

## Frequently Asked Questions (FAQs)

### CALL FOR PROPOSALS TO SERVE AS A NATIONAL LEADERSHIP PROGRAM CENTER FOR THE ROBERT WOOD JOHNSON FOUNDATION'S NEW LEADERSHIP PROGRAMS

**PLEASE NOTE:** The answer to many questions can be found through careful review of the CFP. If your question has not been answered in the FAQ document, within the webinar recording, within the instructions provided in the MyRWJF portal or by reviewing the CFP, please email [changeleaders@rwjf.org](mailto:changeleaders@rwjf.org) and we will respond as soon as we are able.

These FAQs are grouped into the following categories:

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#### 1. GENERAL QUESTIONS ABOUT THE CALL FOR PROPOSALS (CFP)

**Q1. Where can I view the informational webinar from June 23<sup>rd</sup>, 2015?** *(Added 6/29/15)*

The recording of the webinar can be viewed at <https://cc.readytalk.com/cc/playback/Playback.do?id=b10ery>.

**Q2. When does the implementation period begin?** *(Added 7/9/15)*

The implementation period is expected to begin March 1, 2016. This start date is reflected in the Budget Preparation Guidelines (located in the "Reference" box on the application home page), and the program specific Budget Worksheet template & Timeline/Workplan template in the MyRWJF application system.

**Q3. Is RWJF keeping a list of other organizations that might want to collaborate with our organization on this proposal?** *(Added 6/29/15) (Updated 7/9/15)*

In the spirit of fairness to all, RWJF is not in a position to be a connector during the proposal submission and review phase. However, once the lead organizations for the program centers are in place, we expect that they will want to engage many different constituencies/organizations in various ways during or beyond the planning phase. We anticipate being able to announce the program center leads later this year, and at that point you may want to reach out to the program center(s) to explore possible synergies with your organization in the near- or long-term.

**Q4. How can I be involved with the National Leadership Program Centers and other work RWJF is doing even if I'm not applying?** *(Added 7/9/15)*

You can stay connected with RWJF discussions by following our blog posts and social media venues. Follow our channels for fresh research and perspectives, and to connect with RWJF staff, grantees and many others who are committed to improving the nation's health. I would recommend signing up for email alerts from the Robert Wood Johnson Foundation about funding opportunities and other information. If interested, please sign up at: <http://www.rwjf.org/services/>.

**Q5. Will each program center have its own National Advisory Committee or will there be one committee for all four programs?** *(Added 7/9/15)*

We anticipate advisory committees for each program as well as co-developing a crosscutting governance structure with the Foundation and other program centers.

**Q6. What subject matter expertise are you looking for in the organization that becomes a national center?** *(Added 7/9/15)*

The Foundation does not have specific criteria regarding subject matter expertise of the organization(s) that will ultimately run the program centers. We expect that a qualified applicant is one who can deliver a high quality experience for the program participants and meet the expectations of the Foundation.

**Q7. How do I know if my organization qualifies as a national leadership program center?** *(Updated 6/29/15)*

Any organization based within the United States or its territories is eligible to apply as a national program center. Public-private partnerships, private entities, non-profit organizations, colleges/universities, municipalities, foundations, small-budget organizations, etc. are permissible under this call for proposals and no preference is given to any category. However, the organization(s) selected as national program centers will need to meet the selection criteria as outlined on pages 6-7 of the CFP, either on their own or with their collaborating organization(s). If you need to access the CFP, it is listed as the "Funding Opportunity Brochure" in the "Key Materials" section of the National Leadership Program Centers information page at [www.rwjf.org/cfp/lpg](http://www.rwjf.org/cfp/lpg).

We anticipate selecting more than one and up to four national leadership program centers to manage the four programs. One organization/entity may apply to be the national leadership program center for more than one program; however, we anticipate that no single entity will have the organizational capacity to effectively manage all four programs with the desired level of detail and responsiveness.

**Q8. Is RWJF keeping a list of other organizations that might want to collaborate with our organization on this proposal?** *(Added 6/29/15)*

RWJF is not able to facilitate collaborations between organizations. Collaborating organizations submitting proposals for this project should have a demonstrable history of effective and sustained working relationships as shown in the proposal.

**Q9. What is the review process for the proposals? How will they be scored?** *(Added 6/29/15)*

A review committee comprised of RWJF and external reviewers will do a careful review of the applications to ensure they meet all required components. Semifinalists will be notified and in-person site visits will be scheduled for mid-September at the second phase of the review process. Notifications of final awards are anticipated to be made in late September.

**Q10. How many program centers will be funded?**

We anticipate selecting more than one and up to four national leadership program centers to manage the four programs.

**Q11. How many program centers can I apply to run?**

Organizations can apply for up to all four programs, if they wish. **Please note** that while one organization may apply to be the national leadership program center for more than one program, we anticipate that no single entity will have the organizational capacity to effectively manage all four programs with the desired level of detail and responsiveness. Thus, we anticipate selecting more than one and up to four national leadership program centers to manage the four programs. Those submitting proposals for multiple programs will be required to submit a proposal narrative, budget worksheet, budget narrative and timeline/workplan for each of the programs for which they are applying.

