develop unique cultures through shared experiences. Conceptual perspective emphasizes the dynamic relationship across the spectrum from individuals to groups and into complex organizational systems.

Collective Concerns LLC, Seattle, WA

December 2000 – current

A sample of various project concept orientations:

Organizational Development Consulting and Reality Navigator with individuals and groups to improve understanding and approaches for constructively navigating the realities of situations and circumstances people find themselves in, especially in relation to organizational dynamics. Assisting with change facilitation and how to interpret human behavior in a manner facilitating constructive change for better long-term development at the individual, group and collective levels; improving skills to move across cultural differences and support diverse perspectives to problem-solving.

Organizational Development Researcher initiating a pilot project in a non-profit organization seeking to incorporate DEI (Diversity, Equity and Inclusion) in their organizational efforts: to attract younger and more diverse membership, encourage higher levels of active participation, and increase awareness and support for more inclusive member experiences. Created a four-phase planning strategy, conducted personal, individual interviews with 25% of the membership, identified shared themes, held learning sessions to share results, and wrote a final report.

Organizational Development Researcher in a pilot project introducing customer-facing foundational LMI (Labor Market Information) workshops to administration and staff at two state government agency sites. Followed up workshops with individual, one-hour interviews to identify shared themes and suggestions for the best way to incorporate guidance to utilize LMI with clients seeking work or career planning. 100% response rate from participants whose shared perspectives were the basis for the final written report. (This pilot project followed numerous LMI workshops and the development of a corresponding workbook from December 2018-April 2019.)

Decision Development Consulting working with individuals and families (young children, young adults, adult children and their parents) to facilitate more constructive, healthy patterns of social interaction and support within the family dynamic, including guidance with study habits for students, home care for the elderly and navigating the health care system for those with disabilities and chronic diseases.

Navigational Consultant and Team Trainer working with community college students in web design to prepare for team-based professional work as encouraged by department guidelines. Developed a workbook and worked with students to enhance awareness of cultural differences for more meaningful, diverse and effective teamwork. First trial phase in 2018 with second consolidation phase completed in 2019, based on student responses and suggestions to improve learning modules.

Organizational Research Facilitator for non-profit organizations providing diversity, equity and inclusion support and training to community groups and providers of care. Attended public and private sessions to observe how information was received and responded to by participants. Provided discussions, written reports of observations and an assessment of participant evaluations for strengthening the quality of future engagement and interactions.

Organizational Researcher and Consultant charged with reviewing historical and potential future activity in a non-profit foundation supporting child psychoanalytic education and training. Developed and compiled historical documentation, interviewed past award recipients and former committee members, collected data on shared perspectives and created models for guiding future outreach activities based on preferences expressed by project interviewees. A potential outreach program introduced social-emotional learning for children through cultural stories, traditions and activities in three different ethnic communities.

Organizational Development Consultant and Change Facilitator in a project to create organizational processes and social infrastructures for a new small health care office. This was an intense, highly involved and successful social experiment to develop an organizational culture by working closely with all personnel in the adaptation of interdependent tasks and integration of work sectors, largely eliminating traditional hierarchies to improve the quality of well-being and working experiences. Worked to formulate agreements within the office as well as with external partner relationships, negotiated and coordinated the hiring of staff, salaries, work responsibilities and organized volunteer health care provider days. There was a 1½ year planning phase before the office opened, a 3½ year start-up phase, and a 4+ year stabilization (adjustment/adaptation) phase, before the office transitioned into an organizational maintenance phase.

Organizational Researcher and Decision Facilitator to assist in conflict resolution on land use planning issues involving a well-established church congregation, an affiliated foundation, the regional and national church organization and local community groups with concerned interests in the potential outcome of the sale, purchase and subsequent use of a parking lot. Worked with the church minister, congregation and administrative staff to facilitate a decision pathway and communicate decisions to the local community. Subsequently, the focus led to working with congregational and administrative leadership to identify methods for understanding member preferences in preparation for future changes.

Member of research/study group on Understanding Mistakes in Health Care: A collaborative effort with a physician and political scientist colleagues to develop a methodology and strategy to engage unanticipated or unwanted outcomes as signals for minimizing the occurrence of mistakes due to intrapsychic, interpersonal or organizational dynamics.

