



Fellowship Application Preparation Guide

How to Prepare an Effective Application for the Gratitude Network



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Introduction:

The Gratitude Network is creating a community of powerful leaders positively contributing to the lives of under-resourced children and youth globally. With our Fellowship we seek to increase the leadership development capacity of leaders who in turn transform their organizations. We engage Coaches and Expert Advisors to support our Fellows to hone their leadership skills, work with their teams more effectively, and ultimately increase their organization's impact for children and youth. We also bring together these social impact change-makers to learn and grow from one another. Our network effect accelerates change - leaders learn from and thrive on each other within our network.

This guide is designed to:

- Outline the Gratitude Network Fellowship Program
- Help you prepare the necessary information for the online application
- Provide you helpful tips for crafting an effective application

Before you begin your application, **we strongly encourage you to read the following guide** to help you fully understand the Fellowship program and prepare your application.

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- Fellowship Program Description and Overview – Pages 3-5
- Fellowship Eligibility – Page 6
- Application Process and Question Overview – Pages 7-13
- Tips for an Effective application – Pages 14-16



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Gratitude Fellowship Program Description and Overview:

Once selected, Gratitude Fellows become a part of their yearly cohort as well as the greater Gratitude Network comprised of Alumni Fellows, Coaches, Supporters, and Expert Advisors. The Fellowship is considered the beginning of the relationship between the Fellow and the Gratitude Network.

The Gratitude Network Fellowship Program includes:

- 12 Months of tailored leadership development support from a knowledgeable and dedicated Leadership Coach
- Access to a network of experienced Expert Advisors with knowledge in a wide variety of operational areas
- Membership into a structured peer leadership cohort
- Regularly scheduled webinars on a variety of operational topics
- Access to the Network website with tailored content, resources, presentations, and more
- Invites to learning and networking events specifically for the social impact community

The Gratitude Network Fellowship Program Structure:

The average time commitment for a Gratitude Fellow is **5 hours per month** and additional time commitment for the optional Gratitude Leadership Summit (June 2022) and Gratitude Leadership Huddle (November 2022).

- **Monthly Coaching Calls**
 - Gratitude Fellows meet with their Gratitude Coach
 - Phone/video call
 - 1-2 hours length with additional 1-2 hours of pre/post work



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- Exact dates/times determined by Fellow and Coach
- **Every Other Month Peer Connection Calls**
 - Every other month all Fellows meet for an all cohort Leadership session as well as small group collaboration
 - Phone/video calls
 - 1.5-2 hours
- **Quarterly Growth Webinars - *Optional***
 - Quarterly all Network members are invited to topic, learning webinars presented by various members of the Network including Expert Advisors, Coaches, and Alumni
 - Webinar
 - 1-1.5 hours
- **Expert Advisor Calls - *As Needed***
 - As needed, calls will be set with specialized Expert Advisors
 - Phone/video call
 - 1-2 hour length
 - Exact dates/times determined by Fellow and Expert Advisor
- **Leadership Summit**
 - All Network learning and collaboration event held virtually or in the San Francisco Bay Area, California, USA (if global travel and large events are permitted by the event time)
 - Workshops, networking time, and social events allow Fellows to bond and collaborate with their peers, Coaches, advisors, and the Gratitude Network Team
 - Dates: June 2021 (4 day event)
 - Attendance at the Leadership Summit is **highly encouraged**, but optional. If the event is in-person, partial travel stipends will be provided as needed and available.

- **Leadership Huddle**

- All Network learning and collaboration event held virtually or in the San Francisco Bay Area, California, USA (if global travel and large events are permitted by the event time)
- Workshops, networking time, and social events allow Fellows to bond and collaborate with their peers, Coaches, advisors, and the Gratitude Network Team
- Dates: June 2021 (2 day event)
- Attendance at the Leadership Summit is **highly encouraged**, but optional. If the event is in-person, partial travel stipends will be provided as needed and available.



