



President
Food Research & Action Center (FRAC)
Washington, DC

Search Overview

The Food Research & Action Center (FRAC), the leading national nonprofit organization working to eradicate poverty-related hunger and undernutrition in the United States, seeks an experienced and innovative leader to serve as its next President. The overriding quality sought in the new President is a genuine passion for alleviating hunger and food insecurity for everyone. The role calls for someone with a passion for raising awareness of the issues and the organization as this individual will join the organization at a pivotal moment in its history. On the cusp of its 50th anniversary, FRAC has achieved impressive successes. The next President will have the opportunity to further advance the organization's core mission and extend its national impact.

The next President will inherit a stable and growing organization with many long-serving and dedicated staff who have steadily expanded FRAC's programs. The next President will strengthen external relationships with the research community, FRAC's network, policy makers, and national colleagues to raise funds and increase financial support; develop and lead organizational strategy; ensure transparency and adherence to organizational values; retain the quality and integrity of FRAC; and lead a process to help refine FRAC's organizational goals and identity in order to advance its work to reduce hunger and food insecurity. In all of this work, the President must recognize the progress that has been made in reducing hunger and food insecurity in this country, but also acknowledge how much work remains to be done to end hunger for everyone in America and to improve nutrition for low-income people. And as is true of all FRAC's work, the search for the next leader will be characterized by the organization's commitment to equity, diversity, and inclusion.

FRAC is seeking a President who understands, is prepared for, and is motivated by the opportunity to engage in the work to eradicate hunger in the United States. The successful candidate for this position will bring knowledge of the current issues that impact poverty-related hunger and undernutrition through policy expertise; advocacy experience; the capacity to build, direct, and motivate a team of experts in a highly collaborative environment; strong strategic skills that identify priorities and integrate resources toward achieving these objectives; and exceptional skill that connects evidence-based knowledge and policy with effective advocacy and leadership development. In addition, the President should be mission-driven, entrepreneurial, and able to generate continuing financial support to enable FRAC to fulfill its mission.

The board has engaged the executive search firm Isaacson, Miller to assist with a national search effort for FRAC's next President. The Search Committee is comprised of current Board members and staff, including representatives of the organization's staff labor union. Nominations, applications, and inquiries about the President position should be directed in confidence to Isaacson, Miller as indicated at the end of this document.

About FRAC

FRAC, a 501(c)(3) nonprofit, is supported by a range of foundations, corporations, unions, and faith-based groups. Their generous support has helped make possible FRAC's work to end hunger. FRAC has a distinguished 16-member Board and a loyal, experienced staff of more than thirty-five, plus interns, fellows, and consultants. Its annual budget is approximately \$8.9 million. Funding comes primarily from public and private foundations, with additional support from individual donors and public agencies.

FRAC leads annual conferences, webinars, conference calls, state summits, and other convenings. It has built and supported a nationwide network of effective state and local anti-hunger groups focused on these strategies, working to strengthen the reach and quality of the programs at the local and state level. FRAC provides training, technical assistance, strategic leadership and convening to the network. In turn, FRAC learns from the network what works well and what doesn't, spreads that knowledge from locality to locality and state to state, and informs federal administrators and policymakers of the implications of this feedback. This relationship between FRAC and the network creates hugely valuable feedback loops and ways to amplify the work.

FRAC is headquartered in Washington, D.C., and has in-house projects focused on anti-hunger work in the District of Columbia and Maryland; the office of the latter project is in Baltimore.

History

Founded in 1970 as a legal service law center in New York City, the Food Research & Action Center (widely known as FRAC) has led, for nearly half a century, efforts to end poverty-related hunger and to improve nutrition and health for low-income people in the United States. FRAC works to achieve this primarily by advocating to create, improve and expand access to federally funded nutrition programs and other low-income supports that ensure low-income people can obtain nutritious food and food security, economic security, health, and well-being.

Throughout its history FRAC has been at the epicenter of thought leadership, technical assistance, dissemination of best practices, training, policy analysis, research, coalition-building, advocacy and media and messaging outreach involving identification of the extent of hunger in the U.S. and strategies to end it. FRAC's position in the anti-poverty and anti-hunger sphere is unique in many respects. Focusing on public policy and economic justice, FRAC integrates national, state, and local anti-hunger efforts into a comprehensive strategy and works in a bipartisan manner. Its senior staff are acknowledged experts and leaders in the anti-hunger and anti-poverty arena, frequently chairing or leading key coalitions. This approach by FRAC has come to define the field of work.