Roger C. Eddy MD and William Gore PhD
May 1998 – June 2011

Co-Investigator studying the influence of perceiving “patients” versus “customers”, and the subsequent effectiveness of providing pharmaceutical care.

UW School of Pharmacy; Seattle, WA
Co-Investigator: Karen Dawson PhD; School of Pharmacy; University of Washington; Seattle, WA
September 2000 – April 2001

Partnership Specialist for Census 2000 focusing on education, outreach and promotion to improve the accuracy of the decennial census count. Worked with state, tribal, county and local governments, community organizations and Asian/Pacific Islander communities in Washington State. Later assigned to regional area of Snohomish, Skagit, Whatcom and Island Counties, and maintained Asian/Pacific Islander communities in Washington State to collaborate in instituting complete count committees. Worked with local media, develop planning materials, training sessions, provided presentations and workshops on the importance of the census. Received a cash award from Census Bureau in recognition of achievements upon departure.

U.S. Bureau of the Census; U.S. Department of Commerce; Regional Census Center; Seattle, WA
Mike Burns; Deputy Director; Regional Census Center for the 2000 Decennial Census
October 1998 – September 1999

Organizational Researcher in a pilot project to facilitate a self-study in the Seattle psychoanalytic community. Focus of study was the development of a data collection instrument to assess the feasibility of initiating a project aimed at introducing change and integration into the professional community and enhance networking with secondary organizations.

Seattle Psychoanalytic Society and Seattle Institute for Psychoanalysis; Seattle, WA
June 1995 - March 1996; September 1998 - February 1999

Policy and Organizational Development Researcher in a study to strengthen the professional community of pharmacists in Washington State. The primary focus was on developing a system of interaction to introduce needed changes in the practicing environment and professional organizations. Organized pharmacists to help develop and administer a scientific data collection instrument with a 93.1% response rate from a 25% sample of registered pharmacists in three WA State counties. Created a new data collection instrument on affects, analyzed and developed materials allowing pharmacists to

participate in data interpretation sessions, facilitated working group discussions amongst pharmacy leadership and local practitioners, and conducted continuing education courses and educational presentations.

Funded by the Washington State Pharmacists Association; Renton, WA

The Washington State Grassroots Pharmacy Project

Co-Investigator: William Gore PhD; Professor Emeritus; Dept. of Political Science; Univ. of Washington; Seattle, WA

April 1995 – September 1998

Policy and Community Researcher in a study comparing the perceptible differences of patient-physician relationships between two sites (one in Washington State and one in British Columbia) including the creation, development and administration of a cue sorting data collection instrument.

Robert Aldrich MD; Children's Hospital; Seattle, WA and William Gore PhD; Professor Emeritus;

Dept. of Political Science; University of Washington; Seattle, WA;

April 1993 - April 1995

Policy and Budgeting Researcher in a study comparing the health care systems of Australia, Canada, England and the U.S. The purpose of the study was to compare the different systemic approaches to paying for health care services and the underlying premises guiding decisions about health care utilization. Utilization, cost and health status indicators were compared to identify the different outcomes stemming from alternative approaches defining "quality of care".

Funded by the Scheppe Foundation; Chicago, IL;

Robert Aldrich MD; Children's Hospital, Seattle, WA and

William Gore PhD; Professor Emeritus; Dept. of Political Science; University of Washington; Seattle, WA

January 1992 – June 1993

Community Researcher in an exploratory project to ascertain the quality of health care provided to children in rural central Washington communities impacted by economic hardship. The incidence of developmental/learning disabilities among school age children, determined by referrals from local school systems, was monitored. Fetal alcohol syndrome on American Indian reservations was also studied. A program was introduced to bring specialist physicians into these communities for diagnosis and consultations.

David Shurtleff MD; Children's Hospital; Seattle, WA

September 1992 – February 1993

Policy Researcher in a pilot project studying access to health care and social services for those with developmental disabilities. The project compared differences in policy premises between Washington State and British Columbia, Canada focusing upon individuals situated in group homes, independent living arrangements and institutional setting.

