



Vice President of Impact
CommonWealth Kitchen
Dorchester, MA
April 2021

Change the food industry! Are you an accomplished social enterprise leader devoted to building an equitable food economy? Commonwealth Kitchen is hiring its first **Vice President of Impact** and this is your chance to build change at the nexus of culture, business, and equity in the food world.

CommonWealth Kitchen (CWK) is a nonprofit social enterprise, based in the Dorchester neighborhood of Boston, on a mission to build a new food economy grounded in racial, social, and economic justice. The **Vice President of Impact** will join CWK at an important moment. In six years, the organization has grown from a team of 3.5 and a budget of \$250,000 to a staff of over 20 and a growing annual budget of \$3.7 million. CWK is transitioning to its next stage as an organization, offering the successful candidate the opportunity for substantial influence over how CWK's three levers of impact--Educational Programs, Business Development, and Culinary Operations--coalesce into an effective strategy for achieving its mission.

About Commonwealth Kitchen

CommonWealth Kitchen uses a systems-based approach to build the capacity of diverse entrepreneurs to start and grow food companies, and connects them with the education, training, and industry networks essential for success. CWK operates Greater Boston's only non-profit shared-use commercial kitchen, providing hourly rental to 50+ start-up and early-stage food companies annually, over 80% BIPOC-owned. CWK also operates its own small-batch food manufacturing operation, providing outsourced processing to help emerging food businesses scale, while bringing manufacturing jobs to one of Boston's lowest-income neighborhoods. CWK's manufacturing operation provides fee-for-service production to restaurants, farms, and other food businesses as a source of earned revenue to support operations. To complement the shared kitchens, CWK offers a wide range of business education and training and coordinated market access to more than 100 diverse food companies annually.

CommonWealth Kitchen's model has been attracting increasing recognition for supporting entrepreneurs who have the passion and great recipes to be successful food entrepreneurs, but have historically been shut out of the capital, networks, and production capacity necessary to succeed. With years of rapid growth and increasingly complex needs within the food industry, CWK is evolving its infrastructure to meet its next chapter. This includes hiring a Chief Operating Officer, to whom the Vice President of Impact will report, as well as additional program team members, including a Director of Educational Programs who will be among 4 to 5 Directors reporting to the Vice President.

The Vice President of Impact Position

The Vice President (VP) of Impact is responsible for integrating CWK's three levers of impact -- Educational Programs, Business Development, and Culinary Operations -- into a single, unified effort that achieves CWK's mission. As a member of CWK's senior leadership team, the VP of Impact oversees all mission-based activities at CommonWealth Kitchen from the team running the shared and co-manufacturing kitchens to the team providing CWK's wide range of educational programming, business advisory services, courses, technical support, and mentoring to the leader navigating and leveraging business development opportunities for entrepreneurs and CWK itself. As a true social enterprise, CommonWealth Kitchen seeks to achieve its mission in a sustainable, fiscally responsible way that achieves systemic change in the food industry while generating the revenue needed to maintain operations and grow its impact. The Vice President of Impact will provide both inspirational leadership and practical business planning to make this Theory of Change successful.

The VP of Impact is the primary owner of *The CWK Way*, a living document that defines the expectations of all members of the CWK Community with respect to both business best practices and a commitment to work toward dismantling oppression in the food system and building a food economy where everyone can participate and prosper. By integrating *The CWK Way* into all three impact areas and cultivating strategic external relationships, the VP of Impact will play a critical role in building a values-aligned Network that shares a vision for and a hands-on commitment to a just, equitable, resilient regional food economy.

Responsibilities

Community Engagement Lifecycle

- Develop and measure the overall strategy for achieving CWK's mission across the three levers of impact
- Establish an implementation plan for the structure, pricing, and communications that achieve the strategy
- Realize CWK's Theory of Change whereby an entrepreneur learns about CWK, enrolls in educational programs, uses the kitchen facilities, connects to business development opportunities, 'graduates,' and maintains an active involvement in the CWK Network
- Manage the Director of Educational Programming by engaging members of the CWK Network as needed to meet curriculum and technical assistance needs
- Manage the Director of Culinary Operations to ensure that kitchen facilities are optimized to meet the needs of Community businesses
- Manage the Director of Business Development in managing the strategy for coordinated market access opportunities, including regularly assessing Community needs and readiness, proactively securing new strategic partnerships, qualifying new, in-bound, and one-off opportunities, and developing them into long-term, strategic relationships
- Ensure that all CWK team members and partners who interact with Community businesses are trained in CWK's values and principles of adult education

Mission Focus

- Serve as owner of *The CWK Way*, a living document that defines the expectations of all members of the CWK Community and its extended industry Network with respect to both business best practices and a commitment to work toward dismantling oppression in the food system and building a just, equitable, sustainable food economy.