Fellowship Eligibility

In order to be considered for the Fellowship, Applicants and the organizations they lead must meet the following minimum requirements:

- Organization is at least one-year old.
- Organization must have at least two paid, full-time employees (including the Applicant).
- Organization's services/products/program are currently in use by customers/beneficiaries.
- Organization's beneficiaries must primarily be children/youth.
- Organization must be serving children/youth in one of the following categories:
 - **Education** such as school systems, training of teachers, education technology, and early childhood programs as well as how/what children learn at school or outside of the classroom (e.g. after-school or summer programs).
 - **Health and Wellbeing** such as addressing children's basic needs, including poverty alleviation, nutrition, water, safe shelter, disease prevention, mental health, and social-emotional health.
 - **Children's Rights** such as protecting children and families from abuse, exploitation, trafficking, incarceration, and other harm, as well as other advocacy.
- Applicant is committed full-time to the social enterprise organization.
- Applicant has strategic decision-making power for the social enterprise as the organization's Founder/Co-Founder, Executive Director, CEO, or similar level role.
- Applicant is committed to actively participate in the Coaching and leadership development process with honesty, self-reflection, and self-motivation.
- Applicant is able to commit to the time commitments of the Fellowship.

Application Process:

Work with your Applicant and their organization to prepare the information outlined below. The application consists of two parts with separate deadlines and additional requests of Finalists.

Application Part 1 – Preliminary Questions (See Page 8 for Application Details)

- Submission Deadline: August 20, 2021
- Part 1 of the application is a preliminary questionnaire designed to confirm alignment with the Fellowship criteria. Applicants who meet the requirements will be invited to complete Part 2 of the application.
- Invitations to complete Part 2 of the application will be sent throughout the application period. All Part 2 invited Applicants will be notified by September 3, 2021.

Application Part 2 – Additional Questions (See Page 9 for Application Details)

- Submission Deadline: September 10, 2021
- Part 2 of the application includes additional questions and requests designed to share more information about the Applicant and organization.
- All Part 2 applications will be screened and reviewed by the Gratitude Network Internal Review Committee.

Semi-Finalist and Finalist Review

- All Semi-Finalist applications are reviewed by the Gratitude Network Judging Panel.



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- Finalists will be invited to submit additional information on their organization and Applicant.
- Finalists will also be invited to a virtual individual or group interview with the Gratitude Network.
- Requests for additional information and interviews will be sent to Finalists by November 2021.
- All Applicants will be notified of their selection status by the end of December 2021.

Application Overview

A summary of the application questions for Part 1 and 2 is below. Application structure and content is subject to change.

Application Part 1

ORGANIZATION INFORMATION

- Organization Name
- Organization Website
- Organization Founding Year
- Organization Headquarters
- Organization Service Locations
- Organization Service Category
- Is the organization's service/product/program currently in use by customers/beneficiaries?
- What percentage of the entire organization's beneficiaries are children/youth?
- Does the organization have at least 2 paid, full time team members (including the Applicant)?

APPLICANT INFORMATION



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- Applicant Name (This is the individual who is applying to participate in the Gratitude Network Fellowship.)
- Applicant's Title with Organization
- Applicant Email
- Is the Applicant working full-time for the organization?
- Does the Applicant have strategic decision-making power for the organization as the Founder/Co-Founder, Executive Director, CEO, or similar role?

FINAL QUESTIONS

- Application Submitter's Name (*This person may be the same as the Applicant.*)
- Application Submitter's Email
- How did you learn about the Gratitude Fellowship?
- [Optional] What gender does the Applicant identify as?
- [Optional] What race does the Applicant identify as? (Select all that Apply)

Application Part 2

Applicants meeting the Fellowship Eligibility criteria (See Page 6 for details) will be invited to complete Part 2 of the Application.

Section 1 - Basic Information:

Organization and Applicant Details will be auto filled from the information provided in Part 1 of the Application.

Section 2 - Problem and Solution/Innovation:

- Describe the problem(s) the organization is solving and describe why the problem(s) is important to address.