Funded by the Scheppe Foundation; Chicago, IL

Robert Aldrich MD; Children's Hospital; Seattle, WA and

William Gore PhD; Dept. of Political Science; University of Washington; Seattle, WA

June 1991 – August 1992

Policy and Budgeting Researcher in a study comparing the health care delivery systems of British Columbia, Canada and Washington State. Initially, a regional comparison and later, focusing on the functioning, budgeting, staffing, morbidity and surrounding community comparisons of two hospitals: one in Sechelt, British Columbia and the other in Port Angeles, Washington. Initial findings were presented at the joint annual meeting of the Washington State Hospital Association and Washington State Medical Association in May 1990. KING television produced and aired a one-hour documentary, based on findings from the study, which received the 1991 Peabody award for an Outstanding Documentary.

Funded by the Scheppe Foundation; Chicago, IL and Children's Hospital; Seattle, WA

Robert Aldrich MD; Children's Hospital; Seattle, WA and

William Gore PhD; Dept. of Political Science; University of Washington, Seattle, WA

August 1987 - March 1992

Community Research Internship for a study on computer assisted instruction (CAI). Worked with high school social studies teachers in Seattle, Renton, Federal Way, Bellevue and Mercer Island school districts interested in designing and implementing computer assisted instruction simulations into their classroom curriculum.

William Gore PhD; Dept. of Political Science; University of Washington; Seattle, WA

August 1986 - February 1988

Policy Research Internship in a study examining the problems associated with the transportation of hazardous materials. The purpose of the study was an assessment of change based on previous intervention strategies implemented by the Puget Sound Council of Governments.

Funded by the US Congress through the Office of Congressman John Miller; Washington D.C.

William Gore PhD; Dept. of Political Science; University of Washington; Seattle, WA

June 1986 - June 1987

Community Facilitator and Researcher for a Community Needs Assessment survey on South Whidbey Island, Washington. Coordinated the activities of over 100 community leaders to develop data collection instruments, collect and analyze data with a resulting 97.8% response rate from a 5% sample of registered voters. Developed a report from debriefing sessions with

community members on the community's perspective and prioritization of local concerns, and the organizations perceived as relevant for addressing those concerns. The study also focused on the role of influence and leadership in the community.

Funded by South Whidbey Concepts; South Whidbey, WA

William Gore PhD, Dept. of Political Science, University of Washington, Seattle, WA

August 1983 - June 1986

Community Facilitator and Research Internship to facilitate community initiatives in alcohol education and awareness prompted by community concern on the use and abuse of alcohol by high school students.

Funded by the Vashon School Board and local community organizations; Vashon Island, WA

William Gore PhD; Dept. of Political Science; University of Washington; Seattle, WA

January 1983 - June 1984

Research Internship in a study collecting and analyzing data regarding the underlying dilemmas associated with driving while intoxicated (DWI) in Kent, Washington.

Funded by the Washington State Department of Transportation; Olympia, WA

William Gore PhD; Dept. of Political Science; University of Washington; Seattle, WA

September 1982 - June 1983

PRESENTATIONS, PUBLICATIONS, WORKSHOPS, AND WRITINGS

The Navigating Reality Discovery-Guide Series:

The Job Discovery Toolbox: Expanding Your Work Options from Job Search to Employment – An interactive (Information Gathering) Discovery-Guide providing the tools needed to help job and career seekers navigate through useful labor market information websites.

Published October 2023; Initial Version December 2018

Group Participation Discovery-Guide – Navigating Across Subcultures to Work in Groups More Constructively and Effectively: On working across social, ethnic and organizational cultures for better quality outcomes.

April 2018 – June 2022

--Published April 2018

Training Sessions and Workplace Learning Retreats: Creating and developing presentations for various training sessions and learning retreats tailored to address a range of unique and organizational-specific interests at the individual (understanding personal reactions to change), group (enhancing integration through trust in the workplace) and organizational (creating an organizational infrastructure and planning for the future) levels: Often involves the designing of an instrument, data collection and analysis, with interpretation exploration during retreat working sessions.

Examples of Major Retreats developed were entitled:

Planning for Coordinated Interdependence (two-and-a-half-day retreat)

Developing a Transitional Space for Improving Organizational Resilience (two-and-a-half-day retreat)

Consolidating the Past to Engage the Future (three-day retreat)

Understanding Group Dynamics – Coordinating Office Activity (three-day retreat) Active Learning: Transforming Information into Knowledge (three-day retreat)

January 2001-present.

The League of Women Voters of Snohomish County: An Applied Diversity, Equity and Inclusion Discovery Exploration Who Are We Now (And Where Have We Been)? Listening to Ourselves: A Write-Up of Shared Themes from Individual Member Interviews.