**Q12. What is the time period (start/end dates and duration) for this grant?**

Planning grants will be initiated November 15, 2015 and will end February 29, 2016.

**Q13. My organization is unavailable for a site visit September 17-21 & 24<sup>th</sup> and will be observing Yom Kippur September 22<sup>nd</sup> and 23<sup>rd</sup> – are we still able to apply?**

Yes. RWJF will make every effort to work around a semi-finalists' availability for site visits.

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## 2. THE APPLICATION PROCESS

**Q14. Can I set up a phone meeting with the program officer associated with the program for which I am applying? (Added 7/9/15)**

In the interest of fairness to all of the applicants, we cannot connect to you a program officer to assess fit. We encourage you to read through the provided materials - the CFP, Program-specific FAQs, and instructions and guidelines within MyRWJF application portal - or email [changeleaders@rwjf.org](mailto:changeleaders@rwjf.org) with questions.

**Q15. There are multiple departments of my institution interested in submitting a proposal. Is my institution limited to submitting only one proposal? (Added 6/15/15)**

No, there are no restrictions on the number of submissions per institution for this CFP. However, we strongly encourage collaboration and coordination among units/schools/departments within the same institution.

**Q16. Do I have to submit a letter of intent to apply?**

No. To apply, visit [www.rwjf.org/cfp/lpg](http://www.rwjf.org/cfp/lpg) 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.

**Q17. Do I have to submit the proposal online?**

Yes, proposals will only be accepted through RWJF's online system at [MyRWJF](#).

**Q18. Who do I contact with questions about proposal requirements?**

Please submit your questions via email to [changeleaders@rwjf.org](mailto:changeleaders@rwjf.org). Be sure to include your phone number. If your question pertains to a specific leadership program (e.g., Diversity in Health Policy Research, New Clinical Scholars), please indicate the name of the program in your email. We will make every effort to respond to all inquiries within 24 hours.

**Q19. Can multiple organizations submit a joint proposal?**

Yes, multiple organizations may submit a joint proposal. You will need to identify one person as program director and the lead organization that will receive the grant funds. Letters of support are required from collaborating organization(s) that will serve as sub-contractor(s) for the program. Organizations submitting joint proposals must also have a history of effective and sustained working relationships, which you will need to address in the proposal.

**Q20. My organization/I am applying to coordinate/manage a particular program. Can I co-manage or be a subcontractor on a different leadership program?**

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

**Q21. Are previous RWJF Human Capital program alumni eligible to apply for the new programs?**

Yes.

**Q22. Can I apply to this solicitation notice even if I am already funded by RWJF?**

Yes, applicants that have other active RWJF grants or contracts may apply.

**Q23. What is the application deadline and late submission policy?**

The deadline is July 29, 2015, 3:00 p.m. ET. To be accepted for review, your proposal must be completed and submitted by the deadline. To be fair to all applicants, RWJF enforces a strict deadline policy.

**Q24. When will finalists be notified?**

Finalists will be notified in late September 2015.

**Q25. Will I receive specific comments on my proposal after a decision is made?**

RWJF does not provide individual critiques of or comment on proposals not selected for funding. General feedback is usually provided in the turndown letters.

### 3. PROPOSAL REQUIREMENTS & THE MYRWJF PORTAL

**Q26. Are the Supporting Document upload limits per proposal or per program? *(Added 7/22/15)***

The number of documents an applicant can upload in the areas of CV/Resume/Biosketch, Letters of Support and Appendices is based on the number of programs for which the applicant is applying. Please refer to the table below for the revised upload limits. While the system will allow the maximum numbers to be uploaded, RWJF advises the applicant NOT to upload more than number allowed for each national leadership program center for which you are applying, as outlined in the chart below. Proposals will be screen for compliance. If you are submitting for multiple programs, please indicate the program name on each CV/resume/biosketch, Letter of Support, or Appendices item.

Applying for:	UPLOAD LIMITS		
	CV/Resume/Biosketch (# up to 4-page documents)	Letters of Support (# up to 2-page documents)	Appendices (# up to 12-page documents)
One program	9	8	3
Two programs	18	16	6
Three programs	27	24	9
Four programs	36	32	12

**Q27. Our proposal necessitates more than 8 collaborators. Are we able to exceed the 8 letter of support limit? *(Added 7/9/15) (Updated 7/22/15)***

The application allows for applicants to identify up to 8 key collaborators and we require a letter of support from all identified. As you describe the various roles and levels of support of the nodes in the network, please include supporting documents as you deem appropriate in the appendices under the "Supporting Documents" section of the proposal. You are able to upload up to three 12-page documents per program for which you are applying as appendices.

**Q28. Are letters of support required? *(Updated 7/22/15)***

Letters of support are required from collaborating organization(s) that will serve as sub-contractor(s) on this project. Collaborating organizations identified in your budget narrative should submit a letter of support describing the nature of the proposed collaboration and specifying their role on the project during the planning grant phase, start-up launch year, and/or full implementation phase. Additionally, the letter should confirm their authority to commit resources to the project. Any other letters of support are optional. Applicants are allowed to submit up to 8 two-page letters of support per program.