(A successful response provides evidence that the problem(s) exist and a compelling explanation of why these issues are important to resolve. If possible, provide information substantiating that the problems exist through the use of statistics from experts or other examples that support your claims.)

- Describe the organization's solution (product or service) to the problem(s) listed above. Include whether it is in use or not.



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(A successful response provides the specific details of the products or services for the problem(s) described above and offers evidence to support that the solution is effective.)

- Describe all of the ways the organization is innovative.

(A successful response will detail how the organization is novel and unique. This may include the organization's product or service, business model, use of technology, the applicant's leadership style, or any other aspect of the organization that demonstrates innovation. Be sure to include how the organization is innovative compared to other organizations working in the same field if applicable.)

Section 3 - Beneficiaries and Impact:

- Describe the organization's beneficiaries – the individuals who benefit from your product/services. Detail why they need your product/service.

(A successful response will fully describe both the direct and indirect beneficiaries of the organization and may include information on gender, access to opportunity, living situation, and more. Describe why your target beneficiaries need the organization.)

- Detail how many children/youth beneficiaries the organization directly serves annually. List by product/service if appropriate.

(A successful response will include a breakdown of the number of children/youth the organization serves every year by product/service. Indirect children/youth beneficiaries can be included but should be notes separately.)

- Describe the impact of the organization.

(A successful response describes the positive effect the organization has on the lives of the beneficiaries. Please use evidence, data, and/or examples to demonstrate how their lives are improved.)

- Describe how the organization tracks and measures impact.

(A successful response describes the method for collecting and tracking the organization's impact. Your response will help us understand what factors you use to define success for the organization.)

Section 4 - Growth and Scale:

- Select the milestones that the Organization has achieved.

The milestones below are factors that the Gratitude Network uses to define an organization that has moved passed the startup phase. The range of development is broad—some successful applicants have achieved just a few of these milestones and some have achieved all of them.

Select all that apply:

- Organization has at least 3 full time team members
 - Organization has a written staffing plan
 - Organization has a Board of Directors
 - Organization has a written funding/fundraising plan
 - Organization has a written short-term operations plan
 - Organization has a written quarterly budget
 - Organization has a written Vision and Mission Statement
 - Organization has a repeatable service or product
 - Organization is serving multiple locations
 - Applicant has a person within the Organization who they consider a “Second in Command”
 - Applicant works full time (at least 40 hours/week) for the Organization
 - Applicant has taken a holiday/vacation away from the Organization within the last 24 months
-
- Describe the scale and impact planned for the organization to reach within the next 3 years.

(A successful response will describe the anticipated growth, provide a realistic plan for how the organization will achieve this growth, and detail the anticipated impact on the children/youth you plan to serve. Organizations can grow in a variety of different ways. For example, an organization may venture into new

locations, expand current location offerings to more children/youth, hire more staff, hold more events, or franchise its model.)

- Organization's Revenue (Last Fiscal Year) in USD
- Organization's Estimated Revenue (Current Fiscal Year) in USD
- What will be the organization's two main sources of funding over the next two years?
 - Earned Revenue
 - Individual Donors
 - Foundation/Grant Funding
 - Government Funding
 - Other
- [File Upload] Organization's most recent Financial Statements - including a Profit and Loss Statement and Balance Sheet (audited financials preferred).

File types accepted: jpg, jpeg, gif, png, pdf, doc, docx, xls, xlsx, txt, ppt, pptx

File size maximum: 20 MB

Section 5 - Applicant and Team:

- Describe the organization's team/staff structure and the Applicant's role within the structure.

(A successful response describes both the leadership team structure/roles and the Applicant's role within it as well as the broader team structure including details on full-time, part-time, and volunteer roles. Your response will help us understand how the work of the organization is planned and executed.)

- Describe the Applicant's story.

(This description may include details on the Applicant's personal and professional background. This description may also include the Applicant's motivation to Found or join the organization. Describe the Applicant's future plans for themselves and within the organization. This information will help us understand the type of person the Applicant is – where they have come from, where they are now, and where they would like to go.)



