



DALTON GROUP, LLC

Excellence in Leadership

OPPORTUNITY PROFILE

for the position of

CHIEF OPERATING OFFICER

of



**PRISON
FELLOWSHIP**

**PRISON FELLOWSHIP
NORTHERN VIRGINIA**

Changing lives, minds and communities through Christ.

www.prisonfellowship.org

OVERVIEW

“The change within me has been slow and painful, but it is a pain that brings lasting satisfaction. My life isn’t about me anymore. It is about the glory of God revealed in Jesus Christ through me. I am grateful that IFI is Christ-centered. He is the one who has changed me.”

*--Eric Dahlvang,
prisoner participant in Prison Fellowship’s
InnerChange Freedom Initiative (IFI)*

Prison Fellowship (PFM) partners with local churches across the country to minister to a group that society often scorns and neglects: prisoners, ex-prisoners, and their families and brings biblical insight to the most important challenges our society faces today.

Founded by former Nixon aide Charles Colson in 1976, Prison Fellowship is the world’s largest outreach to prisoners and their families. Prison Fellowship works with thousands of churches and more than 40,000 volunteers nationwide to conduct Christian programs in correctional facilities in all 50 states and to reach out to the children of prisoners by providing Christmas gifts, camping opportunities, and mentoring. Through its Christian worldview ministry, including the widely syndicated Breakpoint radio program, Prison Fellowship helps Christians approach life with a biblical worldview so that they can in turn shape culture from a biblical perspective. Leading Christian thinkers and writers seek to help Christians think and live Christianly not only in church and family circles, but also in the public square.

The Chief Operating Officer (COO) will be a key partner for the President in leading the ministry. He or she will lead the Executive Leadership Team and hold overall responsibility for directing, controlling, and overseeing all of Prison Fellowship’s ministry activities, and ensuring that all of PFM’s various assets (human, financial, material, etc.) are used to deliver the highest quality services and products in the pursuit of the ministry mission. This leader must be seasoned in organizational management and leadership, and have a record of leading others in the successful accomplishment of desired results. The COO will work closely with the CFO to ensure excellent stewardship of financial resources. Both positions report directly to the President/CEO.

THE MINISTRY

Prison Fellowship was founded by Chuck Colson, who served as special counsel to President Nixon and went to prison in 1975 for Watergate-related crimes. When Colson got out of prison, God radically redirected this former attorney's career goals—leading him to go *back* to prison, this time to minister to the men and women behind bars. Established in 1976, Prison Fellowship has grown into the largest prison ministry in the world, partnering with thousands of churches and tens of thousands of volunteers. Starting with the ground-breaking book *Born Again*, followed by numerous other well-known books including *How Now Shall We Live*, Mr. Colson took the opportunity to bring Christ to the public forum. Prison Fellowship is well-known in the Christian community for books, curriculum, the Centurions Program and Breakpoint© radio which equip believers to transform their communities for Christ.

As President and CEO of Prison Fellowship, former Virginia Attorney General Mark Earley oversees the strategic direction and daily operations of the ministry. Before joining Prison Fellowship in 2002, Mr. Earley had also served as an international missionary with the Navigators and as a Virginia State Senator. Mr. Earley is often called upon to give a Christian perspective in the legislative, judicial, and political arenas through speaking and writing opportunities.

Prison Fellowship reaches out to prisoners, ex-prisoners, and their families both as an act of service to Jesus Christ and as a contribution to restoring peace to cities and communities endangered by crime. The best way to transform communities is to transform the people within those communities—and truly restorative change comes only through a relationship with Jesus Christ.

Mission, Vision, Values

PFM's corporate mission statement is to seek:

- the transformation of prisoners and their reconciliation to God, family, and community through the power and truth of Jesus Christ, and
- the transformation of believers as they apply biblical thinking to all of life, enabling them to transform their communities through the grace and truth of Jesus Christ.

PFM has two mission areas- prison and worldview. Each states their vision as follows.

