

# 2015 Call for Proposals

Proposal Deadline: July 29, 2015, 3 p.m. ET



Robert Wood Johnson Foundation

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

### PURPOSE AND OVERVIEW OF SOLICITATION

The Robert Wood Johnson Foundation (RWJF) is developing four new boundary-spanning leadership programs that reflect our vision to work with others to build a national Culture of Health. This solicitation invites eligible applicants to serve as a national leadership program center for one or more of RWJF's new leadership programs. Selected grantees will:

- ***Work collaboratively with RWJF and other program center grantees to complete the design of the individual program(s).***
  - We expect proposals submitted in response to this call for proposals (CFP) to contain comprehensive program designs, which must incorporate and adapt the principles and considerations described below, as well as key design components described in [Appendix A](#). These principles, considerations, and key design components provide initial scaffolding upon which to further develop a full program design; however, we recognize that they are not exhaustive. Therefore, we encourage applicants to further refine and supplement these design components through their submissions.
  - 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.
  - Applicants selected as program center grantees under this CFP will be expected to work together and with RWJF staff to refine and finalize the program designs in order to ensure cross-program alignment and synergies, and to foster robust opportunities for cross-program interactions among participants of the launched leadership programs.
- ***Work with other RWJF-selected grantees to design the central coordination function/structure.***

The central coordination structure will work with and across all four new programs to ensure ongoing interactions with one another, and to forge strong ties between the program participants and the Foundation. The central coordination structure may also take on some administrative and other activities on behalf of all four programs.
- ***Prepare and manage the call for applications for participant recruitment and selection.***

The program center grantees will be responsible for developing the call for applications that invite

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interested individuals (and/or small teams of individuals) to apply for the leadership program(s). Collaboration among and across the four new leadership programs will help to identify opportunities for appropriate alignment and efficiencies of the participant application and selection processes for the four programs.

This solicitation provides information about the four new RWJF leadership programs, the responsibilities of the national leadership program centers, and the criteria that will be used to review and assess proposals. RWJF will award planning grants and, if the work proceeds in a satisfactory manner, anticipates making subsequent awards in early 2016 for those same grantees to move from the “planning” phase to “program launch and implementation” phase—that is, to serve as the national leadership program center for the respective program(s) for which the planning grant was awarded.

The following elements are **required** for all proposals:

- Recommendations for refining and developing key program components as detailed below and in [Appendix A](#).
- Clear strategies and methodologies for working collaboratively with other selected program center grantees and RWJF staff to refine and co-create final program designs.
- Recommendations for developing and recruiting an external advisory committee(s) to advise RWJF and the program center; descriptions to include recommendations for the size, types of members, and roles and responsibilities of the advisory committee(s).
- Detailed plans for identifying and recruiting qualified participant applicants across target audiences.
- Recommendations for refining the criteria for selecting program participants.
- An outline of tools and processes to select participants against these criteria (such as, but not limited to, individual interviews, group interviews, and self-assessments).
- Detailed budgets describing annual costs and budget categories for the planning grant phase, the program launch year, and each subsequent year until full implementation and full enrollment is reached. Budget requirements are more fully described in the “How to Apply” section.

*See [Appendix A](#) for additional information on each national leadership program, including required proposal elements.*

## BACKGROUND

RWJF recently conducted a strategic review and thorough analysis of all of our areas of work. After careful assessment, RWJF Trustees and leadership agreed that the current and evolving landscape in health and health care demands different and new approaches to the challenges we face (e.g., widening

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health disparities, poor value for high health care expenditures, increasingly diverse and expanding populations of underserved communities, and more).

The Foundation has embraced a new vision: to build a national *Culture of Health* to enable all in our diverse society to lead healthier lives, now and for generations to come. RWJF believes health should be a fundamental and guiding social value—and that America should become a nation in which promoting health is as important as treating illness. Together with our grantees and collaborators, we strive to bring about meaningful, lasting change. For more information, read RWJF's *2014 Annual Message*.

This new direction means changing the way we work, and the work we do. Recognizing the critical role that leaders play in advancing a Culture of Health and social change, RWJF is committed to continuing our investments in developing human capital and aligning them more closely to the Foundation's new strategic vision. RWJF has been investing in human capital—supporting the development of individuals to improve health and health care—since we emerged as a national philanthropy in 1972. As a result, we have built a strong record of developing researchers, scholars, and leaders in health care practice and organizations, public health, population health, health professional education, and health care policy. These individual support programs are a cornerstone of our brand and are among the best-known programs of RWJF's more than 40-year history.

Building on decades of these successes, the four new leadership programs will deploy creative and new approaches to develop networks of leaders who become engaged champions and are well-positioned to move the nation toward a Culture of Health. The new programs also will tap a rich network of alumni from prior RWJF human capital programs as mentors, technical assistance providers, and valuable advisers. The four programs aim to: connect people across sectors as well as disciplines, capitalize on technology to promote networking and mentoring, and reach and support more individuals.

