

**Leadership Education at Duke Divinity  
Request for Proposals  
2019 Reflective Leadership Grants**

**Application Deadline: July 14, 2019 at 11:59 PM  
Award Notification: December 15, 2019  
Project Timeline: January 1, 2020 – June 30, 2021 (18 months)**

**Invitation**

The Reflective Leadership Grant supports an opportunity for structured reflection for leaders of Christian organizations that are advancing their mission in the midst of today's rapidly changing context. While all leaders practice some form of ongoing reflection, this grant aims to support those leaders, lay or clergy, whose work has made a demonstrable contribution to their organization's mission. These leaders are at a pivotal moment for stepping back and reflecting on what has been accomplished, what is changing and what is stable. The Reflective Leadership Grant allows leaders to broaden their perspectives and gain clarity about what needs to happen next.

In our work since 2008, Leadership Education at Duke Divinity has observed established Christian institutions experimenting with surprising collaborators and alternative expressions of ministry. We also have observed new Christian ministries being created to address challenges in fresh ways. The leaders in these ministry efforts often operate with slim margins of both financial support and available time. By inviting the application for a modest grant up to \$15,000, we intend to encourage these leaders to consider the questions and issues that should be pursued and how to address the opportunities and challenges in the next phase of ministry.

For example, we are looking for leaders whose ministry has accomplished significant goals and who are ready to design the next chapter. Other applicants might realize that their work needs to be framed or re-framed to cultivate new supporters and allies. Other applicants might have developed colleagues as staff or volunteers to further the ministry in such a way that more can be accomplished, but the leader needs time and perspective to chart out next steps for an enlarged vision.

A critical element of the application will be articulating why this is a pivotal moment for the leader and the ministry and what exactly, the pivot looks like: what is the opportunity and how might a season of structured reflection help the leader gain perspective? What is the vision of the work and how do practices need to be reimaged to realign with the organization's "Why?" Research suggests that such perspective-taking is an important component of discernment. For example, Harvard professor Ron Heifetz calls such an opportunity "balcony time," which allows a leader to move from the dance floor to the balcony to gain a broader picture of the work, organization, community and trends. This balcony time could take the form of a single leave of absence or several shorter periods away to visit someone, to attend a learning event or to reflect. We recognize that such balcony time can have costs for the applicant's organization and family, which can be accounted for in the grant proposal.

We welcome applicants who serve in a range of leadership roles, from project director to senior administrator, and who are working in a variety of organizations, including denominations, seminaries, church-related colleges, consultancies, congregations, Christian non-profits, Christian social enterprises and others. We are particularly interested in supporting leaders whose work contributes to healing and hope in their communities by strengthening congregations, social services, schools and other organizations.

In 2019, up to 20 Reflective Leadership Grants will be awarded to institutions to support the applicant's balcony time. The application deadline is July 14, 2019 at 11:59 PM. Those who receive grants will be notified by December 15, 2019. Funding will be available January 1, 2020, with final reports due July 1, 2021.

### **What are we looking for in proposals?**

A successful proposal will describe the applicant's ministry, what has been accomplished, and why this is a significant moment for reflection. It will convey a sense of intentional curiosity and direction. This description should be 70% of the application.

The proposed activities should relate to the reason why this is a pivotal moment for reflection within their vocational journey and in the life of the organization. For example, the applicant might want to attend a conference at the Stanford Design Group or South by Southwest Conference & Festivals because of the need to learn from a variety of professions about how to design a new ministry. An applicant might consult with a subject matter expert or visit start-up incubators or college vocation programs because of the needs in the community where the applicant works. The grant funds might also be required to fund basic support, such as someone to handle the organization's day-to-day work, childcare or senior care.

The best proposals likely will combine several of these elements in a balanced and sensible way. The applicant will articulate what he or she hopes will be different about him or herself and/or the work following a season of balcony time.

### **Background**

Established in 2008 by a grant from Lilly Endowment Inc., Leadership Education at Duke Divinity designs educational services, develops intellectual resources and facilitates networks of institutions. We aim to create lasting change by strengthening the ecology of Christian institutions that enable U.S. congregations and pastors to flourish.

### **Eligibility**

The Reflective Leadership Grant program at Leadership Education is a competitive grant program open to any employee of a faith-based charitable organization (which includes congregations and denominations, as well as others). The organization is the fiscal agent for the grant, therefore the senior officer of the organization must submit a signed letter of request and

support on behalf of the applicant. The organization and the applicant must work within the United States. Grant funds must be used within 18 months of receiving funding.

The Reflective Leadership Grant program is not intended to be a fellowship program for work toward an academic degree, including the doctor of ministry degree. It is acceptable for some part of the grant activities to involve travel and research. However, if plans are strictly dedicated to work involved in the pursuit of a degree, applicants are advised to find support elsewhere.

Applicants may request funds to cover the cost of equipment and supplies needed to pursue the proposed activities. Equipment expense should be no more than 10% of the applicant's proposed budget. The budget narrative should list the items requested and describe why they are essential. The cost of such items should be appropriate to their significance for the activities and in relation to the overall budget.

Leadership Education plans to award 20 grants to the organizations representing the applicants who submit the most outstanding applications.

### **Proposal Submission**

Proposals should be submitted via [THIS LINK](#). The deadline is July 14, 2019 at 11:59 PM.

