



CROSSROADS

PRISON MINISTRIES

PRESIDENT/CEO SEARCH OPPORTUNITY PROFILE

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ORGANIZATIONAL OVERVIEW

Crossroads Prison Ministries has an opening for its chief executive officer (CEO) role. Crossroads is a global Christian ministry dedicated to connecting people in prisons with mentors from churches to develop Christ-centered relationships as they study God's Word together. Headquartered in Grand Rapids, Michigan, Crossroads has a thirty-seven-year legacy of love and service in prisons and is looking for a passionate, strategic and innovative Christian leader with a track record of growing organizations. The right candidate will be a person of faith and a proficient fundraiser who can help the organization embrace emerging opportunities, build capacity with church and organizational partners, lead and grow a diverse team and increase operational effectiveness.

Crossroads' global footprint has been consistently growing for the past decade, with the ministry's programs now in correctional facilities throughout the United States and twenty-three other countries on six continents. In the United States, Crossroads serves about 30,000 students annually in more than 2,200 facilities with the help of more than 3,000 mentors who donate an estimated 200,000 hours of their time each year. Outside the United States, Crossroads serves 6,500 students each year, with the support of more than 1,700 mentors. Crossroads has a \$2.5 million budget, thanks to the generous support of more than 2,000 donors, businesses, churches and foundations.

Mission: Crossroads connects people in prisons with mentors from churches to develop Christ-centered relationships as they study God's Word together.

Vision: Crossroads envisions a world in which the Church answers God's call to remember people who are incarcerated by cultivating Christ-centered relationships through which God transforms lives, prisons and churches throughout the world.

Organizational Values (*See appendix for expanded language*)

- Honor the God-given dignity in all people
- Treasure God's Word
- Serve churches around the world
- Fulfill our mission with excellence and urgency
- Steward resources faithfully and partner intentionally
- Pray continually



Statement of Faith (*See appendix for expanded language*)

- The Bible is God’s Word; we can rely on it to guide us.
- There is one true God, who is the Father, Son and Holy Spirit.
- Jesus Christ is our Lord and Savior.
- The Holy Spirit lives in us, enabling us to follow Christ.
- Every person is made in God’s image, but because of sin, every person needs salvation.
- We are saved by grace, through faith in Christ, not by anything we can do.
- The dead will be resurrected.
- We are called to be unified in Christ with all believers.
- We are called to work with one another to share the message of the Gospel.

ORGANIZATIONAL MOMENTUM

In 1984, Tom de Vries, a West Michigan real estate agent turned car salesman with a passion for prison ministry, began visiting and sharing the Gospel with men in the Kent County Jail. As Tom ministered to the men, he could see they were learning about God, but he wanted more for them. Tom found that just as the men began to connect deeply with God’s Word, they were suddenly transferred to a different location, and he lost contact with them. After a great deal of prayer, Tom, his brother and some volunteers gathered to create a correspondence Bible study program, and Crossroads was born. Because everything was done through the mail, the Crossroads program could follow each student no matter when or where they were transferred.

Over the years, Crossroads has gradually expanded its footprint around the world, grown its volunteer base and added numerous Bible study courses for students. During Lisa Blystra’s five-year tenure as CEO, the ministry achieved several significant transitions, including a name change and rebranding that recaptured the heart of Crossroads as a compassionate, relational ministry to people on the margins of society and refocused the ministry’s mission and vision. Through an increased focus on servant leadership that empowered staff to make decisions, take risks and think creatively, the culture of the organization has blossomed. A new commitment to prayer has resulted in powerful international prayer gatherings with Crossroads leaders around the globe.



Crossroads is currently in the midst of a multi-year Bible study curriculum expansion project. New and revised courses are being written in a way that better resonates with and applies to people in prison. Another key change Crossroads has made to the student experience is providing free postage for students in the correspondence Bible study program, which removed a significant barrier to participation. These changes have drawn more people in prison to join the program, providing them with life-giving Bible studies and encouragement from volunteer mentors.

In support of its ministry efforts, Crossroads has made significant investments to boost its operational efficiency and effectiveness. The Crossroads team designed and implemented an ambitious new customer relationship management (CRM) system for managing stakeholder data (students, mentors, volunteers, donors and others). The CRM has greatly improved cycle times, allowing the ministry to get lessons and letters into students' hands more quickly and to better track and manage ministry operations, including fundraising and program management. A better understanding of donor and volunteer activity has led to more tailored communications, resulting in increased engagement with these constituencies that are critical to ministry growth.