## THE FOUR NEW RWJF LEADERSHIP PROGRAMS

The four new programs (and their working titles) are:

- ***RWJF Diversity in Health Policy Research [DHPR]*** will support a large cadre of doctoral students from diverse backgrounds whose research, connections, and leadership will contribute to a Culture of Health.
- ***RWJF Interdisciplinary Research Leaders [IRL]*** will support a network of researchers whose leadership and community-relevant, policy-relevant, and action-oriented research will help drive social change that helps to build a Culture of Health.
- ***RWJF Multisector Leaders for Health [MLH]*** will develop, harness, and leverage a diverse group of leaders representing key sectors (e.g., education, transportation, public health and policy, social work, business, community engagement, urban planning, and health care) who, as a result of this program, will take their leadership and influence to the next level to lead communities, organizations, and the nation toward a Culture of Health.

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- ***RWJF New Clinical Scholars [NCS]*** will develop cohorts of networked clinicians who have attained a terminal clinical degree and who have the competencies and capabilities to lead transformative change that helps to build a Culture of Health in communities across the country.

## PRINCIPLES AND CONSIDERATIONS UNDERLYING THE NEW PROGRAMS

To build a Culture of Health in America, we need leaders who have skills to work effectively together across disciplines, professions, and sectors. This is more important than ever, as evidence reveals that many factors beyond health care—such as education, early childhood experiences, income, housing, and neighborhood conditions—influence health. Widespread disparities in these conditions leave some populations more vulnerable to poor health than others.

The rapidly changing health system presents additional challenges to achieving a Culture of Health and underscores the need for innovative and collaborative leaders. The Affordable Care Act will continue to bring millions of people into the nation's health system. In the future, those seeking care will be older, have more complex chronic conditions, and reflect the growing diversity of the nation. Additionally, advances in technology and knowledge will introduce new ways of keeping people healthy, diagnosing health problems, and delivering care. Leaders of the future will need to produce, synthesize, and apply information and data in a timely manner; work collaboratively across sectors, disciplines, professions, and traditional boundaries to exert influence; and communicate in new ways to multiple audiences.

As we support the next generation of leadership programs and leaders, RWJF has identified six principles that guide our overall approach to these new programs:

1. *Support leaders who are building a Culture of Health nationwide.* Recruit and develop leaders and scholars who transcend boundaries and have the ideas and the passion to build a national Culture of Health.
2. *Embrace interdisciplinary and team-based approaches when selecting program participants and developing learning methods.* Support collaboration among clinicians and researchers who seek opportunities to work with public health practitioners, community leaders, businesses, policymakers, and other relevant sectors. Multidisciplinary learning teams show promise; RWJF wants to find more effective ways to facilitate collaboration across sectors, disciplines, and professions and use these collaborations for greater impact.
3. *Develop more leaders and scholars who reflect our country's diverse population.* Work with health care leaders and scholars who represent the changing face of America, and ensure that all participants are well-equipped to work across the cultures, professions, and perspectives found in our rapidly changing population.
4. *Incorporate more deliberate leadership development and increase mentorship opportunities.* All four programs will promote mentoring and provide state-of-the-art, experiential leadership development. They will build on RWJF's deep networks of alumni from prior human capital programs to mentor and support program participants and develop connections across programs.

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5. *Use advances in technology to increase the flow of ideas among leaders, creating networks to share ideas and connect leaders.* Incorporate innovative and creative ways to connect leaders and scholars in different locations, organizations, and across diverse networks so they may collaborate more easily to efficiently solve the biggest health challenges we face.
6. *Significantly expand the number of leaders and scholars we support annually.* We can make greater progress if we expand the number of leaders and scholars working together to build a Culture of Health.

In addition to these six principles, there are several design considerations for the new programs. In late 2014, RWJF contracted with seven organizations to help us think through many of the design elements, curriculum components, and other necessary considerations. From these designs and stakeholder input—via internal and external advisory groups—we identified a number of design components that applicants should consider while preparing their proposal(s). Please see [Appendix A](#) for an overview of key elements that applicants should incorporate and/or adapt in the specific program(s), and see [Appendix B](#) for additional design ideas that applicants may (or may not) wish to consider exploring further in one or more of the program designs. Upon being selected, program center grantees will obtain full access to design submission materials from earlier phases of the design process.

## TOTAL AWARDS

RWJF will select up to four national leadership program centers to receive a three-month planning grant to co-develop and prepare the launch of leadership program(s), with a maximum amount of \$750,000 per award per program. Selected awardees will:

1. Work collaboratively with RWJF and other grantees to complete the design of the individual program(s);
2. Work with RWJF and selected grantees to co-design the central coordination, governance, and administrative structure(s); and
3. Prepare the call for application(s) for participant recruitment and enrollment in the respective program(s) in anticipation of launch following the planning phase.

The budget period for this planning grant will be November 15, 2015 to February 29, 2016. If the work proceeds in a satisfactory manner, we anticipate that implementation grant(s) will be awarded to complete the launch and to run the program(s).

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. Thus, we anticipate selecting more than one and up to four national leadership program centers to manage the four programs. An organization/entity applying to lead more than one program center must submit a complete proposal for each program (each proposal will be reviewed separately) as well as a statement addressing the synergistic enhancements gained by having one organization/entity run multiple centers. Selected

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grantees must agree to work together to collaboratively co-design the central coordination governance and administrative structure to ensure connections across all four programs.

## ELIGIBILITY CRITERIA

Applicant organizations must be based in the United States or its territories.

