

**2016 CALL FOR QUALIFICATIONS  
ADVANCING SYSTEMIC CHANGES TO PROMOTE HEALTHY SCHOOL ENVIRONMENTS**

**Frequently Asked Questions  
*Last Updated November 7, 2016***

***This document will be updated as new questions are asked. New questions will be listed in brown font at the top of each section.***

These FAQs are grouped into the following sections:

- **General Questions about the Call for Qualifications**
- **Application Process**
- **Application & Eligibility Requirements**
- **Work Area Specific Questions**

**GENERAL QUESTIONS ABOUT THE CALL FOR QUALIFICATIONS (CFQ)**

- Q1. How does the Foundation define “health” for this initiative? *(added 11/7/16)***
- A. We consider “health” to include physical, social, emotional, and cognitive health and well-being for all students. Our definition of health is informed by the [Whole School, Whole Community, Whole Child \(WSCC\)](#) framework.
- Q2. Would this funding opportunity be appropriate for work focused primarily on mental and social-emotional health? For example, developing a policy agenda related to deconstructing the school-to-prison pipeline? Or studying the implementation and dissemination of trauma-informed schools? Or are you primarily interested in proposals that address the full complement of physical, mental, and social-emotional health more directly? *(added 11/7/16)***
- A. This initiative is grounded by the Whole School, Whole Community, Whole Child framework which takes a holistic view of health. The Foundation asks applicants to focus on the whole child and what a child needs to be healthy and do well in schools. While we recognize that there is a lot of expertise in physical health, social-emotional health, school climates, etc., we ask that applicants consider their ability to address the full scope of health when submitting their application, and consider partnering with collaborators that can fill knowledge gaps of your own organization.
- Q3. How does the Foundation define “healthy school environments” for this initiative? *(added 11/7/16)***
- A. In relation to this CFQ, the Foundation views healthy school environments as schools that:
- Foster healthy, safe, engaged, supported and challenged students and school personnel.
  - Are culturally competent and adaptive to specific community needs
  - Address the holistic health needs of a child, their physical, social, emotional and cognitive well-being
  - Welcoming to communities and facilitating a positive school culture and climate that pervades across in-and-out of school time

- Q4. **What does the Foundation consider to be “schools” for this initiative?** *(added 11/7/16)*
- A. This initiative is designed to focus on preK-12<sup>th</sup> grade schools systemically. The prekindergarten must be connected to a K-12 school system, and not acting as a standalone child care center. Colleges and university systems and early childhood education centers are not a focus of this CFQ. The initiative is not designed to focus on a single "model," but rather uses the WSCC framework as a starting place.
- Q5. **My organization targets K-6<sup>th</sup> schools – should we still apply?** *(added 11/7/16)*
- A. Applicants with expertise in a limited area should look to partner with organizations that bring expertise in the areas they are lacking to ensure the full K-12/preK-12 age range is addressed. We will weight this breadth accordingly.
- Q6. **Can you provide examples of “decision makers”?** *(added 11/7/16)*
- A. Decision makers are those who can authorize and support the systemic changes this funding seeks to achieve at the federal, state and local level. Some examples would be state legislatures, state boards of education, local boards of education, superintendent associations, local mayors, governors etc.
- Q7. **Can my specific program, research project, or dissertation be funded under this CFQ?** *(added 11/7/16)*
- A. No, the Foundation does not expect to fund individual programmatic work or research under this effort.
- Q8. **What is the scope of "systemic change"? Does a qualified organization need to have impact at the national level or is a state sufficient?** *(added 11/7/16)*
- A. Systemic changes are those go beyond implementing programs in single schools or locations. Systemic changes are those that will make healthy schools the norm for all students and that remove barriers which have an impact on health and educational equity in schools. While we understand some initiatives may start at a state level, they should demonstrate how they would achieve national reach over time.
- Q9. **What type of outcomes or final deliverable is the Foundation expecting from these efforts?** *(added 11/7/16)*
- A. The CFQ outlines general outcomes we would like to achieve from this initiative (see CFQ page 2). The Foundation expects to work with lead organizations in each work area to define specific outcomes and deliverables and probe this further during the request for proposal (RFP) phase.
- Q10. **In each of the work areas, is RWJF only interested in funding lead organizations with national reach and impact under this CFQ, or can local efforts that can be scaled up have a chance?** *(added 11/7/16)*
- A. The body of work that RWJF will fund is informed by the WSCC framework, which addresses multiple areas to make healthy schools the norm. This initiative is not looking to take one program and scale it up nationally. The goal is to create the conditions so that localities and states are able to infuse health and well-being for the children in their schools. A state focus might be an appropriate approach; however, applicants should think about how their strategy could spread to have a national impact. Focus on a single state would be considered as long as the applicant makes the case and demonstrates the capacity to be able to pursue a broader change strategy. A solution that is isolated, focused on one state, community, or population is not what the Foundation is looking to fund under this CFQ.

