



2008/2009

Application Package



World Vision Canadian Programs in Partnership with:



World Vision Canadian Programs

Mandate

Mission

World Vision Canadian Programs develops national strategies that empower community-based organizations to end poverty in their circles of influence.

Commitment to Partnership

World Vision believes that we are at our best when collaborating with community partners who share a faithful expression of Christian witness and a vision for peace and well-being in our communities.

Strategy

In order to accomplish our mission, World Vision Canadian Programs support our partners through:

- Capacity building
- Funding innovation
- Networking
- Research
- Advocacy

The FreeForm Program

Goal

To equip leadership teams of small to mid-sized Christian community-based organizations to maximize organizational potential and fulfill their mission.

Outcomes

By the end of the *FreeForm* program, the leadership teams will have:

- Increased organizational capacity in the areas of planning; infrastructure development; financial management; networking; and human resource development, including leadership team performance
- Completed an organization development project
- Drafted a 3-5 year strategic plan
- Charted a leadership team effectiveness action plan
- Accessed the support of a Cohort Coach, organizational consultants, and other leadership teams

Program Overview

Three to four members from six organizational leadership teams will come together for three intensive residential seminars on the following topics: human resources; systems and infrastructure; financial management; governance and leadership; planning and program development; and relationships and networks.

A Cohort Coach will be assigned to follow each group of 6 leadership teams, checking in with them monthly to facilitate their progress between seminars. In addition, each team will have access to specifically tailored organizational consulting. Between Seminar 2 and 3, each leadership team will also experience a one-day guided spiritual retreat.

The three-day residential seminars will be interactive and practical. Each leadership team will build work plans to help their organization reach its full potential. During the year-long program, each team will also design and implement an organization development project.

Over three years, *FreeForm* will work with 25 to 30 organizations in Toronto and Vancouver.

Program Costs

FreeForm has been developed through the generosity of the Bridgeway Foundation and World Vision, in partnership with Tyndale University College & Seminary. As a result, we are able to offer this 12-month program to participants for one-third its actual cost:

- \$5,000 per leadership team (three people)
- \$1,500 for each additional person

This fee includes accommodation, meals, and course materials for all three residential seminars; monthly coaching; organizational consulting; and materials for a one-day spiritual retreat.

Expenses for airfare or other travel to or from the residential seminars, and/or accommodations prior to or following the residential seminars are the responsibility of individual participants. We also do not fund staff time for the development of this application form, attendance at residential seminars, or the follow-up work conducted subsequent to the seminars.

Components of the FreeForm Program

- Application and Selection
- Scholarships Available
- Assessment and Pre-work
- Letter of Commitment and Payment
- Residential Seminar 1
- Organizational Development Project
- Cohort Coaching and Consultations
- Residential Seminar 2
- Spiritual Retreat
- Residential Seminar 3
- Evaluation and Certification

Application and Selection

The application process is relatively simple. The purpose is to discover your mission, how your mandate intersects with that of World Vision Canadian Programs, and the composition of your leadership team. Applicants complete and submit an on-line application form to meet the deadline of the *FreeForm* Cohort they wish to attend.

Selection criteria for the six leadership teams that will form a *FreeForm* Cohort include the following:

- the applicant team is from a Christian not-for-profit organization operating in Canada (including churches)
- the applicant organization has demonstrated that its mission/mandate is consistent with World Vision Canadian Programs' mandate
- the applicant organization has an established leadership team
- the applicant has articulated how *FreeForm* will provide strategic benefit in achieving its organizational goals
- the applicant's fit with other leadership teams in the Cohort
- the applicant team members are each clearly committed to attend and complete all components of *FreeForm*

Selection decisions will be made by an Advisory Team comprised of representatives from World Vision Canadian Programs, the Bridgeway Foundation, and Tyndale University College & Seminary, as well as the *FreeForm* Program Director. Decisions will be communicated to applicants 2-3 weeks following the application deadline.