To learn more about the history of FRAC visit: <https://frac.org/about/our-history>

Leadership

James D. Weill has been FRAC's President for 21 years. The high regard in which the organization is held by all its stakeholders can be attributed to Jim's leadership and the work of FRAC's top-notch staff. Jim is retiring and leaving FRAC with a strong senior management team. The next President is well positioned to build on his legacy and lead the organization into the next fifty years, building upon its strength as a leader in the anti-hunger field.

Staff

The work and programs of the FRAC are driven by an exceptional team of approximately 35 staff, including many nationally recognized professionals. The dynamic, passionate and committed to the mission senior staff team includes the President; the director of D.C. Hunger Solutions, the director of MD Hunger Solutions, the Director of School & Out of School Time Programs, the Director of Nutrition Policy & Early Childhood Programs, the Director of Communications, the Director of Development, the Director of Special Projects and initiatives, the Director of Government Affairs, the Director of Legal/Food Stamp Programs, and the Director of Human Resources and Operations (who is currently also serving as the interim Director of Finance). The next President will have to decide on a structure for the organization that may or may not include the presently vacant Director of Finance position.

FRAC is committed to increasing the diversity of backgrounds, perspectives, and experiences of its Board and staff. FRAC has a multicultural and multigenerational staff and is committed to developing an inclusive culture where all staff can fully contribute their talent, excel, and be supported in their professional growth.

Research & Data

To gauge and amplify the success and reach of the federal nutrition programs, FRAC charts participation in the programs through monthly updates, annual publications, and additional research. FRAC's website contains extensive reports and data regarding hunger in the US, its causes and its solutions, and all the major federal nutrition programs. Its resource library includes interactive data and mapping tools as well as extensive descriptions of best practices. Additional information can be found at <https://frac.org/research>.

Another key mode of information dissemination is the annual National Anti-Poverty Hunger Policy Conference, which brings together each year over 1,100 anti-hunger advocates who are working at the state and local levels for four days of trainings, workshops, seminars, and networking and which culminates with a lobby day on Capitol Hill.

Additional information on the network of anti-hunger organizations with whom FRAC works can be found at <https://frac.org/about/1303-2>.

Additional information on the National Anti-Hunger Policy Conference cohosted with Feeding America and in cooperation with the National Child and Adult Care Food Program (CACFP) Forum can be found at <https://www.antihungerpolicyconference.org/>.

Program and Policy Advocacy

FRAC has identified eight essential strategies for decisively attacking hunger:

- (1) Create jobs, raise wages, increase opportunity, and share prosperity;
- (2) Improve government income-support and refundable tax credit programs for struggling families;
- (3) Strengthen the Supplemental Nutrition Assistance Program (SNAP);
- (4) Strengthen Child Nutrition Programs;
- (5) Target supports to especially vulnerable populations;
- (6) Work with states, localities, and nonprofits to expand and improve participation in federal nutrition programs;
- (7) Make sure all families have convenient access to reasonably priced, healthy food;
- (8) Build political will to end hunger and poverty in America.

A link to FRAC's current "Plan of Action to End Hunger in America" can be found at <https://frac.org/wp-content/uploads/2016/10/plan-to-end-hunger-in-america.pdf>.

FRAC has a strong bipartisan reputation and a history of helping achieve successful policy outcomes. The federal nutrition programs with which FRAC has been instrumental in advocating for so they reach millions of people with essential assistance are:

Supplemental Nutrition Assistance Program (SNAP)

By providing monthly benefits to eligible low-income people to purchase food, SNAP plays a critical role in reducing hunger, malnutrition, and poverty, and improving family security, child and adult health, employment, and other outcomes.

School Breakfast Program

The School Breakfast Program provides millions of children a nutritious morning meal each school day. School breakfast is a critical support for struggling families trying to stretch limited resources and provides children a significant portion of the nutrition they need to learn and be healthy. Any public school, nonprofit private school, or residential child care institution can participate in the School Breakfast Program and receive federal funds for each breakfast served.

National School Lunch Program

The National School Lunch Program — the nation’s second largest food and nutrition assistance program behind SNAP — makes it possible for all school children in the United States to receive a nutritious lunch every school day. The vast majority of schools — approximately 95 percent — participate in the program, providing meals to more than 30 million children on an average day.

Child and Adult Care Food Program (CACFP)

CACFP supports good nutrition and quality care in early care and education settings. CACFP pays for nutritious meals and snacks for eligible children who are enrolled at participating Child care centers and family child care homes, afterschool programs, homeless shelters, and senior day care centers. Recently celebrating the 50th anniversary of this vital program, FRAC will continue to work with national, state, and local policymakers, providers, and other partners to make an excellent program even better by strengthening CACFP’s role in reducing food insecurity and promoting improved nutrition, health, and development among the nation’s youngest and oldest populations.

