

# **BOARD OF DIRECTORS ELECTION PROCEDURES**

(Also Includes International Council Officers and Board Appointees)



## **Vision**

A Community  
Spiritually Freed  
From the Effects of Imprisonment  
Reaching all Impacted by Incarceration,  
Through the Love, Hope, and Faith  
Found in Jesus Christ.

The mission of the Kairos Prison Ministry is to share the transforming love and forgiveness of Jesus Christ to impact the hearts and lives of incarcerated men, women and youth, as well as their families, to become loving and productive citizens of their communities.

Adopted by Board of Directors, November 21, 2017

### ***Core Values***

Kairos Prison Ministry Core Values guide our behavior and actions as a board, staff, and volunteers:

#### ***Lay-led, Christ Centered Ministry***

We are Christians who believe in the Holy Trinity and honor and live the teachings of the Bible and our Lord and Savior, Jesus Christ. We conduct the ministry while inviting all to attend as Guests or Participants in Weekends and program specific follow-on activities to build Christian community.

#### ***Empowerment while Building Accountability***

While we empower the local volunteers to conduct the ministry, we are accountable to excellence and performance at the highest standards and authority of the ministry. We empower Guests or Participants to be accountable for their lives and be transformed by Jesus Christ.

#### ***Continuing Ministry Model to Build Community***

We believe in the importance of enabling relationships to build community, thus our model includes the Weekend experience followed by Guests or Participants gathering regularly for accountability, support, and prayer. The full complement of the well-defined returning model is necessary for the community to prosper.

#### ***Trustworthy***

We believe that we must be honest and truthful in our personal conduct as we represent the ministry consistently and with integrity. We are obedient to God in everything we do and obedient to the guidelines of the Kairos ministry programs.

#### ***Respect and Love***

We believe in respecting each person with dignity while modeling Christ love. We practice ‘Listen, Listen, Love, Love’.

#### ***Stewardship***

We believe that we must be good stewards of our ministry’s programs, funds, and resources, as well as our personal time, talent, and treasures.

## *Statement of Faith*

The people of Kairos are called by God to share the love of Christ with those impacted by incarceration. Kairos encourages believers from a variety of Christian traditions to be volunteers in this Christ-filled ministry.

Kairos programs offer to prison residents, their families, and those who work with them, the opportunity to receive God's forgiveness through faith in Jesus Christ, and to grow in their faith and servant-hood in Christian community.

We stand on the common ground of the following elements of faith:

We in Kairos believe:

The Bible is God's authoritative and inspired word for our faith and our lives.

In the Trinity of the Father, Son and Holy Spirit.

In the deity, death and resurrection of Jesus Christ.

Friendship with God is a free gift, for God so loved the world that He gave His one and only son so that whoever believes in Him shall not perish but have eternal life.

The love of Jesus Christ motivates His followers to provide food for the hungry, drink to the thirsty, welcome to the stranger, clothes for the naked and visits to the sick and those in prison.

In sharing the love and forgiveness of Jesus Christ with all incarcerated individuals, their families and to those who work with them inside and outside the correctional institution.

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## **I. Introduction**

### **A. Spiritual and Biblical Focus.**

*Biblical leaders are to be servants* (2 Tim. 2:24). It is easy to rise to a position of prominence and get a sense certain work is beneath an individual. Jesus, however, shows us the true model when he washed the feet of his disciples. He did not lord his position over others, but became a servant to humanity.

*Biblical leaders are shepherds* (Acts 20:28). Part and parcel of the shepherd's responsibility is to care for, feed, and nurture the flock. A shepherd protects the innocent and vulnerable sheep from ravenous beasts and leads the flock to green pastures, ensuring they are adequately fed.

*Biblical leaders are teachers* (1 Tim. 3:2). Just as an elder in a church is required to be able to communicate rational, biblical truths to others, civil servants in office must demonstrate the ability to present a coherent, biblically-supported agenda for its citizens.

*Biblical leaders are to be good stewards* (Titus 1:7a). Stewardship refers to the administration of duties or goods in a person's care. As created beings of God, we are obliged to be stewards of all aspects of life that have been entrusted to us for our use. In the execution of stewardship, Scripture teaches us that we are to be faithful and wise, not turning entrustments into self-indulgent pursuits.