Prison Ministry Vision Statement

That Jesus Christ's transforming grace and truth be manifested in the lives of prisoners and their families, as the local church and Prison Fellowship partner in Christ's work to restore prisoners to the community and Church as contributing members, bearing witness that no life is beyond the reach of God's power.

Worldview Ministry Vision Statement

That Jesus Christ's transforming grace and truth be manifested in the lives of believers, enabling the Church to influence every arena of life, advancing truth, justice, mercy, love, goodness, and beauty.

The following are PFM's **Corporate Values**.

Centered in Jesus Christ—in our obedience to the Risen Lord

Grounded in the Bible—in our life and ministry

Dependent on Prayer—as the foundation for ministry

Partnered with the Church—as the biblical means for ministry

Committed to Unity—with all believers in Jesus Christ as our Lord Jesus commands

Compelled to Evangelize and Disciple—to bring Jesus Christ to the lost and to help people grow in Him

Loving Others—by treating all people with grace, trust, and respect

Seeking Excellence—by demonstrating integrity and wise stewardship

Program Areas

Active, vibrant programs driven by volunteer participation and support have been well developed over PFM's 30 year history. The following highlights the most active programs of PFM.

Prison Ministry

In-prison Seminars and ongoing Bible Studies help draw prisoners into a vital relationship with Christ that can transform their lives and futures.

Operation Starting Line, a collaborative evangelistic effort involving Prison Fellowship and several other ministries, seeks to take the Gospel to every prisoner in every U.S. prison.

The *InnerChange Freedom Initiative* is a round-the-clock biblically based program for prisoners that has been proven to reduce recidivism.

PFM's *Pen Pal Program* links prisoners with caring volunteers who minister through correspondence.

Inside Journal, PFM's newspaper for prisoners, gives hope and help through testimonies and teaching.

PFM's *Campus Ministry* equips college students to bring clear biblical thinking into the classroom, to share the Gospel of Jesus Christ with those in prison, and to welcome children through the ministry of Angel Tree.

Angel Tree reaches out to children of prisoners through its Christmas, Camping, and Mentoring programs, all designed to present Christ's love, strengthen bonds between children and their parents in prison, and help the kids reach their highest potential in Christ.

Worldview Ministry

Prison Fellowship's Worldview Ministry equips Christians in all walks of life to develop and defend a clear Christian worldview.

The *Wilberforce Forum* is named after Britain's great 18th century reformer, William Wilberforce, who fought for 20 years in the House of Commons to abolish the slave trade. His love for Christ compelled him to fight for the freedom of those who could not speak for themselves. The Forum includes well known Christian writers, theologians, businessmen and women, academicians, and public speakers.

BreakPoint provides a Christian perspective on today's news and trends via radio, interactive media, and print. Chuck Colson's daily BreakPoint commentary airs each weekday on over one thousand outlets with an estimated listening audience of two million people.

The *Centurions Program* is designed to develop and equip an ongoing fellowship of Christians who are trained by the Wilberforce Forum to restore culture by effectively thinking, teaching and advocating a biblical worldview as applied to all of life. Participants are from a variety of backgrounds, careers and geographic areas. Centurions make a lifelong commitment to teach others what they have learned in their 12 month program of study and seminars and to shape culture by living out a biblical worldview in their spheres of influence.

The *Worldview Resource Center* provides online resources for Christians on today's important topics and produces curricula suitable for teaching at adult, college, and high school levels. A web based archive is available to provide downloadable resources on a variety of topics including philosophy, science, mathematics, religion and many others.

Justice Fellowship works to integrate biblically based, restorative justice reforms into the criminal justice system. Prison Fellowship leaders are frequently invited to advise at the state and federal level on a wide-variety of prison-related issues.

Prison Fellowship's Statement of Faith is available at the end of this profile. Additional information on Prison Fellowship may be found on the ministry web site, www.prisonfellowship.org.

THE POSITION

The Chief Operating Officer (COO) reports to the President/CEO and must provide Christ-centered, biblically-based leadership in all that he or she does and directs. Working with the CEO, the COO leads the Executive Leadership Team and holds overall responsibility for planning, organizing, directing, controlling, and overseeing all of Prison Fellowship's day-to-day activities and planning.