- Q11. **Can my school district or school district collaborative apply to any of these work areas to receive a grant to create healthy school environments in our district's schools?** *(added 11/7/16)*
- A. No. The focus of this initiative is on systems change and creating the conditions for all schools/large amounts of schools to be able to implement best practices or policies that support their work. This funding opportunity will not support program-by-program efforts, making this an unlikely fit for single schools, districts, or even states.
- Q12. **Should our application target a specific community or population?** *(added 11/7/16)*
- A. This CFQ does not target a specific community or population although it does prioritize health equity, giving special attention to the needs of those at greatest risk of poor health based on social and environmental conditions.
- Q13. **What technical assistance will RWJF provide for this initiative?** *(added 11/7/16)*
- A. RWJF will identify an additional entity to provide support to grantees and project officers across all three work areas. This will include (but is not limited to) convening grantees at the beginning of the grant period and identifying mechanisms for sharing and coordination. RWJF is interested learning from applicants about any help and support the organization would want or expect from RWJF (and/or a central coordinating entity) and/or from external partners.
- Q14. **Are issues around racism and trauma-informed schools part of this effort?** *(added 11/7/16)*
- A. Yes, recognizing issues around racism and childhood traumas are an essential part of creating healthy school environments. We ask that organization these and other conditions necessary to creating healthy school environments.
- Q15. **What is the time period (start/end dates and duration) for this grant?**
- A. The **Applied Research and Translation** and **Policy Analysis and Development** areas of work will run from July 2017 through July 2019. The **Strategic Action and Alignment** area of work will be funded during a six- to nine-month planning period and, if that planning period goes well, the two years following the end of that planning period. While we do not anticipate any delays, it is possible.
- Q16. **What is the difference between "Phase I" and "Phase II"?**
- A. The process for selecting grantees to lead each body of work for this new effort will be conducted in two separate phases over a 12-month period. This Call for Qualifications (CFQ) represents Phase I. Phase II, which RWJF expects to undertake in early 2017, will be a targeted Request for Proposals that will involve only the top-rated applicants who successfully meet the eligibility and qualifications criteria outlined in Phase I. To be considered for Phase II, all applicants must be part of the Phase I Call for Qualifications. The applicant organizations selected during Phase I will be invited to enter into Phase II of the grant selection process with RWJF in early 2017 and will submit their full proposals by February 16, 2017.
- Q17. **Where can I learn more about the Whole School, Whole Community, Whole Child (WSCC) framework?**
- A. You can find a graphic depicting the WSCC framework by clicking [here](#). Developed by the Centers for Disease Control and Prevention and ASCD (formerly the Association for Supervision and Curriculum Development), WSCC represents a coming together of

health and education perspectives to foster educational outcomes for children by supporting their health and well-being and by addressing social and environmental conditions. The Journal of School Health has an article on the WSCC framework that applicants may find useful. You can view it [here](#).