### **Selection Criteria**

Leadership Education at Duke Divinity will employ an anonymous and impartial team of readers from a variety of disciplines and theological perspectives to aid in grant decisions.

All applicants will be notified by December 15, 2019, about whether their applications have been selected. Applicants not selected in 2019 are eligible to reapply in future years.

### **Application Questions**

The application will be completed in two parts:

1. A document submitted as a PDF, double spaced, 12 point font, 12 page limit
2. An online form

### **Definition of Terms**

- Applicant: The individual who is completing this grant request. The individual must be an employee of the organization.
- Organization: A tax-exempt, U.S. faith-based charitable organization that will receive, administer and report on the use of grant funds.
- Ministry: The specific work the applicant leads as part of the organization. This could be a program, department or other division of the faith-based charitable organization.
- Reflective leadership: The emphasis is here is on leadership. The applicant continues in a posture of leadership throughout the work of the grant. The kind of leadership becomes nuanced as they take their balcony time and engage in the reflective work necessary to determine the next steps for the work and the organization. This is different from letting

one's mind relax and wander on a vacation. Reflective leadership time is different from a sabbatical or a family vacation.

- **Pivot:** In the life of an organization, there are seasons of change when a new direction is required. New opportunities or challenges arise and a different course is needed. Moving forward may require a pivot. This grant provides an opportunity to reflect on the work, the mission, and what success looks like as the applicant approaches a pivot. It involves taking stock of the people and organizations involved and weighing the options of how to strategically move forward.
- **Balcony time:** A metaphor that describes the activities the applicant is planning to use for the Reflective Leadership Grant. The activities include all of the elements that require funding.

## **Application Document**

Page 1: Cover page, including

- Applicant name, email and mailing address
- The name of the ministry that the applicant leads
- The name of the organization that will receive the grant
- The name, email and mailing address for the organization's senior officer providing the letter of institutional support
- Grant proposal title
- Time period for the grant activities (must end by June 2021)
- A summary of no more than five sentences identifying the pivot point at which the applicant finds him or herself and how time for study and reflection will enable him or her to develop a faithful response

Pages 2 to 8: About the applicant and his/her work

The responses to these questions are the foundation of the argument about why the applicant would benefit from this grant at this time. At least 70% of the application should be devoted to answering these three sections.

**Section 1: Who is the applicant? Please describe and include timeframes for the applicant's education and work history, including schools attended, ministries or programs led, and jobs held.**

**Section 2: Describe the applicant's work and major responsibilities. Whom does it serve? What is its purpose? What is the impact, and how is it measured? What is the mission of the organization, and how is the applicant's work an extension of that mission?**

**Section 3: Why is this the right moment to step back and reflect? What questions are on the applicant's mind that would be ripe to pursue? What does the applicant hope will be different about him or herself and/or the work as a result of a season of reflection?**

## Pages 9 to 10: Activities

What activities is the applicant proposing, and how would these help the applicant answer the questions he or she intends to pursue?

Provide a brief plan that describes the logistics of your balcony time, including a description of each activity and how the activity furthers your goals. Please provide specific dates and locations of travel. Some of the many activities that applicants might propose include:

- Consulting a subject matter expert (please include indications about the relevance of this expert's work)
- Attending an event or conference, particularly events from different fields of inquiry
- Traveling to observe others doing similar work (please indicate who will be visited and why)
- Stepping out of his or her work for a season to spend time actively reflecting
- Paying a portion of the cost of a replacement in the organization
- Providing childcare or senior care so the applicant can be away from home

Have you received financial or time away support for this type of reflection in the past? If so, please describe the source, timing and results of such reflection. For example, have you received a Louisville Institute Pastoral Study Leave or Lilly Endowment National Clergy Renewal Grant? Has your institution provided an extended study leave? How is this grant proposal similar and distinct from previously funded activities?

## Page 11: Budget

Provide a line item budget in a table or spreadsheet format using the following categories:

- a. Contractors (individuals or organizations you are paying for services)
- b. Tuition and/or registration costs (fees for programs)
- c. Travel and related expenses, such as meals
- d. Materials (books, subscriptions, etc.)
- e. Equipment (should be no more than 10% of budget with explanation about why it is needed)
- f. Other (please specify)

## Page 12: Letter of Institutional Support

Provide a letter of institutional support from the senior officer of the organization requesting the funds on behalf of the applicant. The letter must be signed and on the organization's letterhead.

## Reports and Evaluation

Final narrative and financial reports will be due no later than July 1, 2021. The narrative report should describe the activities engaged, the people with whom the applicant interacted, reflections on what the applicant learned and the applicant's next steps. The financial report should reflect a full and transparent accounting of grant expenditures.

For additional information, please email [leadership@div.duke.edu](mailto:leadership@div.duke.edu) or visit our website.

## **Questions in the online portion of the application**

### About the applicant

- Name
- Job Title
- Organization
- Name of the project, program or area that the applicant leads (if applicable)
- Postal Address
- Email
- Phone
- Gender
- Race
- Denomination (if applicable)
- Grant proposal title
- Grant period (must end by June 2020)
- Are you enrolled in a degree program?
  - If so, at what institution? What is the degree? When is the expected graduation date?

### Organization to receive the grant

- Name
- Name and email of senior officer submitting a statement of institutional support
- Postal Address
- Name and email of treasurer or institutional representative who will be fiscally responsible for receiving and dispersing the funds
- Postal address
- Denominational affiliation of organization (if any)