

EXECUTIVE POSITION PROFILE

President and Chief Executive Officer



This search is being conducted by:

VettedSolutions

Chicago, IL • Los Angeles, CA • Washington, DC

Telephone: +1.202.544.4749

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I. Opportunity

The American Peanut Council (APC/the Council) is offering a unique career opportunity for a dynamic leader capable of guiding a critical component of our modern food system toward expanded relevance and value to its members, consumers and an increasingly diverse international food community.

The Council stands on the verge of a new era in its long and distinguished history. The U.S. peanut industry is moving from its legacy as a highly regulated component of the American agricultural sector into a brave new world of evolving government programs, shifting industry economics, greater international competition (and opportunity) and dramatically changing consumer demands and expectations of the domestic and international food system. APC's new President/CEO will have the opportunity to apply a distinctive mix of experience, insight, innovation and collaborative energy to leading the Council into that new era, based upon an ability to:

- Unite and expand membership with the innovative products and services they value/important to their financial success;
- Expand revenues and solidify APC's immediate and long-term financial stability;
- Identify and develop new market opportunities for members within the domestic food sector and among international markets, as well as additional non-food uses for peanuts;
- Work effectively and collaboratively with other organizations and institutions within the peanut industry, and with the many governmental agencies and entities important to the industry;
- Promote the focused research important to the industry and the consumers it serves;
- Guide the industry's collaborative efforts to enhance its role and value in a highly competitive, rapidly changing global food system.

APC's new President/CEO will couple proven expertise in managing associations or other complex, staff-driven organizations, drawing upon a



sophisticated strategic perspective and an energetic and charismatic personality. Those skills, coupled with a detailed knowledge of the unique world of agriculture, will be focused on the specific goal of revitalizing and reaffirming the Council's place as an influential and articulate advocate for its members and the products they offer to the world. This represents an opportunity to guide and represent an important component of the domestic and global food and agriculture system in an era of profound structural, economic and social changes and challenges affecting consumers around the world.

Scope of the Position

APC's President/CEO has overall responsibility for the effective and efficient operation of the organization, based upon the consistent delivery of activities, events and other products and services important to the continued success and financial strength of its diverse members. The President/CEO reports to a seven-member executive committee of directors and will provide the expertise needed to maintain the smooth operation of a complex membership-based organization and its financial strength and stability.

Concurrently, the President/CEO will work closely with the entire board to provide the visible, aggressive leadership needed to drive change and adaptation to the evolving needs of members and the changing expectations of consumers and other APC

stakeholders. The President/CEO must be a strong strategic thinker, capable of identifying both challenges and opportunities for APC and its members. That individual must interact collegially and constructively with an extremely diverse set of members, balancing the interests of producer and food manufacturer members in a shared interest in expanding markets for peanuts and peanut products. That person also must serve as the face of APC not merely to staff and members but also to a wide range of external audiences, ranging from lawmakers and regulators to media and civic leaders important to the best interests of the Council and its members.

Perhaps above all, and regardless of past career experience, the President/CEO must demonstrate the energy, drive and commitment to the peanut industry needed to inspire others and build trust-based relationships on a 360-degree basis. The individual must combine that strength of personality with a willingness to make the difficult decisions needed to drive necessary change in activities, focus, structure and all other elements of organizational success and sustainability.

Key Responsibilities

Working with directors and members of staff, the President/CEO will have broad responsibilities and duties, including but not limited to the following.

Administration

- Works with Board and staff to ensure that APC's mission is fulfilled through strategic planning and programs that support its initiatives.
- Work with directors to review the structure, location and operational practices appropriate for the Council in adapting to the changing requirements and best practices of effective association management in a post-Covid environment.
- Carry out budgeting, personnel management, financial controls, office operations and general administrative oversight. Respond to member inquiries and requests.

Membership

- Maintain member enthusiasm for the Council and appreciation of its offerings and activities, principally through personal contacts and frequent interaction with members.
- Identify and recruit new members, both domestically and internationally.
- Build membership and engagement with food manufacturers and other potential customers that drive overall demand for peanuts.

Revenues

- Maintain dues revenues by increasing member perception of value delivered by APC.
- Develop additional non-dues revenue streams, including but not limited to advertising, sponsorships, training and course work, collaborative ventures with other groups or associations.