**Q18. How much funding is available?**

A. RWJF expects to fund up to \$9.5 million for this body of work as follows:

| WORK AREA                        | NUMBER OF GRANT AWARDS | TOTAL MAXIMUM AMOUNT OF GRANT FUNDING   | GRANT PERIOD   |
|----------------------------------|------------------------|---|--|
| Applied Research and Translation | One to two             | \$1.5 million   | July 2017–July 2019                                    |
| Policy Analysis and Development  | One to two             | \$2 million   | July 2017–July 2019                                    |
| Strategic Action and Alignment   | One                    | \$6 million   | 2 years after successful completion of planning period |
|                                  |                        | <b>Broken down into:</b> <ul style="list-style-type: none"> <li>Planning Period (six to nine months) = \$800,000</li> <li>Infrastructure Development and Implementation = \$3.2 million<br/> <i>*Note: this amount would include any subcontracts to key partners</i></li> <li>Regranting to new opportunities = \$2 million</li> </ul> |  |

## APPLICATION PROCESS

**Q19. Will there be an applicant webinar? (updated 11/7/16)**

A. Yes. The applicant webinar took place Friday, October 28, 2016, at 3:00 p.m. ET. You can view the webinar recording and download the slides from the CFQ homepage at <http://www.rwjf.org/cfp/wsc>.

**Q20. Were any organizations involved in the creation of the CFQ? For instance, it is clear the model underlying this call is from ASCD. Are they eligible to apply for this funding opportunity? (added 11/7/16)**

A. RWJF engaged with a wide range of organizations and stakeholders in the development of our approach to schools and this funding opportunity. The WSCC framework is jointly developed by the CDC and ASCD and is used by many in the field to think about healthy school environments

**Q21. Can I set up a phone meeting with the RWJF program officer to discuss my application? (added 11/7/16)**

A. In the interest of fairness to all applicants, we cannot provide personal phone meetings with RWJF staff. We encourage you to read through the materials provided on the [CFQ homepage](#) – the CFQ funding brochure, Program-Specific FAQs- and the instructions and guidelines within the MyRWJF application portal – or email [healthyschools@rwjf.org](mailto:healthyschools@rwjf.org) with questions.

**Q22. Do I have to submit a letter of intent to apply?**

A. No. To apply, visit [www.rwjf.org/cfq/wsc](http://www.rwjf.org/cfq/wsc) and use the Apply Online link. If you have not already done so, you will be required to register at <http://my.rwjf.org> before you begin the application process. You must submit a call for qualifications for consideration of funding.

**Q23. Can I apply for this Call for Qualifications (CFQ) even if I am already funded by RWJF?**

A. Yes. Applicants that have other active RWJF grants or contracts may apply.

**Q24. Do I have to submit the application online?**

A. Yes. Applications will only be accepted through RWJF's online system at [MyRWJF.org](http://MyRWJF.org).

**Q25. What is the deadline for the CFQ application and late submission policy?**

A. The deadline for the CFQ is Wednesday, November 30, 2016, at 3:00 p.m. ET. To be accepted for review, your application must be completed and submitted by the deadline. In fairness to all applicants, late submissions will not be accepted.

**Q26. How will I know that my application has been successfully submitted?**

A. You will receive an email from the [MyRWJF](http://MyRWJF) application site confirming that you have submitted your application successfully.

NOTE: Once you have completed all required sections of your application, you must return to the home page of the [MyRWJF](http://MyRWJF) system to gain access to the "Submit" button, located in the upper right of the home screen. After clicking the "Submit" button, you will see a screen confirming your submission.

**Q27. How can I check the status of my application once it is submitted?**

We expect to receive many applications, all of which must go through the same review process. If you have a question about the submission status of a specific application, please send an email to [HealthySchools@rwjf.org](mailto:HealthySchools@rwjf.org). In your communication, be sure to include the name of the applicant institution, the project lead, and contact information.

**Q28. Will I receive feedback on the content of my application after a decision is made?**

A. RWJF does not provide individual critiques or comments on applications that were not selected for funding. General feedback is usually provided in the letter informing the applicant of RWJF's decision.

**Q29. What is the review process for the applications? How will they be scored?**

A. A review committee comprised of RWJF staff members and external reviewers will do a careful review of the applications to ensure they meet all required components, as listed in the CFQ.