The goal for the COO is excellent execution of carefully and intentionally established goals and objectives that are aligned with strategic and operational plans. The COO must lead by example and work for the development of an environment that promotes the highest biblical stewardship of gifts, talents, and resources.

The COO will ensure:

That all of PFM's various assets (human, financial, material, etc.) are *effectively and efficiently used to deliver quality services and products* to support PFM's mission, enabling transformation and reconciliation opportunities for constituents.

That organizational capacity and strength is developed in the areas of systems, processes, staff planning, and revenue generation to *consistently satisfy operational plans*. Excellent stewardship of resources will be clearly demonstrated through operational excellence.

That *activities and strategic plans* are appropriate for organizational size, budget, and anticipated revenues and that appropriate, clear, specific measures are in place across the organization, with performance goals tailored to each division.

That the *leadership teams* of the Ministry are strong, aligned, maturing and cooperatively driving to results. Staff and volunteer gifts and talents are clearly engaged in mission-directed tasks and are being *purposely and effectively developed* for current and future opportunities.

Reporting directly to the COO are six key positions—Senior Vice President of Ministry Relations, Senior Vice President of Ministry Services, Senior Vice President of Wilberforce/Breakpoint, Senior Vice President of Marketing and People Development, Senior Vice President of Ministry Delivery and an Executive Assistant. Furthermore, the Vice Presidents and Department Heads within these divisions indirectly report to the COO. The ministry has a total of approximately 320 employees and thousands of volunteers.

Additionally, the Chief Operating Officer will participate on appropriate Board Committees.

QUALIFICATIONS

The foundational qualification for anyone interested in this position is a deep and growing relationship with Jesus Christ as evidenced by a strong, clear personal testimony and a lifestyle that reflects spiritual maturity and intimacy with God. There should also be a sense of calling to be involved in this ministry.

As designed, the roles of President and COO complement each other—some items will be primary for the President, some responsibilities shared, and others primarily delegated to the COO. During the selection process candidates for the COO position will have an opportunity to get to know the President and the dynamics of this close working relationship.

The President/CEO will continue to have a *primary focus* on mission, vision, values, culture, message and executive leadership. He will retain the primary relationship with the Board of Directors, key church, collaborative ministry and governmental relationships, and key donor relationships. He will serve as spokesperson both internally and externally and will continue his engagement in writing, radio, and a variety of media opportunities. He retains the ultimate responsibility to assure accountability and integrity.

Some of the key shared responsibilities between the President and the COO include assessment and development of leadership talent and performance, assessment of mission fulfillment, financial health, and strategic planning. The COO will bring to the table a focus on excellent operational execution.

Experience

Through its 30 years of growth, Prison Fellowship has become an internationally respected organization with an annual budget of approximately \$50 million. Its COO will be a team player who can bring to bear years of operational and management experience to ensure that the ministry's goals are achieved in the most efficient and effective manner possible.

Viable candidates must have ten or more years of senior management experience, including an executive leadership role. This experience must be in relatively large organizations with complex missions and structures.

Successful leadership and organizational management skills are critical to this position. Candidates must have a proven ability to provide direction and establish an internal culture of teamwork, excellence, and cohesion. Additionally, this must be someone who is able to delegate authority and give subordinate team members the opportunity to perform their work and grow professionally, while ensuring that the mission is accomplished. Candidates will be known by their professional colleagues as competent, collaborative, and encouraging leaders.

The ideal candidate will have professional experience in both for profit and not-for-profit settings. Not-for-profit experience could come in the form of appropriate Board service rather than a formal staff position.

Prospective candidates will have both a Bachelor's and an advanced degree.

Personal Characteristics

First and foremost, this must be a committed Christian with a heart for God. Additionally, he or she must agree with the Prison Fellowship Statement of Faith (*included at the end of this profile*).

This must be a decisive leader who proactively seeks and considers the input and wisdom of others, yet is able to decide and stand by a decision once made. A viable candidate will have a track record characterized by others as a servant leader.