**Q29. Do tables and charts need to adhere to the 12 point Arial font formatting within the proposal narrative? *(Added 7/9/15)***

Tables or chart fonts and font sizes do not need to conform to the overall template settings (12 point Arial font), however the tables and/or charts will be included in your overall page count.

**Q30. Should references/citations be included in the proposal narrative? *(Added 7/9/15)***

Yes, citations should be included as appropriate within the 20-page proposal narrative.

**Q31. Are appendices allowed in addition to the 20-page proposal limit? For example, if we were to include an organizational chart of our proposed program center can we include that as an appendix or must it be included in the actual proposal narrative? *(Added 6/15/15)***

Appendices are allowed in the proposal and can be uploaded in the "Supporting Documents" section of the [MyRWJF](#) system. Please refer to the instructions provided there for specific details on how to upload Appendices materials.

**Q32. Are we able to list co-program directors or multiple program directors in our proposal? The MyRWJF system won't let me enter more than one program director. (Updated 6/15/15)**

RWJF is open to collaborative leadership structures. However, one main program director must be identified. The [MyRWJF](#) system can support one program director and one alternate contact per program, and up to 8 collaborator contacts. You have the option of including the proposed co-director(s) as an alternate contact in the "Key Contacts" section or include them in the "Collaborator Key Contacts" section. Please note: a letter of support is required from all collaborator key contacts. Please be sure the roles and responsibilities are described clearly in the proposal/budget narratives and that the appropriate CVs are included for all key project participants.

**Q33. What is the page limit for proposals?**

A proposal narrative for each program for which you are applying to coordinate/manage may be up to 20 pages, 12-point Arial font, double-spaced. This does not include the budget, staff qualifications, or supporting materials. Please refer to the instructions included with each section for page limits related to specific sections.

**Q34. How do I remove the tabs that say "DHPR Only" from my Budget Worksheet file if I'm not submitting a proposal for the Diversity in Health Policy Research (DHPR) program?**

The "Period 4 (DHPR Only)" and "Period 5 (DHPR Only)" tabs in the Budget Worksheet are permanent and cannot be deleted.

**Q35. I'm not submitting a proposal for the DHPR program but those pages are included in my Budget Worksheet PDF. Is that okay?**

Yes. It is okay to include the "DHPR Only" tabs in your Budget Worksheet PDF file even if you are not submitting a proposal for the DHPR program. Those tabs will remain blank and will not be included in the review.

**Q36. How do I save the multi-tab Budget Worksheet as a single PDF file?**

To save the excel workbook as a single PDF file you must have a PDF printer installed that will give you the option to print to PDF; also known as a PDF writer.

For Windows users, in the "Print Dialogue" box, select your PDF writer from the "Select Printer" section to save the file as a PDF. Under "Print What" select the circle next to "Entire Workbook." This will ensure all tabs print.

You may also be able to "Save As" a PDF file. If so, please ensure you select to save "Entire Workbook" in your Save As dialogue box settings.

Apple users can create a PDF by selecting to "Print the File". From the "Print Dialogue" box, make sure "Entire Workbook" is selected in the "Print What" section. From there, click on the PDF dropdown in the bottom left corner of your Print Dialogue box. Select "Save As PDF" from the drop-down menu and proceed to save the PDF file as you would normally.

If you are still having trouble, please speak with your systems administrator or email [changeleaders@rwjf.org](mailto:changeleaders@rwjf.org) for further assistance.

**Q37. How will I know that my proposal has been successfully submitted?**

You will receive an email from the [MyRWJF](#) proposal application site confirming that you have submitted your proposal successfully.

NOTE: Once you have completed all required sections of your application, you must return to the home page of the [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.

**Q38. How can I check the status of my proposal once it is submitted?**

We expect to receive many proposals, all of which must go through the same review process. If you have a question about a specific proposal, please send an email to [changeleaders@rwjf.org](mailto:changeleaders@rwjf.org). Please be sure to include the name of the applicant institution, the program director, and contact information in your communication.

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#### 4. GENERAL BUDGET AND FUNDING

Please review the “Budget Preparation Guidelines” document found within the [MyRWJF](#) portal for specific details on budget requirements, including definitions and detailed descriptions. Refer to the DHPR, IRL, MLH, and NCS sections within this document for program-specific budget questions.

**Q39. The indirect subtotal and grand total for “All Categories Period 1” on the Period 1 tab does not transfer correctly to the “Summary All Years” tab. Which is the correct number and how do I fix this? (Added 7/28/15)**

This is a glitch in the budget worksheet. The total for Period 1 is the correct total. The calculation of indirect cost is based on a formula to provide for the lower indirect cost rate (4%) that is allowed on purchased services if they exceed 33% of the total of personnel, other direct costs and purchased services. The budget template for Period 1 is set up to calculate the indirect costs for the start-up, ongoing and total costs columns. It should only calculate the indirect amount based on the total column and this is the amount that should pull forward to the “Summary All Years” tab. Application reviewers will be advised that the indirect costs may be different between the “Period One” tab and the “Summary All Years” tab and this will not affect the award decision. Applicants may insert a comment on the budget worksheet to acknowledge this difference if they wish to do so.