## SELECTION CRITERIA

If work on the planning grant proceeds in a satisfactory manner, we anticipate that implementation grant(s) will be awarded to run the program(s) as the national leadership program centers. Therefore, in addition to a review of the strength of the submitted program design(s) and relevant leadership development experience, the selection process will include consideration of the degree to which the applicants demonstrate their resources and capabilities in the following broad areas:

- Organizational experience serving as a bridge among community, academic, and policy constituencies.
- Knowledge of equity and social justice frameworks; commitment and ability to address issues of equity in all aspects of the work.
- Experience with community-engaged/community-partnered policy, social change, and/or research work. Proven ability to establish and maintain effective working relationships, with sensitivity and respect for diversity, in a multicultural, multi-ethnic, and multidisciplinary environment.
- Access to experts with field, research, or administrative experience in a range of disciplines, such as leadership development, public health, health care, population health, social sciences, public policy (in multiple areas such as economic development, transportation, housing, health), community collaborations, adult learning, and information technology.
- Ability to communicate and interact effectively across a broad range of disciplines, professions, and sectors.
- Capacity to support large and participatory convenings in varied settings.
- Ability to create networks and tap into existing networks, including the alumni network from prior RWJF human capital programs.
- Experience managing large, complex projects.
- Ability to manage a national CFP/application and selection process, and a demonstrated history managing funding awards or fellowships.

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- Knowledge and understanding of monitoring and evaluation tools and reporting on results, particularly regarding quality improvement and program impact.
- Ability to develop and manage large, complex budgets in a cost-effective manner that is in keeping with the Foundation's guiding principle of ensuring good stewardship of its resources. The experience, infrastructure, and internal controls to provide ongoing financial oversight and management of the program(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.

Proposals from collaboratives are permissible, provided that there is a single lead organization for the proposal designated to receive any awarded grant funds and that the partners of the collaborative have a demonstrable history of effective and sustained working relationships.

## ACTIVITIES AND RESPONSIBILITIES

A program director will provide oversight for the program center. The person identified in the proposal to serve as program director should be a nationally respected leader and influencer who exemplifies the characteristics of the program. In accordance with RWJF practice, the proposed program director of each national leadership program center will be vetted by RWJF prior to final appointment as such.

The national leadership program center(s) may choose a variety of program structures and processes to accomplish the Foundation's goals related to the new RWJF leadership programs. What follows is a list of activities and supporting responsibilities that proposals may address. Please note: Your proposal may propose alternative or additional program activities and responsibilities to accomplish program goals.

### *Recruiting Applicants and Reviewing Applications*

- Develop a strategy to market the program to target audiences, and recruit applicants from diverse backgrounds.
- Organize, execute, and manage an efficient application process (including prescreening, applicant webinars, and other assistance to applicants as needed) using the RWJF application and review platform.

### *Developing and Engaging an External National Advisory Committee (NAC)*

- Recruit diverse members, including alumni of former and current RWJF human capital programs, for NAC membership.
- Provide information to facilitate any proposed NAC work in, for example: conducting review and selection of program participants; mentoring participants; marketing the program(s); providing recommendations for program improvement; participating in annual meetings, etc.

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## *Developing and Overseeing Program Curriculum*

- Establish and implement a comprehensive curriculum for program participants, including in-person, distance, and experiential learning components.
- Establish the teaching methodologies and the technological tools to be used in delivering curricula.

## *Fostering Interdisciplinary Exchange, Networking, and Collaboration*

- Plan, organize, and host participant and alumni collaboration and networking events at annual meetings and throughout the year via Web-based and other modalities.
- Organize and provide mentorship and technical assistance, including tapping the alumni network from prior RWJF human capital programs as mentors, technical assistance providers, and/or advisers.

## *Planning and Executing Annual Orientation of New Cohort /Annual Meeting for Current Participants*

- Help plan and co-host a cross-program in-person training institute that brings together incoming participant cohorts from all four new leadership programs to start the program.
- Help plan and co-host a cross-program annual meeting for returning participants, to coincide with the incoming class training institute.

## *Supporting the Goals and Mission of the Robert Wood Johnson Foundation*

- Provide periodic updates to the RWJF program officer(s)/Advancing Change Leadership team.
- Serve as an ambassador for the Foundation and provide as-needed consulting expertise to Advancing Change Leadership team members.
- Attend and actively participate in Foundation national program meetings and/or other relevant convenings.

## EVALUATION AND MONITORING

The national leadership program center(s) will design, plan, and execute internal evaluation activities. RWJF will conduct an external evaluation of all four programs, and the national leadership program center(s) will be required to participate in these (external) evaluation activities as directed by the respective RWJF program officer(s).

## USE OF GRANT FUNDS

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



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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.

## HOW TO APPLY

Proposals for this solicitation must be submitted via the RWJF online system. **Initial access to the online application for this solicitation will be made available to applicants on June 3, 2015.** 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. **All applicants should log in to the system and familiarize themselves with the online submission requirements well before the final submission deadline of July 29, 2015.**

As noted above, organizations/entities that apply to lead more than one program center must submit a complete proposal for each program as well as a statement addressing the synergistic enhancements gained by having one organization/entity run multiple centers.

**For more information about the four programs or the proposal requirements, please contact:**

Andrea Daitz, MA, *program associate*, at [changeleaders@rwjf.org](mailto:changeleaders@rwjf.org)

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.