Leadership & Governance

- Assure timely, open and candid interaction with the Executive Committee, with regular meetings, clear meeting agendas, accurate minutes of proceedings.
- Communicate regularly and openly with Board members, through regular formal meetings (agendas, minutes, etc.); monthly staff activity report, regular personal interaction with directors.
- Maintain APC global strategic plan and assure its implementation.
- Oversee and administer all other committee and task force activities, including the Sustainability Committee, Manufacturer Food Safety Advisory Committee, Issue Management Committee, membership Committee, Meetings Committee and diverse manufacturers' meetings.
- Oversee Peanut Research Foundation executive director and staff; serve as Foundation president and non-voting member of its Board.
- Recognize and anticipate potential issues or arenas of conflict involving different APC members and seek to pro-actively defuse problems and disputes.

Meetings

- Work with staff to plan, budget, administer and conduct all membership and industry meetings, including Winter Conference.
- Collaborate with American Peanut Shellers Association to plan USA Peanut Congress.
- Work with European Director on all aspects of International Peanut Forum.
- Recruit and help prepare speakers and other dignitaries at various meetings and events; plan and direct appropriate social events.
- Evaluate and develop recommendations regarding meeting formats, effectiveness, value, improvements.
- Coordinate with other associations and groups on food safety matters.

Issue Management & International Marketing

- Effectively defend the Council and its members in any crisis or external developments that threaten to harm their overall reputations or positive relationships with any stakeholder group.
- Closely monitor significant legislative, regulatory and other public policy initiatives important to the peanut industry, and the overall agricultural sector.
- Provide assistance as needed to SVP in working with AID, NGOs or others in promotion of peanut butter as part of U.S. food aid efforts.
- Oversee export staff in the United States and London (13 staff members and consultants).
- Assure complete regulatory compliance and oversight of annual governmental audits.
- Review and control of various contractual activities, notably involving governmental funding.

Food Safety

- Oversee and direct all efforts related to food safety, including management of consultants providing training, instruction, seminars or other services.
- Assure timely and complete dissemination of information and materials.
- Liaise with FDA and other governmental entities relevant to food safety.



Advocacy

- Serve as the principal public face of APC with all stakeholder audiences, projecting the energy, optimism and commitment of APC and its members to sustainable global agriculture and consumer dietary needs.
- Deliver speeches, testimony, public appearances, social events and other venues leading to wider recognition of APC, awareness of its interests and appreciation for its contributions to global consumer food needs.
- Represent APC and/or the peanut industry at key peanut industry events, such as the USA Peanut Congress, regular US Ag Export Development Council meetings, the Georgia Peanut Farm Show, National Peanut Board quarterly board meetings, and other comparable events.
- Establish positive working relationship with target media, elected officials.
- Maintain steady, regular interactions with members and staff, to build constructive working relationships and enthusiasm for APC and its activities.
- Identify and to the extent possible correct misinformation and misrepresentation of APC and its interests among the grower community, the food industry, the broader business community, the media, domestic and other governmental agencies or institutions that threaten to compromise APC's reputation or interests.

Qualifications and Experience

Academic

- BA degree, preferably in agriculture or science-related discipline; economics; political science or business administration. An advanced degree is helpful.

Demonstrated skills & Background

- Thorough knowledge of the agricultural sector, preferably with direct experience in peanut production, processing, brokerage or marketing. Existing knowledge of peanut industry history, structure, economics, issues is a major advantage.
- Administrative and managerial skills involving a membership or voluntary membership group, with demonstrable success in recruitment, growth and retention; budgeting and financial management, including revenue growth; effective staff administration, development, motivation.
- Ability to manage and administer complex programs, often involving governmental agencies and international institutions, and to comply with all regulatory requirements and evolving social expectations of the modern food system.
- Market development and product-use expansion, in both a domestic and international context. Comprehensive understanding of the public policy process, ideally in an agricultural or food environment; strong analytical skills, ability to build coalitions and partnerships.

- Multi-cultural awareness and sensitivity, and knowledge of international markets, food and economic systems.
- Experience in achieving results or establishing a trusted and valued voice for an industry or organization within the legislative and regulatory arenas, in the United States and ideally other locales.
- Especially well-developed advocacy, verbal and written communication skills; crisis management and capacity to guide organizational change and improvement.