WIC (Women, Infants and Children)

The Special Supplemental Nutrition Program for Women, Infants, and Children — known as WIC — provides low-income pregnant women, new mothers, infants, and children with nutritious foods, nutrition education, and improved access to health care in order to prevent nutrition-related health problems in pregnancy, infancy, and early childhood.

FRAC also has spearheaded the identification and communication of the interplay among poverty, hunger, health outcomes, and the federal nutrition programs, and efforts to get health providers to screen for and treat food insecurity.

Through its Childhood Hunger identification Project in the 1980s FRAC pioneered and then got Congress to enact an annual survey measure of food insecurity in the nation and states and among subpopulations. FRAC continues to lead efforts to identify trends and produce more granular data on the numbers and rates of families and individuals struggling with hunger.

Quality of Nutrition for Low-Income People

FRAC has played a key role in the ongoing work to improve the standards for nutrition quality in programs like school meals, WIC, child care food and others. Addressing both hunger and adequate nutrition has engaged FRAC in working with federal and private research, advisory and policy bodies (e.g., the Institute of Medicine) in charting paths forward on improvements of nutrition and defending improvements against efforts to roll them back.

Income Supports

Reducing hunger requires reducing poverty and FRAC has played a key role in highlighting how the nutrition programs do that as well as in efforts to protect and grow income supports like the refundable child tax credit, the EITC and TANF.

Additional information about FRAC’s work on the Federal Nutrition Programs can be found at <https://frac.org/programs>.

Campaign to End Childhood Hunger

FRAC's signature campaign, the Campaign to End Childhood Hunger, began in 1991. It is a movement of people from all walks of life and vocations whose common mission is ending hunger among our nation's children.

The Campaign is ensuring that children from families with low incomes are getting the food they need to be healthy and productive by achieving large gains in feeding children in communities across the U.S. The campaign plays a key role in expanding the availability of SNAP, school meals, afterschool and summer meals, WIC, and the Child and Adult Care Food Program.

Working with key anti-hunger groups in every state, the Campaign: educates the public on the extent, causes, and solutions to hunger; promotes increased government and private sector response to childhood hunger; uses the media to inform and educate; engages in ground breaking research on childhood hunger and poverty; conducts national and statewide conferences and skill-building training sessions; strengthens local coalitions; produces and distributes educational materials; and shares information and ideas using computer networks and other technologies.

The Campaign to End Childhood Hunger is forging new partnerships, creating new opportunities, and searching for long-term strategies to ensure that children don't go hungry in the United States.

Opportunities and Challenges for the President

On the verge of its fiftieth year, the FRAC President position is an opportunity for a resourceful and hard-working champion to lead the organization and in the larger anti-hunger community to build on the successes of the past and continue to lead the efforts to identify and communicate the connections among poverty, hunger, and obesity among low-income people. FRAC is a nonprofit organization with multiple stakeholders, all of whom embrace a shared vision for eradicating poverty-related hunger and undernutrition in the nation. The overarching responsibility of the President is to synthesize and harmonize these diverse stakeholder constituencies — board members, staff, funders, collaborators, and allied organizations — and their contributions of time, talent, and resources into a highly functional, successful, well organized, and powerful community.

The next President will have a number of compelling opportunities to lead FRAC to its next level of excellence. These opportunities — some of which are outlined below — will require the President to be creative and draw upon distinct experiences and skills. Ultimately the success of this individual will be measured in terms of how well these opportunities are leveraged and their associated challenges are met.

Embrace FRAC's history as a content expert and lead the organization into the future

FRAC's work with leading a national and grassroots movement- both with its Capitol Hill legislative work and on program expansions and protections in the states makes them a knowledge and content leader in the anti-hunger policy space. The next President should embrace that history and expertise while also providing strong leadership in the field moving forward. FRAC is well respected on Capitol Hill and has a tradition of working in a bipartisan fashion; the President will need to work with Congress, the Executive Branch, states and local units of government, and networks of non-profits in carrying out the policy initiatives of FRAC. Underlying FRAC's work to address food insecurity is the recognition that as effective as the federal nutrition programs are, those programs alone are not enough to attack the root causes of hunger in a country as wealthy as the United States. FRAC also recognizes that racial inequalities are deeply embedded in the broader anti-hunger conversation as African American households, Latinx households, and households with other communities of color experience food insecurity at greater levels than white households. The next President will be looked at to provide a theory of change that engages with and builds trust with communities most closely impacted by these complexities. FRAC seeks a leader who will be a compelling thought leader in the field who can speak credibly and passionately on anti-hunger issues.