All of the proposal details and instructions will be available beginning June 3, 2015 via the RWJF online application system, which requests the following elements as part of your proposal application:

1. A description of the applicant institution and collaborators and the capacities of these organizations, including how the focus of the leadership program(s) aligns with and contributes to the mission of your organization(s).
2. A description of the qualifications of your proposed program director and key staff, including alignment with program requirements, leadership and management experience, as well as a synopsis of relevant past work. (The application will require resumes for the proposed project director/deputy director and other key staff. The resumes do not count toward the 20-page proposal narrative maximum.)
3. A proposal narrative for each program for which you are applying to coordinate/manage (maximum 20 pages, 12-point font, double-spaced). The proposal narrative will address program design and approach, key elements, deliverables, and outcomes, as well as:
  - a. A description of the proposed recruitment and communications strategies to ensure that highly qualified candidates from a range of institutions, disciplines, backgrounds, and positions will apply and successfully compete for awards.

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- b. A brief description of what you foresee as the main challenges to successful program implementation and how you might address those challenges.
      - c. A description of the approach or process you recommend to create synergies across all four programs, with other grantees, and with RWJF. Identify what you think might be the best leverage points to make progress toward building a Culture of Health.
      - d. A work plan and timeline.
  4. A budget and budget narrative for each program for which you are applying to coordinate/manage (up to eight pages, 12-point font, double-spaced) that includes the following elements:
    - a. Planning grant phase detailing personnel costs by key personnel, consulting fees, travel, and other project expenses.
    - b. Program launch year that delineates between expected “start-up” (one-time, nonrecurring) costs associated with the launch and ramp-up of the program during the first year, as well as costs that are ongoing.
    - c. Ongoing budget for each subsequent year of the program until full implementation and full enrollment is reached (i.e., three or five years).

The budget narrative for both the program launch and the ongoing budget year(s) should delineate between: (1) costs associated with the program experience for participants (e.g., coaching and mentoring, curriculum development and implementation, and networking activities); and (2) administrative and support costs (e.g., recruitment, application reviews, program oversight, and grant reporting).

We welcome your insight and input so that maximum resources can be allocated to delivering a robust and valuable program experience for all participants. We are also asking applicants to think creatively about what administrative and support elements could be provided across all programs. For example, we recognize that participants may come from a range of professions and organizations, and that the ease of participation may vary accordingly. We welcome your thoughts on how to ensure that a diverse cadre of individuals can participate in these programs.

5. Supporting documentation, such as letters of support and evidence of prior work (e.g., training or course curriculum).

## PROJECT DIRECTION

Responsible staff members at the Robert Wood Johnson Foundation are:

- Herminia Palacio, MD, MPH, *director*
- John R. Lumpkin, MD, MPH, *senior vice president*
- Andrea Daitz, MA, *program associate*
- James Mendez, *program financial analyst*

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## KEY DATES AND DEADLINES

*June 3, 2015*

RWJF online application accessible for this CFP.

*June 23, 2015 (1–2:30 p.m. ET)*

Applicant webinar.

*July 29, 2015 (3 p.m. ET)*

Deadline for receipt of full proposals.\*

*September 17–24, 2015*

In-person site visits to semi-finalists.

*Late September 2015*

Finalists notified of funding recommendations.

*November 15, 2015*

Grants initiated.

*November 17–19, 2015*

Launch meeting for grantees at RWJF.

*\*All proposals for this solicitation must be submitted via the RWJF online system. 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. All applicants should log in to the system and familiarize themselves with online application requirements well before the final submission deadline. Staff may not be able to assist all applicants in the final 24 hours before the submission deadline. In fairness to all applicants, late submissions will not be accepted.*

***The RWJF online application process for THIS SOLICITATION will open on June 3, 2015 and close at 3 p.m. ET on July 29, 2015.***

## ABOUT THE ROBERT WOOD JOHNSON FOUNDATION

For more than 40 years the Robert Wood Johnson Foundation has worked to improve the health and health care of all Americans. We are striving to build a national Culture of Health that will enable all Americans to live longer, healthier lives now and for generations to come. For more information, visit [www.rwjf.org](http://www.rwjf.org). Follow the Foundation on Twitter at [www.rwjf.org/twitter](http://www.rwjf.org/twitter) or on Facebook at [www.rwjf.org/facebook](http://www.rwjf.org/facebook).

Sign up to receive email alerts on upcoming calls for proposals at [www.rwjf.org/funding](http://www.rwjf.org/funding).

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Route 1 and College Road East  
P.O. Box 2316  
Princeton, NJ 08543-2316

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## APPENDIX A

### DESIGNS FOR THE NEW RWJF LEADERSHIP PROGRAMS

The four sections below correspond to individual leadership programs. Applicants may submit a proposal for one or more programs; each of the individual program proposals will be considered separately. For example, a hypothetical applicant that submits a proposal for three of the programs might be selected as the program center grantee for only one or two of the programs. For ease of reference, headers in each section of the CFP will include the name of the program (e.g., *Diversity in Health Policy Research*) and sections in the RWJF online application system will contain the program name abbreviation (e.g., DHPR).