*Biblical leaders are not to be greedy for gain* (Titus 1:7b). Along with being faithful with other people's money is the idea that one does not have an unhealthy pursuit of personal, selfish gain.

*Biblical leaders discipline when necessary* (Acts 5:3; Titus 1:13). Leaders must have the courage to confront evil when necessary, wherever they may find it.

*Biblical leaders imitate Christ* (1 Cor. 11:1). One does not have to be a Christian to appreciate the flawlessness of Jesus' life and testimony. Christ was a man who preached grace, love, mercy, kindness, charity, selflessness, hospitality, equality, obedience, and virtue—characteristics that all humanity deems good. Leaders will never get the entirety of these qualities perfect as Jesus did, but they must continually strive to imitate Christ.

(Excerpted by permission from Stanford Murrell's blog, [7 Biblical Principles for Choosing Our Elected Leaders](http://Stanfordmurrell.org), at [Stanfordmurrell.org](http://Stanfordmurrell.org))

## **B. Purpose of This Document**

The purpose of this document is to set forth detailed procedures for recruiting, vetting, and electing candidates for the Board of Directors; electing International Council and Board Officers; and establishing procedures for the Board-appointed position.

## **C. Purpose and Roles of Those Involved in the Election Process**

### **1. Governance Committee**

The Kairos Bylaws, Article VII, Section 1C, direct the Governance Committee with “preparation of nominations for vacancies on the Board of Directors, the International Council at-large members (if needed), and nominations of Officers of the Board of Directors and the International Council, which are to be presented for vote at the meeting of the International Council and the Board of Directors.”

### **2. Governance Committee Chair:**

- a. Serves as the single point of contact regarding nominees for the various positions referred to in this document.
- b. Assigns task to various committee members as required by the Governance Committee Charter and this document.

### **3. Governance Committee Members:**

- a. Participate in vetting individual candidates as directed by the Governance Committee Chair.
- b. Actively participate in the recruiting process for any elected/appointed candidates.

## **D. Authority**

The authority to recruit, vet, nominate, and elect candidates for the Board of Directors, the Board Appointees, the Board of Directors officers, and the International Council officers, rests within the Kairos Bylaws, the Governance Committee Charter, and this document.

## **II. Election Procedures**

### **A. Selection of Board of Directors Candidates**

- 1. General.** The Bylaws of Kairos Prison Ministry grant authority to the Governance Committee to prepare nominations for vacancies on the Board. The Governance Committee Charter, approved by the Board, grants responsibility to

the Committee to identify and recruit qualified candidates as nominees for election by the International Council.

**2. Schedule of Tasks:**

**a. Immediately following Annual Conference –**

- (1) Evaluate the skill sets of Board members who may be rolling off the Board at the next Annual Conference and determine if any desired skill set gaps will exist.
- (2) Identify any skill set gaps that will exist for any reason.

**b. At Earliest Board Meeting –** present any skill set gaps to the Board for their consideration.

**c. August – December -** Recruiting should be an ongoing effort. All Board members should be looking for potential future candidates for Board positions in the usual course of their Kairos activities. This timeline suggestion is for submission of names to the Governance Committee Chair for processing in accordance with these procedures.

**SOURCES FOR BOARD RECRUITMENT**

- International Council and Board members
- State Chairs
- Advisory Councils
- Kairos Staff
- E-News announcement (As needed or as determined by the Governance Committee)

**d. October – January - Recruitment/Cultivation Process I**

- (1) Names of potential Board candidates, both elected and Board-appointed, from above Sources for Board Recruitment submitted to Governance Committee Chair along with two references (with telephone and email contact info for all).
- (2) Governance Committee Chair contacts CEO and one or more of the following individuals for information about each potential candidate using the Interview Questions for Board/IC Officer Candidate References (Attachment 1).

(a) State Chair

(b) Board Chair

(c) Previous State Chair

(d) Another person involved with the candidate

(3) Governance Committee begins follow-up contacts with references to learn more about each submitted name.

**e. January Governance Committee Meeting** - Compile list of potential candidates selected for Part II of the Recruitment/Cultivation Process.

**f. January & February - Recruitment/Cultivation Process II**

(1) Governance Committee Chair contacts each potential candidate to determine interest in being considered as a candidate.

(2) Governance Committee Chair creates a final list of elected and Board-appointed candidates for vetting.

