



**FOOD FOR  
THE HUNGRY**

## **LEADERSHIP PROFILE**

**Chief Financial Officer (CFO)  
Food for the Hungry**

**Phoenix, AZ**

# A Unique Opportunity

**Food for the Hungry (FH) is an international Christian nonprofit organization committed to serving those affected by poverty, marginalization and injustice so they have agency and resources, and are resilient and flourishing.** FH works with the world's most vulnerable people in over 20 countries. Guided and differentiated by [Heartbeat](#) values, FH follows the example of Jesus, who saw the value and dignity of every person.

**This is a time of transformation, growth and promise at FH.** The organization is re-imagining its culture, structure, approaches and business model in order to better invest in resiliency and life opportunities for exponentially more children and families. Revenues have grown to \$192 million, up 33% in two years, equally balanced between government grants and private support. Significant continued growth is projected, through these and emerging revenue sources.

**The Chief Financial Officer (CFO) will lead transformation of Ministry Support Services, strengthen global systems and processes, and play a pivotal role in FH re-imagination.** The CFO will be a forward-looking leader and manager of people and process, who is guided by faith and committed to mission. The CFO will have proven expertise in global finance, change management, risk management, and IT.

## The CFO Mandate

**The Chief Financial Officer (CFO) reports to the CEO and is a strategic partner to the Executive Leadership Team, Board and global FH staff.** The CFO leads Ministry Support Services, including finance, budget development and performance, grants management, quality control, audit, technology, risk management and legal services.



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The world is hungry,  
but the emptiness  
goes far beyond the table.

The need is physical  
and spiritual. People hunger  
for opportunity, starve  
for resources, and have  
been stripped of value.  
These injustices keep  
us up at night.

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The CFO will inspire and implement improvements to current core processes, and will envision and bring to life a reimagined Ministry Support business model.



The CFO manages a team of 50 that collaborates across the global organization.

**The CFO will bring a record of accomplishment in relevant, complex international contexts.**

The CFO is charged both with strengthening core processes, and with helping to envision and bring to life a re-imagined business model. As a top FH leader, the CFO will model Heartbeat values, advancing the culture, and building, galvanizing and equipping global teams that are efficient, accountable, and passionate about FH’s mission.

The Chief Financial Officer will:

- 1. Be a forward-looking leader of vision, strategy and operations.** The CFO will be an experienced financial professional able to build and develop a world-class team and create trusted relationships across the global workforce. The CFO will be a creative thought partner for the CEO, Board, Senior leaders and the Ministry Support Services team. Through transparent communication, collaboration and know-how, the CFO will inspire and implement improvements to current core processes, and will envision and bring to life a reimagined Ministry Support business model.
- 2. Strengthen core financial and risk management processes and systems.** The CFO will have experience with complex, growing revenue streams including private, governmental, and other funding sources. The CFO will enhance, streamline and standardize systems and processes. Leveraging data analytics, technology, ISO 9001 quality standards, know-how and best practices, the CFO will elevate reporting, forecasting and consistent, transparent and secure approaches across FH’s global footprint. The result will be improved confidence, accountability, and measurable outcomes.

**3. Lead transformation, re-imagination and innovation.** The CFO will have an entrepreneurial streak, change management expertise, and passion for re-imagining business processes, systems and structures. As a key player in FH re-imagining, the CFO will be a source of ongoing improvement and creative solutions. The CFO will elevate organizational capabilities in areas that include financial skills, data analysis, business intelligence and forecasting.

**4. Build, manage and motivate a world-class team.** The CFO will be an engaging, trusted leader and developer of outstanding Ministry Support talent, engendering engagement and longterm commitment. The CFO will build strong, collaborative and cohesive teams at headquarters and across FH. The CFO will be a natural, clear and compelling communicator who listens, builds bridges and instills confidence. The CFO will equip and empower staff, valuing input and creating space for innovation and ideas. The CFO will advance financial, IT and risk management knowledge across the organization, contributing to FH culture, cohesion and transformation. Ministry Support Services will set a new high bar for responsiveness, partnership and solutions.

**5. Be a catalyst for the FH of the future.** The CFO will engage, with urgency and creativity, as a strategic business partner passionate about envisioning and achieving a re-imagined future. By applying financial, operational and implementation skills, the CFO will play a critical role in actualizing re-imagined approaches and new funding streams, making them accessible and actionable to the global FH community, and embedding them sustainably and consistently.



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The CFO will be a natural, clear and compelling communicator who listens, builds bridges and instills confidence.

# Characteristics of the Candidate

**The ideal candidate is a strategic, mission-driven innovator with the discipline of global financial and risk management expertise, the adaptive agility of an entrepreneur, and a can-do, solutions-oriented approach.**

The CFO will have personal characteristics that include:

- Vision, strategic acumen and entrepreneurial spirit
- A compelling, energizing, empathetic and energetic persona
- Leadership skills: inspirational, adaptive, confident and humble
- Relational skills: active listening, emotional intelligence, trust-building
- Ability to build and inspire passionate, high-performing teams
- Authentic centering of Christian faith and Heartbeat values
- People management: good at hiring, retaining, developing and empowering people, and delegating well
- Communication, transparency and persuasion skills
- Collaboration, team and culture-building skills
- A calm and thoughtful approach under pressure
- Ability to feel and convey passion for the FH mission

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The CFO will have personal characteristics that include authentic centering of Christian faith and Heartbeat values.