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- Ensure that *The CWK Way* is embedded within the organization's three impact areas in practical, tangible, measurable ways
 - Act as a thought leader to ensure that CWK's activities continue to fulfill the organization's mission as Community needs evolve
 - Support all CWK team members and Community businesses in their work to embody *The CWK Way*

People Management & Business Operations

- Manage a team of 3-5 Director-level direct reports, and 15-25 indirect reports. Provide support for each Director in navigating within CWK, securing resources, and establishing plans for future growth
- Oversee management of all impact activities, including quarterly and annual work planning, budgeting, strategy, and execution.
- Coordinate with the COO to implement operational tools aimed at establishing clear, measurable goals with accountability across the entire impact team
- Assess each department to identify funding opportunities and needs; collaborate with the Development team to strategize the best funding options to further impact goals
- Work closely with the COO to establish earned income and utilization targets for culinary operations, consulting services, and other mission-aligned programming. Collaborate with the Director of Culinary Operations to implement a strategy for achieving earned income targets while keeping impact goals top of mind
- Coordinate with the Director of Communications on all messaging and outreach related to impact.
- Represent CWK and its mission to external audiences, funders, and as a thought leader. This may include accompanying or standing in for the Executive Director at speaking engagements and events

Strategic Initiatives

- Develop and nurture a Network of allies, mentors, industry advisors, strategic partners, funders, and subject matter experts that support CWK's mission
- 'Own' high-level, early-stage partnership opportunities and develop them into concrete initiatives that can be managed by direct reports
- Lead CWK's discussions with institutions such as hospitals and universities around leveraging their buying power to scale demand for products made by CWK Community businesses
- Integrate the existing Farmer Value Added co-manufacturing program into a coherent strategy for CWK's involvement in regional food systems work
- Assess future plans for CWK's CommonTable emergency meals initiative, launched in 2020 in response to the COVID pandemic.
- Guide the next stages of CWK's Restaurant Resiliency Initiative, which was launched in response to the COVID pandemic.
- Lead policy and advocacy efforts on behalf of CWK and its Community businesses
- Formalize a strategy such that CWK can share its lessons learned with other food business incubators, government leaders, and others.

Impact Evaluation

- Establish a plan for measuring impact and sharing understanding of CWK and its Community's success that is financially sustainable



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- Establish systems for evaluating and tracking impact within CWK's three core levers, as well as across the wider Community and Network
 - Ensure careful, consistent documentation of all educational programs, professional relationships, culinary operations, and organizational policies related to impact

Qualifications and Qualities

The successful Vice President of Impact candidate will thoughtfully address how they will navigate the unusual diversity of skills needed for this position--not only demonstrated success in leading a complex mix of nonprofit programs but also ensuring the correct return on investment for sophisticated food industry resources such as the two CWK kitchens. Candidates must illustrate how they can serve as a food industry leader if their prior experience is largely as a nonprofit program chief. Alternatively, they must consider how they will effectively lead nonprofit, mission-based, equity focused work if their expertise is in the food industry.

While this is a new position, we are confident that a successful candidate will likely share most of the following qualifications and qualities:

- Deep networks within Greater Boston's food industry, nonprofit sector, or entrepreneurial support organizations along with relationships that can strengthen and deepen opportunities for CWK's entrepreneurs
- Ten or more years of progressive supervisory experience overseeing a complex program or policy within the nonprofit, social enterprise, or government sectors
- Exceptional people management skills and cultural competency, with experience running multiple distinct departments at once
- Demonstrated expertise in project management, strategic planning, and budget management
- Examples of bringing initiatives and teams to the next stage of growth
- Facility serving as a representative, spokesperson, and advocate for a cause with both internal teams and external stakeholders and in the media
- Outstanding communication skills in speaking and training, in the "real" and virtual environments, and in persuasive writing whether short emails or funding proposals
- Understanding of philanthropy, fundraising, and revenue streams for nonprofits outside of earned revenue
- Expertise setting goals and objectives and measuring success against them, as an individual and as a leader
- Experience and skill working with people across identities that cross multiple cultures, races, socio economic statuses, and genders. Thrive in the rich diversity that is Boston and that is CommonWealth Kitchen!
- Resilience within a fast-moving environment with the ability to both embrace change and focus efforts as the need arises
- A sense of humor and positive attitude makes a big difference
- Proficiency with cloud-based tools, ideally including Salesforce, Google Suite, Slack, and Asana.



Salary, Benefits, Working Conditions

This is a new position. CommonWealth Kitchen anticipates the salary range to be between \$95,000 and \$115,000. CWK offers generous paid time off as well as group health insurance.

While due to the COVID-19 pandemic many CommonWealth Kitchen team members are working remotely, candidates should expect to work in-person at CWK's 196 Quincy Street facility in Dorchester at least part-time on hire, and potentially full-time when it is safe to do so.

To Apply

CommonWealth Kitchen is partnering with Carolyn O'Brien Consulting, LLC for this search. All candidates must submit both a resume and detailed cover letter that matches their qualifications with CommonWealth Kitchen's requirements. Title a pdf version of your resume and cover letter with your last name and "cover" or "resume" and email with "Vice President of Impact" in the subject line to CWK@carolynobrien.org. Please include your LinkedIn profile as well.