When COVID-19 hit in spring 2020 and prisons began to shut down and prohibit visitors, Crossroads responded to an even greater urgency to stay connected to students behind bars. The Crossroads team designed innovative solutions to challenges, ensuring that Bible studies and letters continued to reach people in prison. Crossroads also pivoted to virtual mentor gatherings to provide our team of volunteers with ministry updates and critical training identified through a volunteer survey. Thanks to these tireless efforts, we have received hundreds of letters from people in prison and volunteers thanking Crossroads for remembering them during an incredibly lonely and isolating time.

THE OPPORTUNITY

With more than two million people incarcerated in the United States and ten million incarcerated worldwide, there is a great need to bring the life-saving Gospel message to men and women in prisons around the globe. Following several years of growth, Crossroads Prison Ministries is looking for a strategic and innovative leader who will propel the ministry forward in pursuit of our vision: that thousands of churches will be moved by the Holy Spirit to embrace those behind bars as our brothers and sisters in Christ, created in the image of God and worthy of His love. Building capacity through new and



strengthened relationships with churches and other organizations will be key to adding donors, volunteers and other supporters so we can serve more students.

Crossroads Prison Ministries' CEO provides leadership and oversight for the entire internal organization, including programming, advancement, operations and finance, and a critical team of thousands of volunteers around the world.

Position Summary – The CEO is responsible to the board for:

- Fulfilling the ministry's mission and vision with godly wisdom, biblical integrity and performance excellence, modeling and supporting its core values and statement of faith.
- Instilling within churches a deeper passion for those behind bars around the world and increasing awareness and concern about social injustices that lead to a disproportionate number of people of color being incarcerated.
- Serving as chief brand advocate, which includes modeling the brand essence that "Christ-centered relationships change everything" internally and externally in equal measure. This includes being the voice of the ministry and chief spokesperson to the public and media.
- Continuously looking for ways to build capacity for the ministry, cultivating relationships with individual, business and foundation supporters and pursuing partnerships and coalitions with churches, parachurch organizations, government agencies, corrections industries, businesses and other organizations.
- Leading, developing and empowering a diverse senior team that seeks to maximize cross-functional effectiveness in day-to-day operations and engender a working environment in which the fruit of the Spirit is manifest. This includes pursuing employee and volunteer development programs to develop and leverage the team's spiritual and leadership gifts. It also includes spearheading targeted professional initiatives to meet the demands of a high-performing twenty-first-century organization and recruiting and managing a more diverse staff.



- Leading the extended organization with humility, transparency and a pastoral heart while engendering a focus on high performance to foster a staff and volunteer culture of unity, collaboration and trust. Inspiring this growing team to a new level of capability, commitment and passion.
- Leading the annual strategic planning and budget processes and managing throughout the year to achieve cross-functional execution against annual goals.
- Building and refining programs and the operational approach with an innovative eye to fulfill the mission with increasing excellence.
- Executing policies developed with the board of directors and collaborating with the board to reinforce their role of ministry governance through relevant board policies. Regularly reporting to the board about all areas of responsibility.
- Developing an annual budget for board approval which ensures that the financial health of the organization is protected. Ensuring financial integrity and stewarding resources faithfully to maximize organizational efficiency and constituent trust.
- Strengthening risk-management strategies to prevent negative exposure and preserve the ability of the organization to carry out its God-given vision.

Personal and Professional Qualifications

God's Calling – First and foremost, the right candidate will feel a strong sense of personal calling to the position, exhibiting:

- A heart for prison ministry and social justice;
- A passion for Crossroads' mission, vision, values, statement of faith and brand essence; and
- A demonstrated commitment to one's own personal spiritual growth and involvement in one's local church and other ministries.