Snohomish County League of Women Voters

Final report Write-Up: August 2022

An Applied LMI Discovery Pilot Project: Integrating Customer-Facing Labor Market Information (LMI) into WorkSource Curriculum and Staff Professional Development.

Seattle King County Washington Development Counsel and the Washington State Employment Security Department - WorkSource Sites (Auburn and Redmond)

Final report Write-Up: February 2020.

Numerous Organization Specific Write-ups and Reports: Custom tailored memos, write-ups, articles and reports on special-request projects providing conceptual reviews of relevant topics for project participants. Includes original modeling and diagrams providing conceptual explanations to facilitate interactive discussions for forward movement and momentum.

January 2000 – present

Some Thoughts on John's Article "In Search of a Few Hundred Good Kids..." A short response manuscript (29 pages) written to author (and dear friend) John Bolland on his published article "In Search of a Few Hundred Good Kids: Three Month in the Life of a Community-Based Survey Research Study" (published by Families in Society: The Journal of Contemporary Social Sciences; January 2001). This research was an 11-year longitudinal study of children, ages 9-18, living Mobile Alabama public

housing. This response was to explore and facilitate discussion from an individual to collective experience of living in poverty by the communities studied in this research project. February 2014.

A Clinical Approach to Understanding Collective Processes; A presentation to faculty and students at the Seattle Psychoanalytic Society and Institute; January 1999

The Washington State Grassroots Pharmacy Project: Creating a Context for Change from Within the Professional Community; *the Washington Pharmacist, a Journal of the Washington State Pharmacists Association;* September 1998.

Similarities and Differences between Leaders and Followers in the Pharmacy Community; The Western States Pharmacy Conference held at Semiamoo Resort; Blaine, WA; February 1997

Negative Interactions with Patients; A seminar created with and for pharmacists and pharmacy employees to assist in understanding, interpreting and responding to uncomfortable or unpleasant interactions with patients. Course credited for Pharmacy CE and presented to the Seattle Pharmacists Association, Snohomish County Pharmacy Association community pharmacy staff retreats in King and Skagit counties.
Course Offered by request: October 1996, April-May 1997, Sept-Oct 1997, Jan-Feb 1998, July-Sept 1998

Psychoanalytic Modeling as a Tool in Accounting for Differential Outcomes in Health Care Programs of Washington State and British Columbia; The International Society for the Psychoanalytic Study of Organizational Dynamics; Symposium on Key Issues in Psychoanalytic Organizational Consultation and Research. New York, NY; June 1993

Community Preferences on Airport Planning; A report written for the South Whidbey Port District on community orientations toward a developing a local airport; September 1988

A Community Needs Assessment Study of South Whidbey Island; A report written for the community on findings from a 5-year study; published and distributed by South Whidbey Concepts; August 1988

TEACHING EXPERIENCE

Introduction to Faculty, Course #1 – Seattle Psychoanalytic Society and Institute

Introduction for first year students to psychoanalytically oriented organizational research and clinical work, a form of applied psychoanalysis, with organizations as systems of interaction. A complex family case presentation was utilized from current clinical work to emphasize the interdependent dynamics of individuals within a group.
Fall Semester 2000

Pharmaceutical Care Systems 440: An Introduction to PCS – UW School of Pharmacy; Seattle, WA

An introductory course for first year pharmacy students on understanding the profession within the contextual framework of contemporary society: professional trends and patient perspectives.
Co-Instructor: Karan Dawson PhD, School of Pharmacy, University of Washington, Seattle, WA.
Spring Quarter 1998

North Seattle Community College; Seattle, Washington

Political Science 102: American Government;
American Ethnic Studies 150: America's Ethnic History;
American Ethnic Studies 151: Cultures and Societies of the U.S.;
SSC 295 and SSC 296 Special Topics in Social Science.
September 1996-June 1998

Bellevue Community College; Seattle, Washington

Political Science 102: American Government
Political Science 101: Introduction to Political Science
Political Science 110: Ethnic Minorities and Minority Politics in the U.S.
Womens Studies 200: Introduction to Womens Studies
September 1995-June 1996

Seattle Central Community College; Seattle, Washington

Political Science 101: Introduction to Political Science
Political Science 102: American Government
Political Science 170: Minority Politics in America
Political Science 230: International Relations
September 1993-December 1996