Attributes

- Unquestioned leadership characteristics, in all dimensions. Strategic mindset; inspirational visionary and motivator; creative and innovative nature. Charismatic and capable of building positive, lasting relationships across hugely diverse categories and types.
- Collaborative and team-focused. Capable of building effective relationships with superiors, peers, subordinates; works easily and well with complex and diverse board. Both a teacher and listener/learner; mentor and team-builder.
- Goal-oriented; focused and disciplined toward agreed goals, objectives; diplomatic. Capable of navigating political waters, institutionally and personally; unafraid of necessary change, improvement.
- High-energy; engaged, visibly committed; inquisitive nature; positive outlook. Capable and eager to travel, meet others, build extensive contacts and relationships in pursuit of APC interests and opportunities.

II. Organization Review

About APC

The Council is an 80-year-old association representing all segments of the peanut industry, including growers, shellers, manufacturers, brokers and others across the food chain from farm to plate, both domestically and internationally. Its major activities include contracting with the U.S. Department of Agriculture to receive export promotion financing, working to promote expanded

food uses of peanuts worldwide, supporting various public and private food-safety and nutrition initiatives, directing research, creating and managing events, seminars and other learning opportunities for members, educators and consumers, providing information and thought leadership on food-related public policy — and more.

APC provides a single voice for all industry stakeholders, from the farm field through to the



consumer. The Council is one of the oldest and most well-known and respected commodity-based organizations in the global food system.

The Council directs the Peanut Research Foundation in efforts to advance study and understanding of issues confronting the industry, while working closely with the National Peanut Board, the Peanut Institute, various state associations and other grower and marketing organizations on matters of shared interest. APC also works to serve the expanding needs of global food manufacturers in accommodating changing public dietary and health demands, and in promoting peanuts as a significant and valuable component of changing food preferences and habits. Market development and expansion of food uses of peanuts also remain key goals, as well as broader public understanding of the entire peanut industry's contribution to a sustainable, regenerative and transparent global food system.

Mission

To support the long-term growth of the U.S. peanut industry by serving as a forum and unified voice for all segments, including:

- providing leadership in issues management;
- promoting consumption of U.S. peanuts internationally;
- providing thought leadership, coordination and facilitation in scientific research related to production, handling and processing of peanuts.

Guiding Principles

- Support our members across all segments; provide exceptional value for their investments; operate in an efficient and financially sustainable manner.
- Operate a disciplined, repeatable process in planning, governance and execution of our priorities.
- Collaborate across all segments to arrive at a common point of view for the good of the industry — and to speak with one voice when that agreement is reached.
- Diligently seek ways to provide the best forum for dialogue and interaction among all members of our industry.
- Work effectively and cooperatively with other industry groups for the betterment of the industry.

Leadership and Structure

The Council operates with 57-member board, with 23 grower representatives, 16 sheller representatives, ten manufacturer representatives, and five representatives of the allied/broker/international segment. An executive committee (composed of the current Chair, Chair Elect, Secretary/Treasurer, immediate past Chair, past Chair, Export Committee Chair and Foundation Chair) functions on behalf of the Board outside formal Board meetings.

The President/CEO reports directly to the Board Chair and executive committee, but is expected to work collaboratively and communicate regularly with all directors.

The Council has over 200 members, including 181 within the United States and 28 in 13 other countries worldwide. The President/CEO has eight direct reports, with a total organizational staff and consultants of 23. Key staff positions reporting to the President/CEO include:

- Director, Peanut Research Foundation
- Senior Vice President, Export Development
- Vice President, European Marketing
- Director, Finance & Administration
- Director, Communications
- International Programs and Technical Manager
- Membership and Marketing Manager
- Webmaster

There are also other consultants on food safety, crisis communications/media screening, and sustainability which report to the President.

The Council acts through both Domestic Operations and the Export Division, with staff assigned to each or both areas at the discretion of the President/CEO. The Peanut Research Foundation conducts scientific research aimed at the betterment of the industry,

especially on production research, as directed by its own 16-member Board, funded through voluntary contributions from all segments of the industry.

In addition to its U.S. headquarters, the Council also operates from APC International offices and representative in the United Kingdom, Canada, Germany, Japan, China, Mexico, Belgium and Colombia. Today, the association's annual budget, including its research foundation exceeds \$8.9 million.

For more than three decades prior to his announced retirement, Patrick Archer worked in the Council and has led it for the past 17 years, directing diversification of services for members, and the steady expansion of its global presence and involvement in public, institutional and governmental discussions and action regarding peanuts, oilseeds and larger food policies and issues.

Digital Presence

www.peanutsusa.com

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III. About Vetted Solutions

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