Personal Qualifications – The best candidate is someone who:

- Is a fully devoted follower of Jesus Christ with a demonstrated life of faithfulness to the cause of Christ.
- Practices the basic disciplines of prayer, Bible study, giving, good works and Sabbath rest, and behaves in a way in which the fruit of the Spirit is visibly manifest.
- Has an interpersonal style that easily engenders trust.
- Displays biblical leadership qualities and unquestionable personal integrity in line with Scripture.
- Can credibly and effectively serve as chief brand advocate to promulgate the brand essence that “Christ-centered relationships change everything” and reinforce the desired brand voice that is caring, hope-giving and real.
- Has strong emotional intelligence, including exceptionally effective self-awareness of what he or she is feeling, thinking and doing, and the ability to sense the same in others and modify his or her approach to develop a cooperative and energized spirit.
- Humbly appreciates and seeks out the expertise and contributions of others. Is excited about doing things through others and not concerned with who gets the credit. Seeks healthy, complementary partnerships to further the ministry’s mission and vision.
- Balances a reputation for productivity, stamina and endurance with a focus on leading teams to performance excellence in an environment in which the fruit of the Spirit is manifest. Does not sacrifice a healthy work environment in service of bottom-line results. Seeks life balance in which spiritual, personal and professional dimensions blend well together.



Professional Qualifications – The best candidate is someone who:

- Has a track record of organizational leadership with strong results in a healthy culture, including adept interfacing with a board (“managing up”) and a gift for leading a management team to excellence and integrity (“managing down”). Possesses the spiritual gift of leadership and has demonstrated the ability to empower a leadership team and staff members to grow an organization.
- Can competently and knowledgeably manage the senior leaders of key organizational functions (program management, operations, finance and accounting, major donor and general fundraising, marketing and communications, etc.), leading and empowering them to high levels of performance excellence.
- Can lead, develop and empower a strong team of senior leaders in unity and coordination across functions, resulting in operational excellence and a healthy culture; can build, manage and develop an increasingly diverse staff.
- Can cast a clear vision, building a case that is both fact-based and biblical to unify and energize the entire staff and motivate critical constituencies (donors, volunteers, organizational partners, etc.).
- Values the heritage of the organization and the service and devotion of the staff and volunteers while also being able to cast a vision for positive change. Is an effective consensus builder but also has the courage to make the right decision in an atmosphere of dissension.
- Is comfortable and adept at serving as chief fundraiser and personally meeting with wealthy individuals, foundations and corporations to make asks.
- Has experience building strategic partnerships and coalitions helpful for meeting Crossroads’ needs to deepen relationships with church, parachurch and government organizations, both domestically and internationally.
- Personally cares for people. Practices “management by walking around” to connect with people.



- Is a skilled communicator who is effective in interpersonal and group settings. Has a strong public presence and speaking skills to represent the ministry in a consistent, clear and compelling way in a variety of settings, including those with large audiences.
- Is culturally competent and comfortable dealing with people from diverse backgrounds, representing a range of racial, cultural, socioeconomic and denominational backgrounds. Is equally comfortable and effective both meeting with major donors and praying with incarcerated clients.
- Experience serving on a board or reporting to a board is a plus.
- Undergraduate degree (BA or BS) required; graduate degree in a related field (such as MBA, master of public policy or master of public administration) preferred.

Management Structure

Reporting to the board of directors, this role currently has three direct reports—the vice presidents of advancement, programming and operations & finance—and the opportunity to grow and nurture the current full staff of twenty-three people. Growth, professional development and increased diversification across the senior management team and full staff are expected in line with increased opportunities to reach more people who are incarcerated.

Job Location & Travel

- This role is based in the ministry's headquarters in Grand Rapids, Michigan, and requires 50–75% of time in the Grand Rapids office.
- Includes at least 25% travel for meetings with program sites, donors, foundations, volunteers, partners, etc. and to industry/ministry conferences, as well as some international travel.



Crossroads Prison Ministries welcomes and encourages qualified applicants of all races, ethnicities and national origins, as well as people who have been previously incarcerated.

HOW TO APPLY

Complete the application at <https://cpministries.org/ceo>, which will require you to upload a resume and cover letter. All applications received before June 14, 2021, will be considered.