**g. March & April - Recruitment Process - Vetting**

(1) Prospective Board of Director/IC Officer Profile (Attachment 2) and Questions to be Answered in Writing by Board Candidates (Attachment 3) forms sent to candidates.

(2) Governance Committee Chair selects teams of two committee members to vet each candidate.

(3) Phone interviews set up with each candidate to be conducted by two Governance Committee members to learn more about each candidate using Interview Questions for Board Candidates (Attachment 5).

**h. May - Nominations**

(1) Vetting teams present their findings to the Governance Committee.

(2) Final recommended Board member and Board-appointed nominees approved by Governance Committee.

(3) Nominees brought to full Board for approval.

(4) Information packets (Attachments 2 and 3) for nominees for election sent to the National Office, to be sent on the International Council.

**i. July/Annual Conference - Election**

- (1) Board members elected. The International Council will use the Podium Questions for Board Candidates, and if necessary, Additional Podium Questions for Incumbent Board Candidates (Attachment 6).
- (2) Provide orientation of new Board members at Annual Conference.

**B. Board Appointee Procedures**

**1. General.** The Board of Directors has been granted the authority by the Kairos Prison Ministry Bylaws to appoint one board member each year. This Board member would be selected by the Board of Directors and may be nominated by an individual Board member or the Governance Committee.

**2. Schedule of Tasks**

**a. Immediately following Annual Conference –**

- (1) Evaluate the skill sets of Board members who may be rolling off the Board at the next Annual Conference and determine if any desired skillset gaps will exist.
- (2) Identify any skill set gaps that will exist for any reason.

Note: At any point in the process, if a candidate is brought forward for appointment, proceed with the Board Appointment Process as outlined below.

- b. Governance Committee Chair contacts CEO and one or more of the following individuals for information about each potential candidate using the Interview Questions for Board/IC Officer Candidate References (Attachment 1).
  - (1) State Chair
  - (2) Board Chair
  - (3) Previous State Chair
- c. Another person involved with the candidate.
- d. Governance Committee Chair begins follow-up contacts with references to learn more about the submitted candidate.
- e. Governance Committee Chair contacts the potential candidate to determine interest in being considered as a Board-appointed candidate.

- f. Prospective Board of Director/IC Officer Profile (Attachment 2) and Questions to be Answered in Writing by Board Candidates (Attachment 3) forms sent to candidates.
- g. Governance Committee Chair select teams of two committee members to vet candidate.
- h. Phone interviews set up with candidate to be conducted by two Governance Committee members to learn more about the candidate using Interview Questions for Board Candidates (Attachment 5).
- i. Final Board-appointed candidate approved by Governance Committee.
- j. Board-appointed candidate nomination brought to full Board for approval.
- k. Candidate information packet (Attachment 2 and 3) sent to the National Office, to be sent on to International Council.
- l. Board-appointed candidate ratified at next Annual Conference. The International Council will use the Podium Questions for Board Candidates (Attachment 6).
- m. Provide orientation of new Board appointee with other members at Annual Conference.

### **3. Timely Selection of Board Appointee**

The Board automatically starts with the authority to appoint one Board member each year. There may be times when the Board may not be able to recruit a Board appointee or reach a consensus on a candidate who is brought forward. In that event, the following options are available to ensure that the Board is fully populated after Annual Conference:

OPTION 1: Board selects one person from list of Board member nominees for appointment. Governance Committee notifies International Council of Annual Conference election of four (4) Board members and ratification request for specified Board appointee.

OPTION 2: Board opts to delay appointment (to be made from the final nominee list) until after International Council election. Governance Committee notifies International Council of Annual Conference election of four (4) Board members and a ratification request for one of the Board member candidates to be identified after the International Council election. The Board will meet following the election to make that choice, which will be put before the International Council before the conclusion of Annual Conference for ratification.

#### **4. Subsequent Terms of a Board Appointee.**

Board members appointed for a term may be re-elected to the Board for a 2<sup>nd</sup> term either through the *Selection of Board of Directors Candidates* or via the *Board Appointee Procedures*. Under no circumstances will an appointed Board member serve more than two consecutive terms until an interval of at least three years has elapsed (Kairos Bylaws).

#### **C. Election of Board of Directors Officers**

**1. General.** The Kairos Bylaws, Article V, Section 6 provide for the general overview and authority for electing the officers of the Board of Directors. The following procedures will be used in advance of the last meeting at Annual Conference when the officers are elected.

