

**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 Kairos Board of Directors  
November 2025

### ***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 servanthood 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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## **ATTACHMENTS - SEPARATE DOCUMENT**

ALL ATTACHMENTS TO THESE PROCEDURES ARE FOUND IN THE DOCUMENT ENTITLED “ATTACHMENTS TO BOARD OF DIRECTORS ELECTION PROCEDURES.”

### Board of Directors Attachments

- Attachment 1 - Recommendation for Board of Directors Candidacy
- Attachment 2 - Interview Questions for Board of Directors Candidate References
- Attachment 3 - Prospective Board of Director Profile
- Attachment 4 - Questions to Be Answered in Writing by Board Candidates
- Attachment 5 - Interview Questions for Board Candidates

### International Council Attachments

- Attachment 1 IC - Recommendation for International Council Officer Candidacy
- Attachment 2 IC - Interview Questions for International Council Officer Candidate References
- Attachment 3 IC - Prospective International Council Officer Profile
- Attachment 4 IC - Questions to Be Answered in Writing by International Council Officer Candidates
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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](#),  
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 1B, 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.”

Note: The elections are carried out as per the Bylaws as the Board elects Board members, appointees, and Board Officers and the International Council elects its officers.

### **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 tasks 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.
- c.** Maintain confidentiality of all discussions.

## **D. AUTHORITY**

The authority to recruit, vet, nominate, and elect new 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 new candidates as nominees for election by the Board of Directors.

## **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 skill set and diversity gaps that will exist for any reason. Diversity in race, gender, denomination, and geography is desired. The desire is to have no more than two persons on the Board at the same time from one state. These aspects should be fulfilled to the extent qualified candidates are found willing to be candidates.

**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 - March – Recruitment/Cultivation Process I**

- (1) Names of potential new 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). Recommendation form for Kairos Board of Directors Candidacy (Attachment 1).
- (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 of Directors Candidate References (Attachment 2).
  - (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.
- (4) Governance Committee hears reports on reference contacts and decides whether to proceed with vetting of candidate.

**e. Recruitment/Cultivation Process II**

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

**f. Recruitment Process – Vetting – Includes Board candidates for vote and appointee**

- (1) Prospective Board of Directors Candidate Profile (Attachment 3) and Questions to be Answered in Writing by Kairos Board of Directors Candidates (Attachment 4) forms sent to candidate.
- (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 Kairos Board of Director Candidates (Attachment 5).
- (4) Vetting teams present their findings to the Governance Committee.
- (5) Final recommended Board member candidates for nomination approved by Governance Committee. NOTE: All vetting activities for candidates recommended for nomination to be completed before Board of Directors Spring retreat.

**g. April - Board Nominations**

- (1) Written submissions of all candidates, (Attachments 3 and 4) sent to Board members for review prior to spring retreat and vote.
- (2) All new candidates including appointees are brought to full Board for discussion and vote on at Spring retreat meeting.

**h. Incumbents Board Members Eligible for Second Term or Third Term**

- (1) Incumbent Board members are vetted and processed per the Board of Directors Incumbent Election Process.
- (2) October 31 – Responses given to Governance Committee Chair on desire of incumbents to run again.
- (3) November 30 – Board members send confidential comments to Board Chair regarding incumbents.
- (4) December 31 – Officers and CEO discuss incumbents' attendance and participation.
- (5) January 31 – Officers bring comments to Board for vote by closed ballot
- (6) February 28 – Incumbent officers respond with desire to run as Officer.
- (7) March 15 - Governance Committee Chair provides list of open positions to

board and seeks nominations from the Board.

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

- (1) International Council elects International Council Officers.
- (2) Board of Directors elects Board of Directors Officers at last Board meeting during Annual Conference.
- (3) No nominations are allowed from the floor.

**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:

OPTION 1: Board selects one person from list of Board member nominees or incumbents for appointment. Governance Committee notifies Board of Directions of election of Board members and nomination for specified Board appointee.

OPTION 2: Board opts to delay appointment (to be made from the final nominee list) until after Board election. The Board will meet following the election to make appointee choice.

**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> or 3<sup>rd</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 three consecutive terms until an interval of at least three years has elapsed (Kairos Bylaws).

**B. 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.**

- (1) February 28 – Incumbent officers respond with desire to run as Officer.
- (2) March 15 - Governance Committee Chair provides list of open positions to board and seeks nominations from the Board.
- (3) March 31 – Nominations to run for Board Officer received by Governance Committee Chair.
- (4) April – May – Governance Committee confirms nominees’ willingness to run for Officer and sends job description.

- (5) July – Governance Committee prepares a slate of nominees for various Officer positions and ballots for election at last meeting of Annual Conference.

## **C. ELECTION OF INTERNATIONAL COUNCIL OFFICERS**

- 1. General.** The Kairos Bylaws, Article VII, Section 1, paragraph B 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. 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). Recommendation for Kairos International Council Officer Candidacy - Attachment 1 IC.
- (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 /Kairos International Council Officer Candidate References (Attachment 2 IC).
  - (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 Kairos International Council Officer Candidate References (Attachment 2 IC).

#### **b. 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. Recruitment Process - Vetting**

- (1) Prospective Kairos International Council Officer Candidate Profile (Attachment 3 IC) and Questions to be Answered in Writing by International Council Officer Candidates (Attachment 4 IC) 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 International Council Officer Candidates (Attachment 5 IC).

**d. 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 Board of Directors for approval.
- (4) Candidate information packets (Attachments 3 IC and 4 IC) 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 International Council Officer Candidates (Attachment 6 IC).
- (2) Provide orientation of new International Council President at Annual Conference or designated time as part of the Board of Directors orientation.