## Reflective Leadership Grant: Application Questions

***This document was revised March 20, 2024 to include additional guidance regarding the institutional letter of support.***

The document below includes all questions and prompts that must be completed when submitting your grant proposal. Feel free to save your own copy of this document and use it as you prepare your application materials. Once you have begun your application form, you will need to complete it, as you will not have the opportunity to save and return to your work later.

All proposals should be submitted no later than 11:59 p.m. Eastern time on May 28, 2024.

Please direct any questions to [leadership@div.duke.edu](mailto:leadership@div.duke.edu), or visit the [Frequently Asked Questions page](https://leadership.divinity.duke.edu/what-we-offer/grants/reflective-leadership-grants/frequently-asked-questions/).

**Definition of Terms:**

* **Applicant:** The individual who is completing this grant request. The individual must have a fiscal relationship with the organization.
* **Organization:** A tax-exempt, U.S. faith-based charitable organization [501(c)(3)] that will receive, administer and report on the use of grant funds.
* **Christian organization:** An organization that has explicit Christian faith commitments or is committed to working alongside Christian communities in a way that furthers the mission of local congregations.
* **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 here is on “leadership.” The applicant continues in a posture of leadership throughout the work of the grant, but 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 Form

**Section One: Application Form**

* Applicant name, email and mailing address, phone number
* Applicant job title and organization
* Applicant gender, race
* Applicant denomination (if applicable)
* Are you enrolled in a degree program?
  + If so, at what institution? What is the degree? When is the expected graduation date?
* 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
* Name and email of treasurer or institutional representative who will be fiscally responsible for receiving and dispersing the funds
* Postal address of organization
* Denominational affiliation of organization (if any)
* How did you learn about the Reflective Practices Grant?
* Grant proposal title
* Time period for the grant activities (must end by March 1, 2026)
* A summary of no more than five sentences identifying the pivot point at which the applicant finds themselves and how time for study and reflection will enable them to develop a faithful response
* 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 Project Grant 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?
* Are you available to attend a retreat in Durham, NC from October 14 - 16, 2024, if the grant application is accepted? (Yes/No) All reasonable expenses for the retreat will be paid separately from the grant.

**Section Two: Application Questions**

As part of the submission process, the applicant will be asked to upload a document that conforms to the following instructions and responds to the questions below. 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 narrative questions.

***Your document must use 12-point Times New Roman font and be single-spaced. Note that each narrative question has a word limit.***

Question 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. Is there something about the applicant’s background that makes their application stand out? (1,000-word limit)

Question 2: Describe the applicant’s work and major responsibilities. Whom does it serve? What is its purpose? What is the impact of the work on the applicant’s community presently? How is that work measured? What is the mission of the organization, and how is the applicant’s work an extension of that mission? How do you know your organization ready for your pivot? (1,500-word limit)

Question 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 is the applicant curious about concerning their ministry vocation? What does the applicant hope will be different about themselves and/or the work as a result of a season of reflection? Considering what a leader is doing in a season of balcony time is as important as what they commit not to do. What are the activities the applicant believes they need to stop doing during this balcony time? (1,500-word limit)

**Section Three: Activities**

As part of the submission process, the applicant will be asked to upload a document that conforms to the following instructions.

***Your document must use 12-point Times New Roman font and be single-spaced.***

What activities is the applicant proposing, and how would these help the applicant answer the questions they intend to pursue? To answer these questions, provide a brief plan (1,000 words) that describes the logistics of the balcony time, including a clear description of each activity and how the activity furthers the applicant’s 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)
  + Taking an extended period fully away from work
  + Setting aside designated weekly or monthly days (or partial days) off
  + Creating intermittent blocks of time away from work to actively reflect on next steps
  + Engaging a coach or spiritual director to actively reflect on trends and patterns in the work
  + 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

**Section Four: Budget**

Leadership Education grant proposal budgets must follow the following guidelines. Proposal budgets that do not follow these guidelines will not be considered.

1. Proposal budgets must be submitted using the online form. A [worksheet](https://leadership.divinity.duke.edu/wp-content/uploads/2024/01/Reflective-Leadership-Grant-Budget-Worksheet.xlsx) has been provided to you to develop the budget, but is not required for submission.
2. Proposal budgets must be submitted using the provided expense categories. Expenses that do not fit into the established categories should be detailed in the “Other” category.
3. Proposal budgets should not include additional income sources or expenses that will be funded by other funding sources.
4. Proposal budgets must total the amount indicated on the worksheet.

**Budget categories:**

1. **Personnel expenses -** The Reflective Leadership Grant budget may include salary expenses for time associated with “balcony time” activities.
2. **Contractor expenses -** All contractors' honoraria must be accounted for in the Reflective Leadership Grant budgets.
3. **Conference and event registration costs** - Conference and event fees for team members are allowable expenses. Tuition for degree programs is not allowed.
4. **Travel, accommodation and meals**
5. **Books and other materials**
6. **Equipment -** Equipment expenses may not total more than 10% of the budget. Please list all equipment that will be purchased and the rationale for the item.
7. **Other** - All additional expenses that do not fit into the above categories. Please detail these expenses in the line-item description.

**Section Five: 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. If you are the CEO/senior officer of your organization, your signature on the letter of institutional support is sufficient. The letter must be signed (with a handwritten signature), dated and on the organization’s letterhead. Upload your Letter of Institutional Support (Word or PDF) via the online application form.

Please address your letter to: Mycal Brickhouse, Director of Educational Programs, Leadership Education at Duke Divinity, 1121 W. Chapel Hill St., Suite 200, Durham, NC 27701.