#### Design for RWJF Diversity in Health Policy Research Program [DHPR]

##### BACKGROUND FOR RWJF DIVERSITY IN HEALTH POLICY RESEARCH

The increasing diversity in the country's population demands an increase in diversity of researchers to ensure that diverse perspectives are brought to bear when identifying key health policy questions and evaluating the impact of proposed policy solutions in our nation. Given the disproportionate burden of poor health (and the disproportionate exposure to environmental and socioeconomic conditions that lead to poor health) that is borne by individuals disadvantaged because of their race or ethnicity, socioeconomic status, or similar factors, increasing the number of doctoral scholars from disadvantaged backgrounds or underrepresented populations is an important component for moving us toward our vision of building a national Culture of Health. And because policy decisions in a variety of sectors have significant impacts on population health, it also is important to have doctoral scholars from a variety of disciplines working in an increasingly complex health policy arena. Moreover, scholarship and leadership must go hand-in-hand to translate and rapidly move research findings into actionable decision points for communities and policymakers.

##### PURPOSE OF RWJF DIVERSITY IN HEALTH POLICY RESEARCH

The goal of this program is to create a large cadre of scholars from disadvantaged backgrounds or underrepresented populations whose research, connections, and leadership will inform and influence policy toward a Culture of Health.

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## ANTICIPATED LEVEL OF FUNDING AT FULL IMPLEMENTATION FOR *RWJF DIVERSITY IN HEALTH POLICY RESEARCH*

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. *Diversity in Health Policy Research* will enroll a minimum of 50 participants per year as the entering class for up to a five-year program experience. The duration of the participant experience will be influenced by average time to doctorate in a given discipline; however, for the purposes of a budgeting plan for this planning grant, assume that at **full implementation** and **full enrollment**, there will be a minimum of 250 participants per year.

The first cohort will comprise at least 50 rising second-year doctoral students. We anticipate that subsequent cohorts will enroll 50 entering doctoral students annually.

A budget and budget narrative is **required** for all proposals and should include the following elements:

- a. Planning grant phase detailing personnel costs by key personnel, consulting fees, travel, and other project expenses
- b. Program launch year that delineates between expected “start-up” (one-time, nonrecurring) costs that are associated with the launch and ramp-up of the program during the first year, and costs that are ongoing.
- c. Ongoing budget for each subsequent year of the program until full implementation and full enrollment is reached (i.e., 5 years).

The budget narrative for both the program launch and the ongoing budget year(s) should delineate between: (1) costs associated with the program experience for participants (e.g., coaching and mentoring, curriculum development and implementation, networking activities); and (2) administrative and support costs (e.g., recruitment, application reviews, program oversight, grant reporting).

We welcome your insight and input so that maximum resources can be reserved for delivering a robust and valuable program experience for all participants. We are also asking applicants to think creatively about what administrative and support elements could be provided across all programs. For example, we recognize that participants may come from a range of professions and organizations, and that the ease of participation may vary accordingly. We welcome your thoughts and creativity about how to ensure that a diverse cadre of individuals can participate in these programs.

## KEY DESIGN COMPONENTS AND CHARACTERISTICS FOR *RWJF DIVERSITY IN HEALTH POLICY RESEARCH*

The *RWJF Diversity in Health Policy Research* 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. During their participation in the program, they will complete their doctorate, engage in structured in-person and virtual leadership

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development experiences, and build a network of colleagues studying diverse research topics and working in multiple sectors. Students will engage with cohort members from other RWJF leadership programs and have exposure to nationally recognized mentors, leadership resources, and other tools.

In addition to completing their doctoral degree program, students will have access to the following during the *RWJF Diversity in Health Policy Research* program:

- Resources and targeted support to address challenges when doing research focused on diverse populations;
- Curriculum for leadership development delivered through in-person program sessions and technology-facilitated activities, and focused on the skills and competencies involved in using research to inspire, influence, and lead individuals, organizations, communities, and the country toward a Culture of Health;
- Cross-sector networking to make connections that will harness and leverage the collective power of individuals, as well as their networks, communities, and organizations, to innovate together toward greater impact. This includes making linkages to other RWJF programs and other leadership programs within and outside the health field, including those supported by other funders;
- Strong mentoring component from leaders in their research and interest areas, potentially from other RWJF programs;
- Membership in the nationwide RWJF Leadership Network, an online community of thousands of leaders committed to building a Culture of Health;
- Skill and research training in a wide range of research methods—in health, health policy, and health disparities—that have potential to inform national debates, in addition to community-based participatory research methods; and
- Opportunity to participate in foundational courses in health, health policy, and health disparities for doctoral students.

*Diversity in Health Policy Research* will co-launch (along with the other three programs mentioned in this CFP) at an in-person training institute in September 2016. The institute will be intentionally cross-programmatic, bringing together incoming participant cohorts from all four new leadership programs.

RWJF sees the Culture of Health vision as a compass, not a roadmap, which means that there are many potential roads to our collective destination. Therefore, beyond serving as an orientation to program directors and staff, the cross-program training institute will include curriculum to develop a shared understanding of the Culture of Health and experiential elements to inspire participants to build new connections, exchange ideas, and develop shared interests across programs.

The cross-program training institute experience is intended to take place annually, in order to serve as a reoccurring anchor for both incoming and returning program participants.

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Participation in *RWJF Diversity in Health Policy Research* requires a substantial time commitment over the course of the doctoral program. The time commitment varies by month and year but students should expect to attend at least three in-person sessions each year.