**Q40. Are collaborator budgets subject to the 12% indirect rate cap as well? (Added 7/9/15)**

If an applicant is including a collaborator as a subcontractor under Purchased Services, the collaborator can include up to 12% indirect costs in their budget, subject to the reduction to 4% if Purchased Services under the collaborator budget exceeds 33% of their total direct costs. The applicant may also include up to 12% indirect, also subject to the reduction to 4%. See the “Budget Preparation Guidelines” for more detail on indirect costs.

**Q41. Is there a salary cap for Program Directors or other positions associated with the program centers? (Added 7/9/15)**

There is no salary cap for the PI or any other position. We expect the salaries to be in line with market rates, but do not impose a cap.

**Q42. Will RWJF be hosting program specific websites or should we integrate that into our budget? (Added 7/9/15)**

You should expect that RWJF will pay for the initial website design and build. The applicant/program center should build in to its ongoing budget the following costs: development support contract (includes hosting, website development support) and content development and support (write the content, produce the content, post the content to the website).

**Q43. My organization does not have the capabilities/infrastructure to handle a large budget. Are we able to serve as the lead organization and collaborate with a large university to receive and manage the grant funds? (Added 7/9/15)**

Yes, provided the organization demonstrates the capacity, experience and reasonable financial and management systems and processes in place to manage a large subcontract in a cost-effective manner that is in keeping with the Foundation’s guiding principle of ensuring good stewardship of its resources. In addition, the proposal should demonstrate the university’s capacity, experience and reasonable financial and management

systems and processes in place to award stipends or other grants if the applicant proposes directly awarding such grants. The approach used - the organization subcontracts with the university OR the university subcontracts with the organization - would be up to the organization and the university to decide based on the capabilities of each and what works best for them as a team.

**Q44. Are we able to contract some of the grant management to an outside group if we don't have the infrastructure within our smaller organization? (Added 7/9/15)**

Yes, but the nonprofit must include the estimated budget for a third party to handle the grants management function in the purchased services section of the budget template and provide an explanation of the role of the third party and budget detail in the budget narrative.

**Q45. The Financial Due Diligence part of the proposal requests the submission of Audited Financial Reports and Auditor Letters. Our organization does not have audited financial statements or Auditor Letters. Are there acceptable alternatives for this requirement? (Added 7/9/15)**

Applicants can submit unaudited financial statements for the last two years. These should be as up-to-date as possible. If your organization prepares a financial report other than these statements for your board, those would also be appropriate to submit.

**Q46. Will the program centers be expected to run an online application system for the recruitment of the participants of each of the programs? (Added 7/9/15)**

All the programs will use RWJF application and review system for applications.

**Q47. Do I need to submit a budget?**

Yes. See the "Budget Preparation Guidelines" in the "Reference" section (located in the left-hand navigation bar) in the [MyRWJF](#) system for detailed instructions. You are required to submit a budget and budget narrative for each program for which you are applying to coordinate/manage, up to eight pages each, 12-point font, double-spaced.

**Q48. Can I submit a proposal that is also being considered for funding by another organization (agency, foundation, other)?**

Yes, applicants may submit a proposal that is being considered by another organization/foundation. However, if your proposal is selected by both RWJF and another funding organization, you would be required to report that and adjust activities and budget so that there is not any duplication of funding.

**Q49. Can I submit a proposal for which the RWJF grant would serve as matching funds?**

Yes, applicants may submit a proposal for which the RWJF grant would serve as matching funds.

**Q50. How much can I request for this grant?**

Applicants can submit proposals up to \$750,000 in planning grant funds for each program they are applying to coordinate/manage. For one program the maximum is \$750,000, for two programs the maximum is \$1,500,000, for three programs the maximum is \$2,250,000, and for four programs the maximum is \$3,000,000.

**Q51. Is there a limit on the amount of the total award (i.e., a certain percentage/proportion) that can be applied toward subcontractors?**

No. RWJF expects that you will responsibly select subcontractors who are capable of efficiently completing the tasks and activities necessary to complete this project.

**Q52. Grant funds may be used for project staff salaries, consultant fees, data collection and analysis, meetings, supplies, project-related travel, and other direct project expenses, including a limited amount of equipment essential to the project. What are examples of a limited amount of equipment?**

Some examples include purchase of a small number of project-related computers or hand-held devices, or maintenance of existing equipment required for computer-assisted telephone surveys.

**Q53. Direct expenses are discussed in regard to the use of grant funds. What about indirect costs/overhead? Does RWJF support indirect costs and, if so, what is the maximum amount that can be charged to the grant?**

Yes. The maximum amount that can be charged to the grant for indirect costs and overhead is 12 percent. The total amount of the planning grant award considering both direct and indirect costs may not exceed \$750,000 per program for which you are applying to coordinate/manage. See the “Budget Preparation Guidelines” in the Reference section (located in the left-hand navigation bar) in the [MyRWJF](#) system for more information.