##### **2. Schedule of Tasks.**

- (a) June – July - The Governance Committee Chair will provide a list of positions that are open for election and a list of candidates who are eligible to be elected. (Note: Time remaining on a Board member’s term would be the primary limiting factor on ability to stand for election.) Candidates who were just elected to the Board can be nominated from the floor (Kairos Bylaws).
- (b) July – Board members will nominate individual Board members to serve as officers of the Board of Directors to the Governance Committee Chair.
- (c) July – The Governance Committee Chair will confirm with each nominee that they are willing to stand for election and thoroughly understand the duties of the position, time requirements, and expectations.
- (d) July – The Governance Committee will prepare a slate of nominees for the various officer positions and the associated ballot.
- (e) At the last Board Meeting at Annual Conference, elections will be held for the next year’s officers, who begin their terms of service at the beginning of the next meeting.

#### **D. Election of International Council Officers**

**1. General.** The Kairos Bylaws, Article VII, Section 1, paragraph C provide for the general overview and authority for electing the officers of the International Council. The following procedures will be used in advance of the meeting at Annual Conference when the officers are elected:

## **2. Schedule of Tasks**

### **a. October – January - Recruitment/Cultivation Process I**

- (1) Names of potential International Council officer candidates from International Council members submitted to Governance Committee chair along with two references (with telephone and email contact info for all).
- (2) Because of the unique working relationship the CEO has with the International Council President, the Governance Committee Chair contacts the CEO and one or more of the following individuals for information about each potential candidate using the Interview Questions for Board/IC Officer Candidate References (Attachment 1).
  - (a) State Chair
  - (b) International Council President
  - (c) Previous State Chair
  - (d) Another person involved with the candidate
- (3) Governance Committee begins follow-up contacts with references to learn more about each submitted name using the Interview Questions for Board/IC Officer Candidate References (Attachment 1).

### **b. January & February - Recruitment/Cultivation Process II**

- (1) Governance Committee Chair contacts each potential candidate to determine interest in being considered as a candidate.
- (2) Governance Committee Chair creates a final list of candidates for vetting.

### **c. March & April - Recruitment Process - Vetting**

- (1) Prospective Board of Director/IC Officer Profile (Attachment 2) and Questions to be Answered in Writing by IC Officer Candidates (Attachment 4) forms sent to candidates.
- (2) Governance Committee Chair selects teams of two committee members to vet a candidate.
- (3) Phone interviews set up with each candidate to be conducted by two Governance Committee members to learn more about each candidate using Interview Questions for IC Officer Candidates (Attachment 7).

**d. May - Nominations**

- (1) Vetting teams present their findings to the Governance Committee.
- (2) Final International Council officer nominations approved by Governance Committee.
- (3) Candidate nominations brought to full board for approval.
- (4) Candidate information packets (Attachments 2 and 4) sent to the National Office following nominations, to be sent on to International Council.

**e. July/Annual Conference - Election**

- (1) International Council officers elected. The International Council will use the Podium Questions for IC Officer Candidates (Attachment 8).
- (2) Provide orientation of new International Council President at Annual Conference as part of the Board of Directors orientation.

Attachment 1

**Interview Questions For Board/IC Officer Candidate References**

1. What is your relationship to the candidate?
2. Describe the candidate's area(s)/level of Kairos service.
3. Is this person a team player?
4. Describe what skill set this candidate has demonstrated that you think could be an asset to the Board/IC.
5. Explain why you think this person would make a positive contribution.
6. Describe other characteristics that you think are important about this candidate.
7. Do you think the candidate understands and agrees that "Board of Directors members shall be required to acknowledge their commitment to the Statement of Faith of Kairos and must be dedicated to the Lord and successful in their respective areas of Christian leadership. They must wholeheartedly support the core documents of the Mission and Core Values and be able to give their time and resources in this capacity."
8. Other questions?

Attachment 2



Kairos Prison Ministry International

**Prospective Board of Director/IC Officer Profile**

Name:

Address:

Home Phone:

Cell Phone:

E-Mail Address:

Employer:

Most recent position held with this employer:

Home Church:

Church Address:

Church Phone:

Pastor:

**Questions to be Answered in Writing by Board Candidates**

1. What motivates you to serve on the Kairos Board?
2. Can you identify a personal spiritual gift that will assist you while serving on the Board?
3. Are you actively engaged in a prayer/accountability group? Please describe
4. Describe your specific skill-set or expertise that would be a benefit to the Board.
5. Are you willing to make a financial commitment to the ministry and to accept additional responsibility for fundraising in coordination with the CEO?
6. Can you describe a special blessing you have received while serving in Kairos or another non-profit organization?
7. What constraints or conflicts on your time or service might you anticipate? Do you have flexibility in your calendar?
8. Provide us with an overview of your personal life experiences that will help us get to know you better.