After program completion students will:

- Contribute to research and a national dialogue on health, health disparities, and health policy.
- Have strengthened their research skills to effectively engage and work with communities or organizations.
- Have strengthened their research practices and approaches by engaging with different sectors (e.g., business, health, education).
- Understand the importance of engagement with a diverse network of researchers during their program and after graduation.
- Have learned skills to translate research to inform policy.
- Continue this research and have formed a long-term commitment to health.
- Have extensive knowledge of the social determinants of health.
- Be well-equipped to contribute to a Culture of Health.
- Have established meaningful and sustained relationships and collaborations with other RWJF leaders, and programs, as well as other funders' leadership programs.

We expect proposals submitted in response to this CFP to contain comprehensive program designs, and we expect all proposals to incorporate and adapt the key design components described above. These key critical design components provide initial scaffolding upon which to further develop a full program design; however, we recognize that they are not exhaustive. Therefore, we encourage applicants to further refine and supplement these design components through their submissions.

Program center grantees selected through this CFP will be expected to work together and with RWJF staff to refine, modify, and finalize the program designs in order to ensure cross-programmatic alignment and robust opportunities for meaningful cross-program interactions for participants across multiple dimensions (e.g., geography, area of focus, shared curricular interests). Upon being selected, grantees will obtain full access to design submission materials from earlier phases of the design process.

Program center grantees also will work together and with RWJF to design the central coordination function and structure to support the four new programs. This central coordination structure will work with and across programs to ensure ongoing synergies and collaboration, and to forge strong ties between program participants and the Foundation.

The following elements are **required** for all proposals:



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- Recommendations for refining and developing key program components as detailed above.
- Recommendations for developing and recruiting an external advisory committee to advise RWJF and the program center. Describe recommendations for the size, types of members, and roles and responsibilities of the advisory committee(s).
- Clear strategies and methodologies for working collaboratively with other program center grantees and RWJF staff to refine and co-create final program designs.

### PARTICIPANT ELIGIBILITY CRITERIA FOR *RWJF DIVERSITY IN HEALTH POLICY RESEARCH*

The *Diversity in Health Policy Research* program is open to students already enrolled in the first year of a doctoral program who are from disadvantaged backgrounds (e.g., students who are first-generation college graduates, racial/ethnic minorities, or from low socioeconomic backgrounds) or other populations underrepresented in doctoral programs, whose research focuses on topics that affect health, and who are committed to making a significant contribution to building a Culture of Health.

Note: Recruitment for the first cohort will target rising second-year students of a doctoral program who meet the criteria and are in good standing.

Annually, at least 50 students will be selected using the following criteria:

- From disadvantaged backgrounds or other populations underrepresented in doctoral programs.
- Research interest contextualized in broad health policy framework.
- Research competency in their home discipline.
- Acceptance into full-time doctoral program (rising second-year student for first cohort).
- Commitment to meaningfully participate in leadership development and strengthening activities, and to assuming leadership role over time in research field and/or community solutions.
- Readiness to engage with different sectors (e.g., business, health, education).
- Commitment to interdisciplinary engagement within or outside of their university or home institution.
- Commitment to a structured mentoring program.

The following elements are **required** for all proposals:

- Detailed plans for identifying and recruiting qualified applicants across target audiences.

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- Recommendations for refining the criteria for selecting program participants.

## PROCESS FOR SELECTING PARTICIPANTS OF *RWJF DIVERSITY IN HEALTH POLICY RESEARCH*

The following elements are **required** for all proposals:

- An outline of tools and processes to select participants against the foregoing criteria (such as, but not limited to, individual interviews, group interviews, and self-assessments).

## Design for *RWJF Interdisciplinary Research Leaders Program [IRL]*

### BACKGROUND FOR *RWJF INTERDISCIPLINARY RESEARCH LEADERS*

RWJF has a long-standing commitment to research aimed at filling gaps in knowledge and building evidence-based approaches to the most pressing issues affecting the nation's health. The Foundation is also dedicated to providing opportunities for researchers to further develop their careers as researchers and ultimately as leaders in the field of health. The Foundation's new strategy to promote a national Culture of Health, in which being healthy and staying healthy are esteemed social values, requires new knowledge, new evidence, and a new set of skills. The research leaders in this program will transcend disciplines; involve community members; work collaboratively to build the case for a Culture of Health with strong qualitative and quantitative research skills; have the ability to produce and translate timely research results to inform policy change; and hone the ability to educate policymakers and the general public using creative dissemination approaches. We aim to create a program that harvests lessons learned from our current scholar programs to build a community of research leaders who are connected to the mission of the Foundation and who can help us advance our nation toward a Culture of Health.

### PURPOSE OF *RWJF INTERDISCIPLINARY RESEARCH LEADERS*

To support a network of researcher leaders who produce community-engaged, policy-relevant, action-oriented research, and whose work is relevant to organizations and policymakers to drive social change that builds a Culture of Health.

Objectives at a program level:

- Engage program staff with other RWJF programs to establish connections and networks.
- Establish a body of work in designated (innovative) research areas.
- Inform local, state, and national policy through these research leaders.

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- Include researchers from multiple disciplines in the program.
- Increase number of research leaders from disadvantaged backgrounds (e.g., first-generation college graduates) or underrepresented populations.
- Produce and translate a body of evidence that helps communities and the nation build a Culture of Health.