Scholarships Available

Through a generous gift from the Catalyst Foundation, *FreeForm* is able to offer scholarships to teams that find they are unable to fund the full tuition fees, even at the discounted rate of \$5,000 for 3 participants over the 12-15 month program. Teams from each Cohort will be selected to receive scholarship assistance, based on their need. To apply for a scholarship, complete the *FreeForm* Scholarship Application online form and submit it with your *FreeForm* Application. Decisions regarding scholarships will be communicated once teams are selected for a *FreeForm* Cohort.

Assessment and Pre-Work

Prior to Seminar 1, *FreeForm* Facilitators will conduct an Orientation and Assessment meeting with each selected leadership team and a group of their organization's stakeholders. At this meeting, a *FreeForm* assessment tool will be completed that surveys their organization's stage of development according to various indicators such as: governance and leadership; systems and infrastructure; financial management; human resources; planning and program development; and relationships and networks. Other pre-work will include individual personality profile and leadership team assessments, reading, and a learning needs and resources assessment survey.

Letter of Commitment and Payment

Stewardship is a key core value of World Vision and the other *FreeForm* partners, and it is important for us to understand each leadership team's commitment to *FreeForm*. Prior to confirming a leadership team's place in a Cohort, we will require a letter of commitment from the organization's Board of Directors affirming their support for the leadership team's involvement in *FreeForm* and acknowledging the time investment required by each leadership team member to attend the residential seminars and complete assignments throughout the 12-15 month program.

In addition, one half of the program fee (\$2,500 for three participants) will be required prior to participating in Seminar 1.

Residential Seminar 1

This three-day residential seminar will focus on building planning and development capacity. This will include the key aspects of strategic planning: shared values; identifying strategic issues; and the role of the Board. Participants will work on their existing or 'emerging' organizational strategic plans and establish an action plan to build their effectiveness as a team.

Organizational Development Project

In Seminar 1, leadership teams will be invited to identify an organizational development project to work on over the year, based on the results of their *FreeForm* assessment. Teams will have access to specifically tailored consulting as they design and implement this initiative.

Cohort Coaching and Consultations

Between Residential Seminar 1 and 2, Cohort Coaches will check in monthly with the leadership teams to encourage them in their organizational development projects and to check their progress on action plans developed in the seminars. In addition, between Seminars 1 and 3, each organization will receive two days with a consultant who will be selected based on the needs of the organization and/or their project. This will be arranged in collaboration with each leadership team.

Residential Seminar 2

This three-day residential seminar will focus on building **financial and networking capacity**. Participants will learn the fundamentals of financial reporting, budgeting, and managing financial systems. Leadership teams will work with their current donor base and build a resource development action plan based on proven fundraising and marketing strategies and rooted in sound stewardship principles.

Spiritual Retreat

Prior to attending Seminar 3, each team will make their own arrangements to take a team 'day away' at a location of their choice. The *FreeForm* Program Director can assist in recommending retreat venues and will provide a spiritual retreat guide. Leadership team members will be asked to complete a brief reflection on their retreat day, related to their team development action plan and their own spiritual journey through the year's program.

Residential Seminar 3

This three-day residential seminar will focus on building human resource capacity. Leadership teams will address many of the issues that 'keep them up at night': performance management; hiring and firing; volunteer management; board development; and change management. Leadership teams will also present their organizational development projects at this seminar.

Evaluation and Certification

Leadership teams, their staff/volunteers, and their Boards will be asked to provide feedback on the impact of *FreeForm* following the completion of all components of the program. The Cohort Coach will also initiate a six-month follow-up with each leadership team to assess their progress on action plans. Tyndale University College & Seminary's Centre for Leadership will provide each *FreeForm* participant with a certificate, confirming successful completion of the program.