This individual will have a record of making good decisions based on the input of subordinate leaders and careful analysis. The abilities to listen well, create a team environment and lead a team toward aligned, operational execution are essential ingredients for success in this role. The COO must be a person of unquestioned integrity.

Candidates must be able to communicate well and persuasively one-on-one, before small and large groups, and through the written word. Effective communication is central to success, as the COO interacts with all members of Prison Fellowship, including the Board of Directors.

LOCALE

Prison Fellowship's headquarters are located in a rapidly growing area called Lansdowne, near Leesburg, Virginia. This is an attractive and developing part of northern Virginia that is roughly 15 miles north and west of the Washington Dulles International Airport. Relocated to their new building in 2005, this location expands opportunities for Prison Fellowship and yet continues to keep it within an easy drive of Washington DC (about 35 miles) and the home of our nation's leadership.

Leesburg's official web site (www.leesburgva.com) provides this wonderful description of the area:

Nestled in the foothills of the Blue Ridge Mountains, Leesburg is at the crossroads between the urban east and the rural west... Cultural events range from outdoor summer concerts... to the annual steeplechase races at Morven Park... Leesburg's historical sites encompass the breadth of the nation's history, from the Revolutionary War to the Cold War... Leesburg's recently expanded recreation center... provides unexcelled opportunities for outdoor recreation.



ADDENDUM



Statement of Faith

We believe in one God, Creator and Lord of the Universe, the co-eternal Trinity; Father, Son, and Holy Spirit.

We believe that Jesus Christ, God's Son, was conceived by the Holy Spirit, born of the Virgin Mary, lived a sinless life, died a substitutionary atoning death on the cross, rose bodily from the dead and ascended to heaven where, as truly God and truly man, He is the only mediator between God and man.

We believe that the Bible is God's authoritative and inspired Word. It is without error in all its teachings, including creation, history, its own origins, and salvation. Christians must submit to its divine authority, both individually and corporately, in all matters of belief and conduct, which is demonstrated by true righteous living.

We believe that all people are lost sinners and cannot see the Kingdom of God except through the new birth. Justification is by grace through faith in Christ alone.

We believe in one holy, universal, and apostolic Church. Its calling is to worship God and witness concerning its Head, Jesus Christ, preaching the Gospel among all nations and demonstrating its commitment by compassionate service to the needs of human beings and promoting righteousness and justice.

We believe in the necessity of the work of the Holy Spirit for the individual's new birth and growth to maturity, and for the Church's constant renewal in truth, wisdom, faith, holiness, love, power, and mission.

We believe that Jesus Christ will personally and visibly return in glory to raise the dead and bring salvation and judgment to completion. God will fully manifest His kingdom when He establishes a new heaven and new earth, in which He will be glorified forever and exclude all evil, suffering, and death.





Prison Fellowship is an equal opportunity employer and does not discriminate on the basis of age, race, color, sex, national origin, or disabilities.

Dalton Group LLC fully respects the need for confidentiality of information supplied by interested parties and assures them that their backgrounds and interests will not be discussed with anyone, including PFM, without the interested party's prior consent, nor will any reference contacts be made until the mutual interest of PFM and a candidate has been established.



To indicate further interest in this position, please contact:

BRET DALTON
DALTON GROUP, LLC
8125 WILDRIDGE ROAD
BLACK FOREST, COLORADO 80908

719.495.7898
719.495.7865 fax

EMAIL: PFCOO@daltongroupllc.com





DALTON GROUP, LLC

Excellence in Leadership



DALTON GROUP, LLC, is a boutique search firm that specializes in retained executive search work across most industries and most functional executive roles. Our clients are typically Boards or C-level executives who have need for adding quality leaders to their teams.

Ask our clients. Ask our candidates. Our forte is leaders & leadership and **helping build great leadership teams**, and *we love doing what we do.*

www.daltongroupllc.com



The
Right Leader
in the
Right Role

Helping build
great leadership teams.