**Q54. Is the current grant funding (up to \$750,000 per program) supposed to cover the implementation award(s) to run the programs as the national program center?**

No. The budget period for this planning grant will be November 15, 2015 to February 29, 2016. This award will be followed by the implementation grant(s) to complete the launch and to run the program(s). It is anticipated that successful applicants to this planning grant CFP will subsequently be granted implementation awards to run the program(s) as the national leadership program centers.

**Q55. What is the anticipated budget for the (future) implementation awards?**

The anticipated annual funding level for each program at full implementation and full enrollment will be up to \$10 million, including funding for activities that may be assigned to a central coordination function/structure.

**Q56. At full implementation, is the maximum funding \$10 million per year or is the maximum funding \$10 million for the entire grant period?**

The funding level for each program at full implementation and full enrollment will be up to \$10 million per year.

**Q57. If we are not chosen for the grant as part of this solicitation, will we still be eligible for other RWJF grants and contracts?**

Yes, interested applicants may apply for other RWJF grants and contracts.

**Q58. How can I find out more about RWJF and its initiatives?**

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.

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#### **4. (PREVIOUS) DESIGN PHASE**

**Q59. Where can I find more information about the seven design firms RWJF contracted with or the actual designs?**

RWJF posted a public [announcement](#) of the contractors selected. To learn more about the design principles and considerations, please visit Appendix A and Appendix B referenced in the CFP and available via the [MyRWJF](#) portal.

**Q60. Are the seven design firms RWJF contracted with during the previous design phase eligible to apply for this opportunity?**

Yes.

**Q61. The CFP states, “RWJF has gathered input from external audiences regarding the concepts for these new programs, and we will continue to engage external audiences regarding design components while this solicitation is open. Applicants selected as grantees under this CFP will be expected to work with RWJF staff to incorporate and/or adapt key external feedback to strengthen final designs.” Will applicants have access to this information during the proposal-writing phase?**

No, not during the application phase. Upon being selected, program center grantees will obtain full access to design submission materials from earlier phases of the design process.

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## 5. THE FOUR NEW NATIONAL PROGRAM CENTERS

**Q62. Is there a place in the vision of the four programs to include a pipeline for those who will become future candidates of each program? (Added 7/9/15)**

An important role of the entity/entities that will oversee the program centers will be recruitment of future participants and this includes building awareness of and interest in the program. While developing and supporting a pipeline is not the primary focus of the programs, we appreciate a thoughtful approach to establishing collaborations, connections, and networking that will provide a continual pipeline into each of the programs.

**Q63. Will participants be able to obtain some type of accreditation through their participation in the programs? (Added 7/9/15)**

The Foundation does not have any plans to provide any accreditation to participants. We look to the program centers to determine if that is a need for their participants and what would be required to implement it.

**Q64. Where can I find specific outcomes, or learning objectives, for each year of the program for each cohort group? (Added 6/29/15)**

Specific outcomes for each program and their respective cohort groups will be decided by RWJF and the program centers during the planning phase and reevaluated on an annual basis throughout implementation.

**Q65. How do I know if I'm eligible to apply to be a participant in one of the four new program centers as a student/researcher/clinician/health leader/scholar etc.? (Updated 6/15/15)**

None of the four new programs are currently recruiting for program participants. The National Leadership Program Centers CFP is **not** a solicitation to fund individual participants for each of the respective programs. Instead, the proposal invites eligible applicants to serve as a national leadership program center for one or more of RWJF's new leadership programs. Recruitment for individual program participants will begin after the national leadership program centers are established. If you are looking to be funded as a program participant for one of the four new programs, please subscribe to RWJF Funding Alerts at: <http://www.rwjf.org/en/how-we-work/grants/funding-opportunities.html>. Look for CFPs for each of the four new programs in 2016.

**Q66. Are applicants required to submit a draft of a Call for Applications for individuals/small teams to apply for the leadership programs?**

No. Selected grantees will be responsible (in the next phase) for developing the Call for Applications – in collaboration with all grantees selected to coordinate/manage the four leadership programs.

**Q67. When will in-person training institutes and the cross-program annual meeting be held? How long are they?**

The first cross-program training institute will be held in September 2016. Specific dates and the length of the annual meetings will be decided by RWJF and the program centers during the planning period.

**Q68. How will RWJF alumni be involved in the programs?**

RWJF does not have specific expectations on how RWJF alumni are utilized. We recognize them as a valuable resource and expect that they will be utilized as mentors for these programs. However, the ways in which they are utilized and what support is or isn't provided is up to the applicant to decide and describe in the proposal narrative and budget.

**Q69. Will the participants be receiving grant money/funds for the implementation of projects or for additional professional development support (as was often provided with past human capital fellows/scholars programs?)**

We are asking national program leadership center applicants to think creatively about what administrative and support elements could be provided to participants. We recognize that participants may come from a range of professions and organizations, and that the ease of participation may vary accordingly.