**Questions to be Answered in Writing by IC Officer Candidates**

1. What motivates you to serve as an officer on the International Council?
2. Can you identify a personal spiritual gift that will assist you while serving as an officer of the International Council?
3. Are you actively engaged in a prayer/accountability group? Please describe
4. Describe your specific skill-set or expertise that would be a benefit to the International Council.
5. Can you describe a special blessing you have received while serving in Kairos or another non-profit organization?
6. What constraints or conflicts on your time or service might you anticipate? Do you have flexibility in your calendar?
7. Provide us with an overview of your personal life experiences that will help us get to know you better.

**Interview Questions for Board Candidates**

1. Please share a brief overview of yourself, i.e., family background, your immediate family, any hobbies or special interests, etc.
  
2. Do you understand and agree that “Board of Directors members shall be required to acknowledge their commitment to the Statement of Faith of Kairos and must be dedicated to the Lord and successful in their respective areas of Christian leadership. They must wholeheartedly support the core documents of the Mission and Core Values and be able to give their time and resources in this capacity.”
  
3. Please share why you are interested in becoming a member of the Kairos Board.
  
4. How do you think you could benefit and strengthen this ministry?
  
5. What issues, opportunities and /or challenges do you see as crucial in helping this ministry continue to make an impact?
  
6. What experiences, if any, have you had in serving in the non-profit sector?
  
7. Provide an overview of your Kairos experience, if any.

8. Does your schedule allow your attendance at all Board activities? If so, do you understand and support the following Board expectations:  
Attend “at least five (5) meetings per year” and “standing monthly meetings as needed. The annual meeting shall count as one of these meetings. At least two meetings of the Board of Directors shall be in person and may be held at such time and place as determined by the Board of Directors.”
  
9. Are you willing “to financially support the Mission within individual means?”
  
10. Do you believe you would have full support/understanding from your family of the time and commitment needed to serve on this Board?
  
11. Do you understand that if elected (or appointed) to the Board of Directors, you may not, while serving as a Director, serve as a member or officer of the International Council or serve as an officer on your respective State Chapter Committee or Advisory Council.
  
12. What questions do you have for us?

**Podium Questions for Board Candidates**

1. Why are you interested in serving on the Kairos Board of Directors?
2. What specific skills and/or gifts do you possess that would benefit the ministry?
3. What excites you about serving in Kairos?

**Additional Podium Questions for Incumbent Board Candidates**

1. What committees (Board or International Council) or sub-committees have you served on or are you currently serving on?
2. Please describe the significant accomplishments that occurred during your term.

**Interview Questions For IC Officer Candidates**

1. Please share a brief overview of yourself, i.e., family background, your immediate family, any hobbies or special interests, etc.
  
2. Please share why you are interested in becoming an officer on the International Council.
  
3. How do you think you could benefit and strengthen this ministry?
  
4. What issues, opportunities and /or challenges do you see as crucial in helping this ministry continue to make an impact?
  
5. Provide an overview of your Kairos experience, if any.
  
6. What committee or sub-committee(s) have you served while being on the International Council?
  
7. What were your contributions or involvement while serving on committees or sub-committees on the International Council?
  
8. Are you confident that you would be able to continue participating faithfully in meetings of the International Council, both in person and by teleconference?

9. (For IC President Candidates Only) Does your schedule allow your attendance at all Board activities? If so, do you understand and support the following Board expectations:

(a) Attend “at least five (5) meetings per year” and “standing monthly meetings as needed. The annual meeting shall count as one of these meetings. At least two meetings of the Board of Directors shall be in person and may be held at such time and place as determined by the Board of Directors.”

10. What questions do you have for us?

**Podium Questions For IC Officer Candidates**

1. Why are you interested in serving in the leadership of the International Council?
2. What specific skills and/or gifts do you possess that would benefit the ministry/International Council?
3. What excites you about serving in Kairos?