APPENDIX

CORE VALUES

Crossroads strives to:

Honor the God-given dignity in all people

Recognizing that everyone bears the image of God, we unconditionally respect, love and accept all people. We endeavor to restore dignity that the criminal justice system has removed, believing that God offers redemption and renewed purpose to each person who is incarcerated. *“So God created mankind in his own image, in the image of God he created them; male and female he created them” (Genesis 1:27).*

Treasure God’s Word

We center our lives and our ministry around the belief that, through the Gospel, God changes lives. As we immerse ourselves in God’s Word, we also provide the Gospel message to incarcerated people around the world in a way that helps them understand it and apply it to their lives. *“All Scripture is God-breathed and is useful for teaching, rebuking, correcting and training in righteousness, so that the servant of God may be thoroughly equipped for every good work” (2 Timothy 3:16–17).*



Serve churches around the world

We equip and empower the Church outside correctional facilities to fulfill God's call to remember those who are incarcerated. We provide resources to help churches grow spiritually and develop mutually enriching relationships with incarcerated men and women around the world. *"Then the righteous will answer him, . . . 'When did we see you sick or in prison and go to visit you?' The King will reply, 'Truly I tell you, whatever you did for one of the least of these brothers and sisters of mine, you did for me'" (Matthew 25:37–40).*

Fulfill our mission with excellence and urgency

Because we are aware of the great need for God's love in dark places throughout the world, we aim to accomplish all our endeavors with excellence and with intentional urgency. *"Whatever you do, work at it with all your heart, as working for the Lord, not for human masters, since you know that you will receive an inheritance from the Lord as a reward. It is the Lord Christ you are serving" (Colossians 3:23–24).*

Steward resources faithfully and partner intentionally

We faithfully steward the financial and human resources God has given us and use them in a way that ensures the greatest benefit to His Kingdom. While recognizing our ministry's strengths and abilities, we also seek to partner with others in humility and transparency to maximize our reach and impact. *"This, then, is how you ought to regard us: as servants of Christ and as those entrusted with the mysteries God has revealed. Now it is required that those who have been given a trust must prove faithful" (1 Corinthians 4:1–2).*

Pray continually

Because we believe that prayer is powerful, we regularly bring our praises, laments and requests to God, both individually and collectively. We encourage everyone involved in the ministry to practice the spiritual discipline of prayer. *"Rejoice always, pray continually, give thanks in all circumstances; for this is God's will for you in Christ Jesus" (1 Thessalonians 5:16–18).*



STATEMENT OF FAITH

The Bible is God's Word; we can rely on it to guide us.

The Holy Scriptures in the Old and New Testaments, as originally given by God, are divinely inspired, wholly true and entirely trustworthy. They are the supreme, eternal authority in all matters of faith and conduct.

There is one true God, who is the Father, Son and Holy Spirit.

There is one living and true God, the Creator of all things, who is eternal and exists in three persons: Father, Son and Holy Spirit.

Jesus Christ is our Lord and Savior.

Jesus Christ is God embodied in the flesh. He is the Lord over all creation and the head of the Church, and we are called to submit to Him in every part of our lives. He was fully God and fully human, was born to a virgin, lived a sinless human life and performed divine miracles. Through His substitutionary and atoning death, His bodily resurrection, His ascension and His work as the only mediator between God and all humanity, He has given us the gift of salvation. He now intercedes for us at the right hand of the Father and will come again in power and glory.

The Holy Spirit lives in us, enabling us to follow Christ.

The Holy Spirit is God and the giver of life. The Spirit is sent from the Father and the Son, spoke through the prophets, unifies the Church and provides spiritual gifts designed to build up the body of Christ. The Spirit dwells in believers, intercedes on their behalf, seals their salvation and enables and empowers them to witness to the work of the Lord Jesus Christ and live a godly life.

Every person is made in God's image, but because of sin, every person needs salvation.

Every person is created in God's image and designed to have a relationship with God. But because of both original and personal sin, that relationship is broken, and all of humanity is separated from God, who is the source of all life. Therefore, everyone deserves God's judgment and needs His salvation.



We are saved by grace, through faith in Christ, not by anything we can do.

We are saved by God's grace, through faith in Jesus Christ and His blood that was shed on the cross, not through anything we can do on our own. The Holy Spirit calls us to repent and have faith in Jesus Christ, whose death and resurrection secures our salvation.

The dead will be resurrected.

The resurrection of both the lost and the saved will occur when Christ returns. Those who are lost will go to eternal punishment, but those who are saved in Christ will be resurrected to eternal life with God.

We are called to be unified in Christ with all believers.

We are called to be one in Christ as the Church, the Body of Christ, through the work of the Holy Spirit.

We are called to work with one another to share the message of the Gospel.

The Lord Jesus Christ commands all believers to proclaim the good news of salvation through Jesus to the world, to make disciples of all people, to baptize them in the name of the Father, Son and Holy Spirit and to teach those who believe to obey all that Christ commands.