**Q70. Whom do I contact with questions about the four programs?**

Please submit your questions via email to [changeleaders@rwjf.org](mailto:changeleaders@rwjf.org). Be sure to include your phone number and which leadership program (s) (e.g., Diversity in Health Policy Research, Interdisciplinary Research Leaders, Multisector Leaders for Health and/or New Clinical Scholars) your question pertains to in your email. We will make every effort to respond to all inquiries within 24 hours.

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<b>SUBSECTION A: DIVERSITY IN HEALTH POLICY RESEARCH (DHPR)</b>
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**Q71. Can you clarify who is eligible to participate in the Diversity in Health Policy Research Program?**  
*(Added 7/9/15)*

The DHPR program will annually enroll a diverse group of at least 50 doctoral students from different disciplines (including, but not limited to: social sciences, urban planning, architecture, education, clinical professions, and others) who are committed to understanding and applying their work within a health policy framework, and to building their skills to become leaders with broad influence in academia, communities, organizations, and/or governments. The program will be open to all who want to pursue a non-clinical doctorate, students in graduate school not professional school. Specific participant eligibility and selection criteria will be decided by RWJF and the program center during the planning and recruitment phase of the DHPR program.

**Q72. Is the goal of the program to educate students in the area of health policy or to encourage them to tailor their research in the area of health policy?** *(Added 6/29/15)*

RWJF seeks to support doctoral students in their efforts to conduct research that contributes to the dialogue of health policy and creating a Culture of Health.

**Q73. I'm a doctoral student and would like to apply to this program. How can I learn if I'm qualified?**  
*(Added 6/15/15)*

None of the four new programs are currently recruiting for program participants. The National Leadership Program Centers CFP is **not** a solicitation to fund individual participants for each of the respective programs. Instead, the proposal invites eligible applicants to serve as a national leadership program center for one or more of RWJF's new leadership programs. Recruitment for individual program participants will begin after the national leadership program centers are established. If you are looking to be funded as a program participant for one of the four new programs, please subscribe to RWJF Funding Alerts at: <http://www.rwjf.org/en/how-we-work/grants/funding-opportunities.html>. Look for CFPs for each of the four new programs in 2016.

**Q74. Can the funds from this planning grant be used as a stipend and other support (tuition) for the doctoral scholars?**

Grant funds may be used for project staff salaries, consultant fees, meetings, supplies, project-related travel and other direct project expenses, including a limited amount of equipment essential to the project. In keeping with RWJF policy, grant funds may not be used to subsidize individuals for the costs of their health care, to construct or renovate facilities, for lobbying and political activity, or as a substitute for funds currently being used to support similar activities. We anticipate support will vary among the doctoral students and across disciplines and may include stipend and some tuition support.

**Q75. Where do I learn more about the DHPR program?** *(Added 6/15/15)*

For a general description of the DHPR program, please refer to pages 13-18 of the National Leadership Program Centers Call for Proposals. The CFP can be found at [www.rwjf.org/cfp/lpg](http://www.rwjf.org/cfp/lpg) and is referred to as the "Funding Opportunity Brochure" in the "Key Materials" area on the right side of the page.

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<b>SUBSECTION B: INTERDISCIPLINARY RESEARCH LEADERS (IRL)</b>
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**Q76. Can you give me an example of who would be considered Interdisciplinary Research Leaders for a leadership and community-relevant and action oriented research project that will help drive social change? Would this include community and academic interdisciplinary leaders who would build a Culture of Health through community based programming?** *(Added 7/9/15)*

A Research Leader will be a seasoned researcher (to be defined), in a team paired with a community stakeholder (local, regional or state). The team will come together to work on a research project. This is not a program to fund community interventions. It is a program to build research leaders who gain skills in working with community and policy stakeholders and add to the evidence needed to build a culture of health.

**Q77. What financial support is reasonable for community mentors working with teams?** *(Added 7/9/15)*

We would like applicants to tell us their thoughts on this. The first six months, during the planning phase, would require a full and equal partnership. However, once the research project is underway the portion of the research grant that goes to the community mentor may be less. That will depend on their role and may change from project to project.

**Q78. When you say that research teams can use the money as they see fit, does that mean they could use it to fund dissemination/organizing/action activities based upon prior funded research?** *(Added 7/9/15)*

No, teams must work on a new research project.

**Q79. I'm unclear on the IRL team makeup. Are both the researchers and the community mentors included in the 50 participants a year?** *(Updated 6/29/2015)*

Yes, researchers and community members are both counted as participants and count toward the 50 participant minimum. The teams will include at least two experienced researchers, who need to be from different disciplines, and one community mentor. All members of a team are considered equal to each other. There can be more than two researchers and more than one community mentor per team. RWJF expects to fund up to 20 IRL teams each year.