**Q30. When will I find out if I am invited to submit an RFP?**

A. Applicants invited to participate in the Phase II Request for Proposal process will be notified the week of January 9, 2017.

**Q31. If not chosen for Phase II, will we still be eligible for other RWJF grants?**

A. Yes. Interested applicants may apply for other RWJF grants and contracts.

**Q32. Where should I email questions not answered here?**

A. The answer to many questions can be found through careful review of the CFQ and the templates provided within the application at [MyRWJF.org](http://MyRWJF.org). If your question has not been answered, please email [HealthySchools@rwjf.org](mailto:HealthySchools@rwjf.org). We will respond within two business days. Please note: staff may not be able to assist all applicants in the final 24 hours before the submission deadline.

**Q33. How can I find out more about RWJF and its initiatives?**

A. Please visit the Foundation's [website](#) for more information about funding opportunities, interest areas, lessons learned from past grants and contracts, and other information related to the mission and work of RWJF. [Click here](#) to sign up to receive future RWJF program mailings, including future funding alerts.

## APPLICATION & ELIGIBILITY REQUIREMENTS

**Q34. What is considered a public entity? (added 11/7/16)**

A. A public entity is a government agency, city, county or state office, college, university, school district, or a public school.

**Q35. Will RWJF share the list of organizations interested in the CFQ in order to create potential collaborations? (added 11/7/16)**

A. No, in respect for the privacy and use parameters, we are unable to share this information. However, after we conclude the CFQ review process we may try to connect organizations for future potential collaborations. We encourage applicants to join the RWJF Leadership Network group on LinkedIn to try to create connections there. To join this closed group, visit <http://www.linkedin.com/groups/4925884> and select the "Request to Join" button.

**Q36. Can an individual apply to receive any of these grant awards? (added 11/7/16)**

A. No. The Foundation is looking to fund eligible existing organizations to lead the three areas of work. This initiative is not looking to fund an individual or start a new center or organization.

**Q37. Can an organization based outside the United States apply, even if the work takes place within the United States? (added 11/7/16)**

A. No. Organizations must be based in the United States in order to receive these grant awards.

**Q38. Are there any education-level requirements or current/past work experiences required by the project leads? (added 11/7/16)**

A. No. The project lead can be anyone employed (on salary or by contract) by the lead organization who the lead organization feels has the knowledge or skills most necessary to lead the work of this work area.

**Q39. Does the Project Lead have to be from the applicant organization? (added 11/7/16)**

A. Ideally yes; however, if the project lead is from another organization, the relationship between the project lead and the applicant organization should be explained in the application.



- Q40. **What type of collaborators can we have? Are there any limitations on type of organization?** *(added 11/7/16)*
- A. While the lead organization must be a nonprofit or public entity, there are no restrictions on collaborators. They may come from the public or private sectors and can be national, state, or local agencies. Please note: applicants do not need to know who all their collaborators will be during this CFQ phase, although applicants for the **Strategic Action and Alignment** area of work are expected to identify key collaborators whose involvement will be essential. It is expected that the organization ultimately selected to lead the Strategic Action and Alignment area of work will finalize other potential collaborators during the planning period.
- Q41. **What role do the core collaborators have in this CFQ phase and in the Phase II Request for Proposals?** *(added 11/7/16)*
- A. During the CFQ phase, core collaborators identified within the application should supply a letter of support to the organization applying. (See the “Letters of Support” template in the “Supporting Documents” section of the MyRWJF system for further details.) During the Request for Proposals phase, additional information about the role of collaborators will be required. There will also be room to add additional key contacts within the MyRWJF system.
- Q42. **Can multiple organizations submit a collaborative application? How should we indicate collaboration in our Phase I application? Do non-lead organizations need to respond to the CFQ separately?** *(added 11/7/16)*
- A. Multiple organizations may submit a collaborative application. In the areas of **Applied Research and Translation** and **Policy Analysis and Development**, applications from collaboratives are encouraged, provided that a single lead organization for the application is designated. For **Strategic Action and Alignment**, a collaborative application is *required* from a single lead organization that has identified core partners/collaborators with specific roles and responsibilities that will be critical to achieving the aims of the program. Organizations submitting collaborative applications must also have a history of effective and sustained working relationships. We will ask you to address this in the application narrative.
- Q43. **Can our organization apply to lead more than one area of work (e.g., Applied Research and Translation; Policy Analysis and Development; Strategic Action and Alignment) for this initiative?**
- A. Yes. Organizations may apply to lead one or more areas of work; however, each submission must be separate (applications for each body of work will be reviewed separately).
- Q44. **What is the page limit?**
- A. A proposal narrative for each work area you are applying to lead may be up to five pages, 12-point font, single spaced. This does not include any supporting materials (i.e., CVs/resumes, letters of support, or appendix).
- Q45. **Are letters of support required?**
- A. Letters of support are required for those submitting qualifications for the Strategic Action and Alignment area of work; letters of support are optional for those submitting qualifications for the Applied Research and Translation area of work and the Policy Analysis and Development area of work.