Objectives at a participant level:

By the end of the program, participants will have:

- Gained boundary-spanning leadership skills that facilitate working across sectors, professions, and disciplines.
- Successfully engaged with their community and developed a learning agenda that is useful and relevant to the population—and continue to use this skill in future community-relevant research.
- Gained an ability to use social media to disseminate work and employ user-friendly communications.
- Gained leadership skills and participated in leadership activity at their home institution.

## ANTICIPATED FUNDING LEVEL AT FULL IMPLEMENTATION FOR *RWJF INTERDISCIPLINARY RESEARCH LEADERS*

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. The *Interdisciplinary Research Leaders* program will enroll a minimum of 50 participants per year as the entering class for each three-year program experience; therefore, at **full implementation** and **full enrollment**, there will be a minimum of 150 participants per year.

This program will select and support up to 20 teams per year. Each team will include at least two experienced researchers and a community mentor. All team members will be considered participants in this program. Where possible, a *Diversity in Health Policy Research* scholar will join the project team to participate in the project activities.

A budget and budget narrative is **required** for all proposals and should include the following elements:

- a. Planning grant phase detailing personnel costs by key personnel, consulting fees, travel, and other project expenses.
- b. Program launch year that delineates between expected “start-up” (one-time, nonrecurring) costs that are associated with the launch and ramp-up of the program during the first year, and costs that are ongoing.

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- c. Ongoing budget for each subsequent year of the program until full implementation and full enrollment is reached (i.e., 3 years).

The budget narrative for both the program launch and the ongoing budget year(s) should delineate between: (1) costs associated with the program experience for participants (e.g., coaching and mentoring, curriculum development and implementation, networking activities); and (2) administrative and support costs (e.g., recruitment, application reviews, program oversight, grant reporting).

We welcome your insight and input so that maximum resources can be allocated to delivering a robust and valuable program experience for all participants. We are also asking applicants to think creatively about what administrative and support elements could be provided across all programs. For example, we recognize that participants may come from a range of professions and organizations, and that the ease of participation may vary accordingly. We welcome your thoughts on how to ensure that a diverse cadre of individuals can participate in these programs.

## KEY DESIGN COMPONENTS AND CHARACTERISTICS FOR RWJF INTERDISCIPLINARY RESEARCH LEADERS

*RWJF Interdisciplinary Research Leaders* will be in the program for up to three years. The first six months will be a planning-grant phase that will allow time for participants to work with their community mentors to plan a research project that has relevant input (this can be defined as a local, state, or regional area). A community mentor—such as a leader of a community-based organization, local government employee, community advocate, etc.—must already be identified within the application. This mentor will be supported to participate in the learning collaboratives that are established for each cohort, and will be part of the research team once the full program is funded. The six-month planning period will allow time to work with the community (advocates, leaders, communicators) to decide on relevant and timely research that will help move a given community toward a Culture of Health.

At the end of six months, the national program leadership center will approve the researcher topic and design and release funds for a two-and-a-half-year research project. This team will include a *Diversity in Health Policy Research* scholar if possible. Participants can use research project money as they see fit; however, each researcher should allot 25 percent of his/her time to this project to allow time for meetings and training in addition to research.

A core curriculum will be delivered to the cohort both in-person and online, facilitated via an online platform that allows for interaction between cohort members and curriculum faculty. Participants will receive experience (through periodic co-learning meetings) in media relations, translation of research into practice, leadership, and policy.

Each *Interdisciplinary Research Leader* team member will interact at a regional level with members of the other RWJF leadership programs described in this CFP.

The *Interdisciplinary Research Leaders* program will co-launch (along with the other three programs mentioned in this CFP) at an in-person training institute in September 2016. The institute will be

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intentionally cross-programmatic, bringing together incoming participant cohorts from all four new leadership programs.

RWJF sees the Culture of Health vision as a compass, not a roadmap, which means that there are many potential roads to our collective destination. Therefore, beyond serving as an orientation to program directors and staff, the cross-program training institute will include curriculum to develop a shared understanding of the Culture of Health and experiential elements to inspire participants to build new connections, exchange ideas, and develop shared interests across programs.

The cross-program training institute experience is intended to take place annually, in order to serve as a reoccurring anchor for both incoming and returning program participants

We expect proposals submitted in response to this CFP to contain comprehensive program designs, and we expect all proposals to incorporate and adapt the key design components described above. These key design components provide initial scaffolding upon which to further develop a full program design; however, we recognize that they are not exhaustive. Therefore, we encourage applicants to further refine and supplement these design components through their submissions.

Program center grantees selected through this CFP will be expected to work together and with RWJF staff to refine, modify, and finalize the program designs in order to ensure cross-programmatic alignment and robust opportunities for meaningful cross-program interactions for participants across multiple dimensions (e.g., geography, area of focus, shared curricular interests). Upon being selected, grantees will obtain full access to design submission materials from earlier phases of the design process.

Program center grantees also will work together and with RWJF to design the central coordination function and structure to support the four new programs. This central coordination structure will work with and across programs to ensure ongoing synergies and collaboration, and to forge strong ties between program participants and the Foundation.

The following elements are **required** for all proposals:

- Recommendations for refining and developing key program components as detailed above.
- Recommendations for developing and recruiting an external advisory committee to advise RWJF and the program center. Describe recommendations for the size, types of members, and roles, and responsibilities of the advisory committee(s).
- Clear strategies and methodologies for working collaboratively with other selected program center grantees and RWJF staff to refine and co-create final program designs.