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- Describe why the Applicant is interested in becoming a Gratitude Fellow and joining the Gratitude Network.

(Once selected Gratitude Fellows become a part of their Cohort as well as the larger Gratitude Network – which includes all past Fellows, Coaches, Expert Advisors, Team members, and Supporters. A successful response will describe what the Applicant hopes to gain from and contribute to the Gratitude Network.)

- Describe what topics, issues, and challenges the Applicant and organization would like to address during their Gratitude Network Fellowship, if selected.

(Gratitude Fellows enter a year-long program focused on leadership development, team development and operational issues designed to help the Fellow increase the organization's impact. A successful response will detail both the organizational challenges and the leadership development opportunities the Applicant would specifically like to address for themselves. Please note: the Gratitude Network Fellowship is not designed to assist Fellows with securing specific funding.)

Section 6 - Additional Documents and Information:

- [File Upload] An Organization overview or Annual Report

*File types accepted: jpg, jpeg, gif, png, pdf, doc, docx, xls, xlsx, txt, ppt, pptx
File size maximum: 20 MB*

- Have you applied for the Gratitude Network Fellowship before? If so, when?
- Any additional comments?



Tips for Creating an Effective Application:

The Gratitude Network receives numerous applications each cycle for its Fellowship program. Review the tips below to better help you craft your application.

1. Review the **Fellowship Eligibility Requirements**.

Review the Fellowship Eligibility Requirements to ensure that your applicant meets the basic eligibility requirements for the Fellowship. In general, you should not submit an application if your applicant is not eligible. If you are unsure about any requirements, be sure to ask (Arwen@gratitude-network.org).

2. Provide **Details** and **Context**.

Assume that the reader of your application does not know about your applicant, the organization, and why the work is important. Be sure to include relevant background details and historical information if appropriate. Consider providing some cultural background to frame your applicant's work. Avoid the use of jargon.

3. Provide **Examples** and **Real Data**.

Give compelling evidence to support your claims about your applicant and the organization. Using quotes of support, summarized case studies, real data, and specific outcomes will show that your applicant's organization is dedicated to transparency and accountability. Highlight specific examples of the real impact the organization has had – this is more compelling than speaking in generic terms.

4. Be **Honest**.

When talking about your applicant and the organization, never exaggerate. Applications are extensively reviewed, and Finalists for the Fellowship are rigorously researched, so overstated accomplishments will be unveiled.

5. Be **Descriptive**.

Be sure to paint a colorful picture in your application to help it stand out as memorable, bold, and special. Use language that is reflective of the values and culture of your applicant and the organization. The application should be enjoyable and inspiring to read.

6. Be **Inspiring** and **Unique**.

Before you begin your application, write down the one thing you must communicate about your applicant and the organization - something that makes your applicant or the organization stand out. Be sure to include this information somewhere in your application. If needed the last page of the application provides a space for any additional comments you would like to communicate.

7. **Give Yourself Time**.

Although the application window is open for several weeks, we recommend that you do not wait until the last minute to submit your application. Give yourself plenty of time to gather important material and craft your responses.

8. **Collaborate**.

If you are submitting an application for someone else, talk to your applicant - it is virtually impossible to submit an effective application without talking to the applicant first. Ask them specific questions and gather lots of details. If you are submitting an application for yourself, we still encourage you to work with your colleagues for suggestions and proofreading.

9. **Prepare, Edit, and Proofread**.

Make sure you prepare your responses ahead of time. We suggest typing your responses outside of the online system, so that you can copy and paste them in – just in case there is a technical error and you have to

restart. Make sure to re-read your entire application before submitting it – you will NOT be able to edit it afterwards.

The long form response section of the application has a word count maximum of 500. Any answer over the word limit will be truncated. Check all word counts in a word processor prior to submission so your answers do not get cut off.

The Gratitude Network team is available to assist you with any questions or concerns you have about the application process.

Email Arwen Thiel, Vice President of Programs at
Arwen@gratitude-network.org

To get started on your application, [click here](#).

We cannot wait to learn more about you and your important work.