**Q80. Will RWJF manage the financial component of the program or will my organization as the program center be responsible for funding the researchers and community mentors?** *(Added 6/15/15)*

The applicant is asked to provide a comprehensive budget for each year of the program through full implementation. They may choose to show that the program center will fund the researchers and community members directly, or budget this component as a purchased service. We are also asking applicants to think creatively about what administrative and support elements could be provided across all programs and to reflect these ideas in the budget narrative.

**Q81. Should we name the proposed members of the advisory committee in our application?** *(Added 6/15/15)*

Please submit names if you think it will help us understand your proposal.

**Q82. I meet all the qualifications listed to become an Interdisciplinary Research Leader. How do I apply?** *(Added 6/15/15)*

None of the four new programs are currently recruiting for program participants. The National Leadership Program Centers CFP is **not** a solicitation to fund individual participants for each of the respective programs. Instead, the proposal invites eligible applicants to serve as a national leadership program center for one or more of RWJF's new leadership programs. Recruitment for individual program participants will begin after the national leadership program centers are established. If you are looking to be funded as a program participant for one of the four new programs, please subscribe to RWJF Funding Alerts at:

<http://www.rwjf.org/en/how-we-work/grants/funding-opportunities.html>. Look for CFPs for each of the four new programs in 2016.

**Q83. Where do I learn more about the IRL program?** *(Added 6/15/15)*

For a general description of the IRL program, please refer to pages 18-23 of the National Leadership Program Centers Call for Proposals. The CFP can be found at [www.rwjf.org/cfp/lpg](http://www.rwjf.org/cfp/lpg) and is referred to as the "Funding Opportunity Brochure" in the "Key Materials" area on the right side of the page.

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<b>SUBSECTION C: MULTISECTOR LEADERS FOR HEALTH (MLH)</b>
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**Q84. Are you open to having all members of the MLH program focus their professional development and their day-to-day work in the fellowship on accomplishing a shared goal? Or would you consider programs that have a gradually refined number of MLH over the three-year period? For example, a large first year with the cohort getting smaller and more focused in years 2 and 3?** *(Added 7/9/15)*

It is possible such a structure would be allowed. Those are things that the Foundation and program center would look at year by year, depending on the incoming cohort groups and what they propose. However, it's more likely that one cohort, one year, would focus on at least a couple of different topics.

**Q85. Regarding the executive coaches, does RWJF have a list of coaches the program center would be required to use? Or if the program centers are required to find their own, is there a specific certifying body that RWJF requires for executive coaches or will any nationally accepted certification program be acceptable?** *(Added 7/9/15)*

RWJF does not have a list of certified coaches from which the program center would choose their coaches. Coaches can be certified by several organizations. It will be the responsibility of the MLH program center to identify potential certified coaches to match with the participants.

**Q86. Can we provide funds for participants in the Multisector Leaders program to support local community change projects?** *(Added 7/9/15)*

Yes, that is allowed providing the projects are aligned with the objectives of the MLH program center and the Foundation's vision of a Culture of Health.

**Q87. I would like to become a part of the cohort of leaders creating a Culture of Health. How do I apply?** *(Added 6/15/15)*

None of the four new programs are currently recruiting for program participants. The National Leadership Program Centers CFP is **not** a solicitation to fund individual participants for each of the respective programs. Instead, the proposal invites eligible applicants to serve as a national leadership program center for one or more of RWJF's new leadership programs. Recruitment for individual program participants will begin after the national leadership program centers are established. If you are looking to be funded as a program participant for one of the four new programs, please subscribe to RWJF Funding Alerts at: <http://www.rwjf.org/en/how-we-work/grants/funding-opportunities.html>. Look for CFPs for each of the four new programs in 2016.

**Q88. Where do I learn more about the Multisector Leaders for Health (MLH) program?** *(Added 6/15/15)*

For a general description of the MLH program, please refer to pages 22-28 of the National Leadership Program Centers Call for Proposals. The CFP can be found at [www.rwjf.org/cfp/lpg](http://www.rwjf.org/cfp/lpg) and is referred to as the "Funding Opportunity Brochure" in the "Key Materials" area on the right side of the page.

**Q89. Is the target audience for the Multisector Leaders for Health program intended to be senior- or executive-level, or are you hoping to attract a broader range of levels of experience and responsibility in the cohorts for this program?**

RWJF has not made any decisions yet on the level of leaders to be recruited for the program. Once selected, the program center and RWJF will discuss this and the other eligibility criteria.

**Q90. Given the intent to attract participants from very diverse sectors (health, healthcare, architecture, engineering, environment, etc.) to the Multisector Leaders for Health program, is there any concern about having participants (or grantees) from for-profit organizations?**

At this time, we expect to allow participation by individuals from a variety of settings (e.g., nonprofit organizations, universities and for-profit organizations).

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<b>SUBSECTION D: NEW CLINICAL SCHOLARS (NCS)</b>
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**Q91. Is RWJF looking to fund a large academic center or would the Foundation consider other structures, such as a smaller nonprofit or a group led by multidisciplinary health care providers working as a team? *(Added 7/9/15)***

We are not dictating from whom the proposal should come. We expect that a qualified applicant is one who can deliver a high quality experience for the scholars and meet the expectations of the Foundation.