**Q46. Do I need to submit a budget?**

A. No. A budget is not required during Phase I. However, those applications invited to submit an RFP will be required to complete a budget at that time. Specific details related to the budget will be available during the Phase II process.

**Q47. Can a proposal list multiple project leads? Is there a limit to the number of project co-leads allowed?**

A. RWJF is open to collaborative leadership structures that will help you to best meet the objectives of the CFQ. There is no limit to the number of partners/collaborators/co-leads an organization may have. However, during Phase I (the CFQ), applicants may list only one co-lead in addition to the project lead. Space to name additional project co-leads and partners will be available during the RFP phase.

**Q48. Should references/citations be included in the qualifications narrative?**

A. Yes. Citations may be included as appropriate within the five-page qualifications narrative.

## **WORK AREA-SPECIFIC QUESTIONS**

### **Applied Research and Translation**

**Q49. Does the Applied Research and Translation area of work include looking at existing gaps in databases that track school health? (added 11/7/16)**

A. Yes, this is something that we would expect this work area to address in order to further facilitate the implementation of practices and policies that support nurturing school climates that reduce health disparities.

**Q50. For the Applied Research and Translation category of funding, is the intent to study how to disseminate separate evidence-based best practices that address physical, mental, and social-emotional health? Or are you looking to study the dissemination of integrated WSCC approaches to improve school health? (added 11/7/16)**

A. The overall objective of **Applied Research and Translation** is to use research to facilitate the implementation of practices and policies that generate healthy, safe, and nurturing school climates that help to reduce health disparities. Thus it will be important for this work area to understand how to disseminate best practices and integrated WSCC approaches. We expect the lead organization to help shape the approach and priorities for this work area, not to be beholden to a specific model.

**Q51. Should the project lead for the Applied Research and Translation area of work have a doctorate or masters level degree? (added 11/7/16)**

A. We are not requesting a specific education level, but hope the project lead/co-leads have the skills and capacities to be able to differentiate among various research strategies and approaches that support the dissemination of the best information possible to support the spread of best practices and policies.

**Q52. Can Applied Research and Translation and Policy Analysis and Development areas of work grantees re-grant or create sub-contracts? (added 11/7/16)**



A. They may create sub-contracts, but we do not envision them as grant-making entities. More specific details about the budget requirements and limitations will be given to those who advance to the RFP phase.

**Q53. Is the \$1.5 million for Applied Research and Translation meant to fund multiple research studies? (added 11/7/16)**

A. The purpose of this work area is not to fund new studies, but to use applied research to facilitate the implementation of practices and policies that generate healthy, safe, and nurturing school climates that help to reduce health disparities.

**Q54. Can you provide examples of work that would be funded under Applied Research and Translation area of work? (added 11/7/16)**

A. The Foundation is looking to fund research that unearths the gaps, barriers and facilitative factors to advancing healthy school environments, as well as create a mechanism for quickly sharing these findings so that schools and school districts can improve their practices. Some examples might include: landscape analysis, literature reviews, data compilation and gap analysis, research translation (e.g. research to practice briefs) and dissemination strategies.