Program Schedule

COHORT	Residential 1	Residential 2	Residential 3
1. Ontario	Oct. 14-16, 2008	Apr. 21-23, 2009	Oct. 20-22, 2009
2. Ontario	Feb. 3-5, 2009	Sept. 15-17, 2009	Feb. 9-11, 2010
3. Ontario	Mar. 3-5, 2009	Sept. 29 - Oct. 1, 2009	Apr. 13-15, 2010
4. British Columbia	Aug. 11-13, 2009	Apr. 6-8, 2010	Sept. 21-23, 2010
5. Ottawa / Montreal	Oct. 27-29, 2009	Apr. 27-29, 2010	Oct. 26-28, 2010

Online Application Form

Below is the content of the online application form. We recommend that you fill out the form on this worksheet and finalize your answers before going online to complete the application form.

Select the Cohort you wish to apply to

COHORT	Residential 1	Residential 2	Residential 3
1. Ontario	Oct. 14-16, 2008	Apr. 21-23, 2009	Oct. 20-22, 2009
2. Ontario	Feb. 3-5, 2009	Sept. 15-17, 2009	Feb. 9-11, 2010
3. Ontario	Mar. 3-5, 2009	Sept. 29 - Oct. 1, 2009	Apr. 13-15, 2010
4. British Columbia	Aug. 11-13, 2009	Apr. 6-8, 2010	Sept. 21-23, 2010
5. Ottawa / Montreal	Oct. 27-29, 2009	Apr. 27-29, 2010	Oct. 26-28, 2010

PART A: YOUR ORGANIZATION

Organization Name: _____

Legal Name: _____

(If your organization is registered under a different name with the CRA, please enter it here.)

Address:

Street Address _____

City _____ State / Province / Region _____

Postal / Zip Code _____ Country _____

Mailing Address (if different from above):

Phone: _____ **Extension:** _____ **Fax:** _____

Website Address: _____

CRA charitable number: _____

Annual Budget: _____

What is your organization's annual budget?

Mission Statement: What is your organizational mission statement?

Primary Contact

Provide contact information for the person we will communicate with regarding this program

Name

Title

Email

Phone

Leadership team:

List the team members who will be participating in *FreeForm*. Team members are required to:

- Attend the three Residential Seminars
- Complete assignments, including an Organizational Development Project
- Participate in a Spiritual Retreat
- Complete *FreeForm* Evaluations

Name

Title

Email

Name

Title

Email

Name

Title

Email

Name

Title

Email

In order to help us form cohorts of leadership teams that will gain the maximum benefit from the *FreeForm* program, please complete the following:

PART B: YOUR INTEREST AND MANDATE

1. Based on the overview of *FreeForm* program outlined earlier in this Application - its goal, desired outcomes, and format - **describe why and how this program will be important for your organization and its leadership team at this time.**

2. As outlined on page 1, World Vision Canadian Programs focuses its efforts on empowering community-based organizations to end poverty in their circles of influence. Their partners share a faithful expression of Christian witness and a vision for peace and well-being in our communities.

Please provide a brief description of how your organization's mission, mandate, and programming intersect with World Vision Canadian Programs' mandate.

3. Have you completed a *FreeForm* Scholarship Application Form? Yes No

If 'Yes', what amount have you requested? _____

4. Name of Organization: _____

Completed by: _____

Title/Position: _____

Date: _____

When you are ready to apply online, please visit: <http://www.freeformprogram.com/application>

Please include the following to complete your *FreeForm* application:

- 1-Page Cover Letter *
- Most Recent Annual Report *
- Latest Financial Statement *
- On-line *FreeForm* Application Form
- On-line *FreeForm* Scholarship Application Form (*if applicable*)

Email the items with an * to: info@freeformprogram.com and submit all of the above by the deadline date shown for your selected Cohort.

Note: Applicants must demonstrate how their leadership in community programming supports World Vision Canadian Programs' mandate.

You will receive a confirmation email once you submit your application which will contain all of the application questions as well as your responses.