**Q92. Can we select a limited, but interdisciplinary group of disciplines to target for recruitment or would RWJF prefer recruitment of diverse disciplines annually?**

We understand that it may not be possible to include every clinical discipline, as listed, in every cohort of the program. We do, however, expect that all of the clinical disciplines be eligible to apply. Restrictions to a subset would not be consistent with the principles of the program.

**Q93. Does RWJF envision a minimum amount of protected time using program funds to devote to training? *(Added 7/9/15)***

Scholars will be expected to set aside dedicated time to participate in all aspects of the program and their affiliated institutions/organizations will be expected to allow for the time needed to participate in the program (this includes both in person and online curricular/experience components). Funds may be made available to support the scholars during the time they spend participating in the program.

**Q94. Does everyone on the team need to be a clinician? *(Added 7/9/15)***

Yes. All participants in the NCS program are expected to be health professionals who have received the highest academic degree, completed all required clinical training, and are fully licensed in their chosen health profession (e.g., MD, DO, DNS, DNP, DDS, DMD, DSW, PsyD, AuD, OTD, PharmD, DPT, DVM). Individuals who are fully licensed health professionals and have earned a PhD or who have a clinical master's degree (e.g., MSW, APRN) and have extensive community-focused experience are also eligible to apply. Teams of up to three clinicians (each of whom must represent a different profession) are also eligible to apply, and such teams will be judged as a team rather than as individuals. All clinicians who apply as individuals or as part of a team must be clinically active at the time of application. Applicants (and all members of a team application) must have completed all clinical training at least five years prior to the time of application.

**Q95. Do doctors and nurses need to be five years post their medical specialty training or advanced practice nurse (APRN) training, respectively, or just five years post their standard clinical trainings? *(Added 6/29/2015)***

Nurses must have completed their APRN education and physicians need to have completed their residency training to be eligible to apply for the NCS program. More specific details on participant eligibility will be made available after the program center has been created and participant recruitment has begun in 2016.

**Q96. I have a clinical degree and would like to apply for the NCS program. Where do I learn more? *(Added 6/15/15)***

None of the four new programs are currently recruiting for program participants. The National Leadership Program Centers CFP is **not** a solicitation to fund individual participants for each of the respective programs. Instead, the proposal invites eligible applicants to serve as a national leadership program center for one or more of RWJF's new leadership programs. Recruitment for individual program participants will begin after the national leadership program centers are established. If you are looking to be funded as a program

participant for one of the four new programs, please subscribe to RWJF Funding Alerts at: <http://www.rwjf.org/en/how-we-work/grants/funding-opportunities.html>. Look for CFPs for each of the four new programs in 2016.

**Q97. Where do I learn more about the NCS program? (Added 6/15/15)**

For a general description of the NCS program, please refer to pages 28-32 of the National Leadership Program Centers Call for Proposals. The CFP can be found at [www.rwjf.org/cfp/lpg](http://www.rwjf.org/cfp/lpg) and is referred to as the "Funding Opportunity Brochure" in the "Key Materials" area on the right side of the page.

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## 6. PLANNING PERIOD, IMPLEMENTATION PHASE & BEYOND

**Q98. Will the planning grantees be required to submit a formal implementation proposal, or will it be a more organic approval process for the implementation grants? (Added 6/29/2015)**

An implementation proposal will not be required. Each programs' design will be fine-tuned and made ready for launch during the planning period.

**Q99. Are there metrics for success for the programs? (Added 6/29/2015)**

RWJF is in the process of developing a conceptual framework for our evaluation process, both in terms of the long-term measures of success and short-term learnings. However, we welcome your recommendations and creativity about what particular measures we should be tracking.

**Q100. Should we include an evaluation in our application or will there be an outside evaluation? (Added 6/29/2015)**

Each program center will have a separate, outside evaluation. You do not need to integrate the cost of the evaluation into your budget. RWJF anticipates that all of the national program centers will cooperate with any evaluators and collect and organize data to assist in evaluation efforts.

**Q101. What happens after year 3 (or 5 for DHPR program)? Will we need to re-apply? Will we have to start funding on our own? (Added 6/29/2015)**

Please anticipate that there will be funding in year 4 and 5 for the ongoing cohorts and each participant selected for the four new programs will receive the full program experience. Applicants for this CFP are only required to complete a budget through year 3 (or 5 for DHPR program) because that is the year the program is considered to be at full implementation and full enrollment. It is expected that any subsequent years would have a similar budget as year 3 (or year 5 for DHPR program).

**Q102. There will be a two-step process? The four centers will be selected and then there will be a 3-month planning period—with collaborative design – so conceivably the initially proposed project may change based on the planning period?**

Yes, that is correct. Collaborative work during the 3-month planning grant period may influence the designs for the proposed program centers. The planning grant period was built into the process, timeline, and budget to allow selected grantees to refine and complete their program design with input from and collaboration among RWJF and the other program centers grantees. The planning grant phase also allows the selected grantees to co-design the central coordination governance and administrative structure.

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