Build external relationships and secure and enhance financial resources

The President will be expected to provide strong leadership on fundraising that is appropriate to FRAC's needs and work, as well as thought-leadership on root causes of poverty and hunger. Currently, FRAC receives most of its funding from foundations. The next President will have an opportunity to explore alternate ways of diversifying funding streams (private foundations, corporations, and individuals) that understand the value of the organization's evidence-based approach to eradicating hunger. The next President will have a tremendous opportunity, tied to the opportunity of diversifying revenue streams, to expand public awareness of FRAC. The organization is seeking a leader who can inspire donors with their passion for this noble cause.

Foster effective internal operations through strong management, strategic planning, and transparency

The President will foster an environment where all aspects of the organization's work align with FRAC's mission and values. The President also will promote an office culture that models the highest standards of collegiality and professionalism with an emphasis on providing leadership development opportunities for all staff. Through strong management, strategic planning, and transparency, the next President will ensure that the organization continues to be properly staffed and organized to efficiently and effectively maintain and strengthen FRAC's presence as the leading national anti-hunger organization advocating for the federal nutrition programs and the low-income people they serve.

Retain the quality and integrity of FRAC

The next President will ensure a commitment to internal and external investments that will advance FRAC's reputation for excellent data and policy advocacy as well as grow the organizational national profile. Internally, the next President will continue to prioritize work on Diversity, Equity and Inclusion and will work to maintain inclusive decision-making structures and internal communications, ensuring growth of the organization while maintaining FRAC's integrity as a national nonprofit that focuses on resolving the root causes of hunger and poverty.

Lead a strategic plan development to expand FRAC's identity into the next fifty years

The next President should be prepared to undertake a broad strategic review led in active consultation and collaboration with the Board, senior leadership, and staff. The President will ensure that the strategic thinking of the organization is informed by relevant data, best practices, and insights from allied organizations. The President will lead a process that is open and inclusive and invites participation by all constituencies of the organization as well as by external constituencies. The President will work with the Board and staff to maximize the potential of FRAC's 50th anniversary celebration in 2020 to raise FRAC's profile, strengthen its alliances and expand its programmatic reach.

Desired Qualifications and Experience

The search committee will consider the following factors in evaluating candidates for this important leadership role. While no single individual will possess all the desired experiences and qualifications, the successful candidate should possess many of the following characteristics:

- Significant and demonstrated experience managing and leading a dynamic and diverse organization to coalesce around a shared goal or vision;
- A demonstrated commitment to the mission and goals of FRAC and an understanding of the organization's central priority of eradicating hunger;
- The ability and skill to work with Congress, the Executive Branch, and where appropriate states and local units of government, in carrying out the policy initiatives of FRAC;
- A demonstrated record of successful fundraising from foundations, major individual donors, corporations, and the public at large;
- The ability and desire to lead and develop a team of professionals and work transparently and inclusively with talented, mission-driven staff;
- The ability to lead in a collaborative, unionized workplace;
- The ability and desire to align all aspects of FRAC's work, including development, communications, and operations, with the organization's race equity mission and values;
- A history of spearheading and supporting diversity, equity, and inclusion-focused work;
- Experience or demonstrated capacity to work successfully with a board of directors;
- Excellent skills communicating with all organizational stakeholders, including media appearances, policymakers, funders, national and network partners, staff, board, and the general public;
- Capacity to manage growth, synthesize across functions and issues and develop coherence and strength across departments;

- A demonstrated ability to be a strategic thinker who can look beyond the immediate to forecast challenges and opportunities, take smart risks, and work with staff to continue to evolve the organization to meet its core values and mission;
- A track record of engaging in collaborative endeavors and building partnerships with peer organizations;
- High energy level, good humor, courage, ethical integrity, and contagious optimism that inspires team building with a sense of possibility, progress, and hope.

Application Procedure

Review of candidates will begin immediately and continue until the position is filled. Nominations, inquiries, and applications, including a resume and letter of interest, should be sent in confidence to:

Sean Farrell, Partner
Sherlene Parsons, Senior Associate
1300 19th Street NW, Suite 700
Washington, DC 20036
(202) 682-1504
www.imsearch.com/7199

Electronic submission of materials is strongly encouraged.

FRAC is an equal opportunity employer and Isaacson, Miller agrees to conduct the search consistent with applicable equal opportunity employment principles.