The CFO will bring skills and experience that include:

- Relevant complex international financial experience
- Knowledge of governmental, private and other funding streams
- Change management and organizational development expertise
- Expertise in data analytics, business and CRM technology, ISO 9001, Six Sigma and other gold-standard approaches
- Global risk management and compliance experience
- Ability to leverage data, input from others, and best practices to inform fair and timely decision-making
- A history of cultivating professional growth and improvement
- Ideally, an advanced business or law degree

## The Organization

**Food for the Hungry (FH) is a leading international relief and development organization grounded in Christian principles.**

Food for the Hungry's work began in 1971, as Vietnamese refugees fled their war-torn country and FH founder Dr. Larry Ward knew he had to do something. He embarked on a lifelong mission to serve the most vulnerable people in the hard places, based on a simple premise: if children die one at a time, we can help them one at a time. Today, over 200,000 children are sponsored through FH. The name Food for the Hungry is inspired by Psalm 146:7.



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The CFO will bring skills and experience that include the ability to leverage data, input from others, and best practices to inform fair and timely decision-making.

## The “Why” of Re-Imagination

The paradigm that has served us and our [international NGO sector] well for the last fifty years is no longer relevant in a world that is radically, dynamically and exponentially changing.

Therefore, we must change how we respond to God’s call “that the poor have hope, and injustice shuts its mouth.”

FH operates in more than 20 countries, responding to human suffering and helping communities move beyond extreme poverty to resiliency. FH responds by providing critical and lifesaving support on the front lines of many of the world’s most complex disasters and emergencies. When a community shows evidence of transformation (through indicators such as health, livelihoods, education, emergence of hope), FH is able to gradually depart, having helped to sustainably enhance resiliency and opportunities for residents.

There are more than 2500 FH staff worldwide, 99% working in their country of origin. To date, FH has graduated over 2,879 communities from extreme poverty, impacted over 6.4 million children, and served over 800,000 households globally.

**FH has grown dramatically in recent years,** and current revenues of \$192 million are one-third higher than revenues two years ago. Such dramatic growth is expected to continue for the next several years.

**FH is re-imagining its approaches to investing in communities, given the rapidly changing world and the goal of empowering community resiliency and opportunity.** FH aspires to sustainably impact exponentially more families and communities. The CFO will lead efforts to strengthen and re-imagine the FH business model; and to use data to drive improved structures, processes, efficiencies and impact.

In its FY22 Balanced Scorecard Results, FH measured significant forward movement on 10 of 11 priorities, across three key directions:

- SEEK the Right Promises
- MAKE the Right Promises
- KEEP the Right Promises

**FH staff has developed The Golden Circle** as part of the work of re-imagination, illustrating the full-circle nature of its emerging work:

FH currently has programs in the following countries:



- **Latin America and the Caribbean:** Bolivia, Dominican Republic, Guatemala, Haiti, Nicaragua, and Peru
- **Asia:** Bangladesh, Cambodia, Indonesia, Philippines, Middle East, and Vietnam
- **Africa:** Burundi, Democratic Republic of the Congo, Ethiopia, Kenya, Mozambique, Rwanda, South Sudan, and Uganda

## The Relationships

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|-------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>The CFO reports to:</b>                                              | President/CEO                                                                                                                                                                                                                                                                                                                              |
| <b>Manages Ministry Support Services, with direct reports including</b> | <ul style="list-style-type: none"> <li>• Sr. Director and Global Controller</li> <li>• Senior Director, Financial Planning &amp; Analysis</li> <li>• VP, Information Technology</li> <li>• Senior Director, Risk Management &amp; Compliance</li> <li>• Manager, Legal &amp; Contract management</li> <li>• Executive Assistant</li> </ul> |
| <b>Has other key relationships including:</b>                           | Food for the Hungry Executive Team (CEO, COO, CHRO, EVP Strategy); Chief of Mission, Public and Private Development Officers; Senior Staff including Regional Directors and Country Directors; Peer CFOs at other organizations.                                                                                                           |

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FH provides life-changing resources such as clean water, medical aid, food, equal educational opportunities to girls and boys, vocational training and empowerment in the midst of unimaginable hardships.





## The Location

Food for the Hungry's headquarters are in Phoenix, Arizona. The position is ideally based in Phoenix, AZ, but an alternative possible location is Washington, DC.

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**Food for the Hungry is an equal opportunity employer, and a diverse slate of compelling candidates is being sought.**

For potential consideration or to suggest a prospect, please email [FHCFO@BoardWalkConsulting.com](mailto:FHCFO@BoardWalkConsulting.com) or call **Kathy Bremer, Cynthia Moreland**, or **Patti Kish** at 404-BoardWalk (404-262-7392).

For the current status of this and other searches, please visit [www.BoardWalkConsulting.com](http://www.BoardWalkConsulting.com)

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We are not foreigners or outsiders offering a new way of life. We are sisters and brothers lifting the shared burden from the shoulders of our global family.