**Q55. How do you assess “standing in research community”? (added 11/7/16)**

A. This can include many things that provide some indication of positioning with organizations who do similar or connected research. Providing samples past publications, conference presentations, citations, convenings, and partnerships are some example indicators.

### **Policy Analysis and Development**

**Q56. How do you envision the intersection between Policy Analysis/Development and Strategic Action and Alignment to assure maximum synergy? (added 11/7/16)**

A. As noted in the CFQ, it is expected that all funded entities will work with RWJF, each other, and the coordinating entity to identify mechanisms for sharing and coordination. Additionally, the lead organization and the core partners funded for **Strategic Action and Alignment** will use their planning period to identify additional opportunities with funded and non-funded organizations. This will be done in partnership with the Foundation.

**Q57. I noticed that there is a lobbying requirement under the Policy Analysis and Development and Strategic Action and Alignment work areas. My organization is small and has not had the capacity to lobby. Can we still apply? (added 11/7/16)**

A. Lead organizations will not be required to lobby and, in fact, cannot do so with RWJF funds. However, believe it is important that the lead organizations for these work areas have the knowledge of what constitutes lobbying and how it might be used to advance policy goals. We do have the expectation that you will build your capacity and knowledge through collaboration with an organization that does have policy change knowledge and expertise or by hiring/training staff to fill this need. The Foundation sees advocacy and knowledge of lobbying skills and rules as critical capacities and important assets to leverage the impact of RWJF dollars.

### **Strategic Action and Alignment**

**Q58. Can you share how you envision the Strategic Action and Alignment group interacting with existing efforts like Voices for Healthy Kids and other efforts? (added 11/7/16)**

A. The lead grantee and partners will be charged with developing and fostering stronger alignment and activation of the base of existing stakeholders and the addition of new stakeholders to support healthy school environments. This includes using the planning period, which will include the involvement of RWJF, to identify and develop those relationships.

**Q59. Is it fair to characterize the Strategic Action and Alignment opportunity as a way not to explore the effectiveness of particular programs or promote one particular program, but to use existing models and information about healthy practices to leverage a movement to make healthy, safe, nurturing environments the norm? The opportunity seems more about consensus building and political will than getting into the nuts and bolts of helping schools individually to adopt the right practices. (added 11/7/16)**

A. Yes, that is a fair assessment. The goal of this area of work is to expand support from decision-makers, practitioners, and other key stakeholders who will ultimately be responsible for establishing and supporting policy, implementing best practices, and embracing school-change efforts that address the real conditions that support or impede children's health and learning.

**Q60. Should the focus of the Strategic Action and Alignment area of work, be more communications-based or more action-based? (added 11/7/16)**

A. Both are important. During the planning phase for this work area, we expect the lead organization and its core collaborators to identify and prioritize specific strategies and tactics. We do not see this as a "one-sized fits all" approach and believe that outcomes can be achieved through many pathways. We expect that these organizations will use the planning period to identify the appropriate leverage points.

**Q61. Under the Strategic Action and Alignment work area, what is meant by the term "regranting?" (added 11/7/16)**

A. It means serving as a grant-making entity that awards funding to initiatives or organizations for specific projects that will help to achieve the goals of this work area and the overall Healthy School Environments initiative. During the planning phase, we expect the lead organization and its collaborator(s) to define criteria and a process for regranting. The organization regranting to is NOT a grantee of RWJF but the regranting organizations.

**Q62. Can the work under the Strategic Action and Alignment grant be completed for a smaller budget, such as \$1 million? (added 11/7/16)**

A. No, the full scope of what this area of work calls for cannot be sufficiently completed at that scale.

**Q63. My organization is applying to lead one of the work areas. Can we be listed as a project co-lead or be a subcontractor on another organization's application?**

A. Yes. All applicants may apply to manage more than one program or collaborate on one or more work areas. Please be clear in describing how you/your organization will work effectively with your collaborating organization(s).