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## PARTICIPANT ELIGIBILITY CRITERIA FOR RWJF INTERDISCIPLINARY RESEARCH LEADERS

Participants will:

- Apply as an interdisciplinary team of at least three individuals (two researchers and one community mentor, such as a leader of a community-based organization, local government employee, community advocate, etc.). Consideration will be given to diversity within cohorts across a variety of dimensions (e.g., disciplines, geography, backgrounds).
- Be from a wide variety of fields, including, but not limited to: behavioral and social sciences, biological and natural sciences, health professions, education, public policy, public health, population health history, demography, law, environmental sciences, urban planning, architecture, communications, and engineering.
- Be from a variety of settings including, but not limited to: academic institutions, policy centers, public health institutes, and community research firms.
- Be required to apply with a mentor/partner from the community. Participants must demonstrate how their experience and their proposed research can be applied toward advancing a Culture of Health, although they do not need to have a research portfolio in population health, health services research, or similar fields.

Researchers must:

- Have a history of high-quality published research, such as peer-reviewed journals, monographs, or commissioned reports.
- Have significant research experience, with a terminal degree (PhD, MD, DrPH) or a master's degree with extensive experience. For researchers in academic institutions, advanced pre-tenure through tenure could qualify.
- Exhibit leadership capabilities.
- Have a commitment to engage in interdisciplinary work within and/or outside of their home institution.
- Have experience with, or openness to, community-engaged research.
- Meaningfully commit to participating in leadership development projects and activities.
- Understand and embrace the Foundation's vision of a Culture of Health.

Community mentors must:

- Have a history of working across organizations in the community.

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- Experience with, or openness to, community-engaged research.
- Exhibit leadership capabilities.
- Meaningfully commit to participating in leadership development projects and activities.
- Understand the Foundation's vision of a Culture of Health.

The following elements are **required** for all proposals:

- Detailed plans for identifying and recruiting qualified applicants across target audiences.
- Recommendations for refining the criteria for selecting program participants.

## PROCESS FOR SELECTING PARTICIPANTS OF *RWJF INTERDISCIPLINARY RESEARCH LEADERS*

The following elements are **required** for all proposals:

- An outline of tools and processes to select participants against the foregoing criteria (such as, but not limited to, individual interviews, group interviews, self-assessments).

## Design for *RWJF Multisector Leaders for Health* Program [MLH]

### BACKGROUND FOR *RWJF MULTISECTOR LEADERS FOR HEALTH*

Our nation's ability to tackle difficult societal and health challenges depends on the skills and creativity of its leaders and their ability to influence, inspire, and lead individuals, communities, and organizations that are navigating a rapidly changing environment. However, many people who are selected for or emerge into leadership roles have not had the benefit of formal leadership training, the opportunity to work with skilled mentors, or the chance to network with and learn from others who are faced with similar challenges. Given changes in technology, the increasing diversity of our nation's population, and the growing understanding of the role of the social and behavioral determinants of health, we need new types of leaders, from new settings, trained with new skills, and networked together to influence individuals, communities, and organizations toward building a Culture of Health.

RWJF has a long and successful history of developing leaders who, after completing one of our programs, assume a significant health-related leadership role in policy, practice, and/or education areas in organizations and the community. As the Foundation has clarified its new vision of building a national Culture of Health, all of our leadership development efforts will link more directly to its strategic priorities and to other RWJF program areas.

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## PURPOSE OF RWJF MULTISECTOR LEADERS FOR HEALTH

The goal of this program is to develop a diverse group of leaders representing key sectors (including, but not limited to, education, transportation, public health, public policy, architecture, business, community development, urban planning, and health care) who, as a result of this program, will take their leadership and influence to the next level to lead communities, organizations, and the country toward a Culture of Health.

## ANTICIPATED FUNDING LEVEL AT FULL IMPLEMENTATION OF RWJF MULTISECTOR LEADERS FOR HEALTH

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. The *Multisector Leaders for Health* program will enroll a minimum of 50 participants per year as the entering class for each three-year program experience; therefore, at **full implementation** and **full enrollment**, there will be a minimum of 150 participants per year.

A budget and budget narrative is **required** for all proposals and should include the following elements:

- a. Planning grant phase detailing personnel costs by key personnel, consulting fees, travel, and other project expenses.
- b. Program launch year that delineates between expected “start-up” (one-time, nonrecurring) costs that are associated with the launch and ramp-up of the program during the first year, and costs that are ongoing.
- c. Ongoing budget for each subsequent year of the program until full implementation and full enrollment is reached (i.e., three years).

The budget narrative for both the program launch and the ongoing budget year(s) should delineate between: (1) costs associated with the program experience for participants (e.g., coaching and mentoring, curriculum development and implementation, networking activities); and (2) administrative and support costs (e.g., recruitment, application reviews, program oversight, grant reporting).

We welcome your insight and input so that maximum resources can be allocated to delivering a robust and valuable program experience for all participants. We are also asking applicants to think creatively about what administrative and support elements could be provided across all programs. For example, we recognize that participants may come from a range of professions and organizations, and that the ease of participation may vary accordingly. We welcome your thoughts on how to ensure that a diverse cadre of individuals can participate in these programs.

## KEY DESIGN COMPONENTS AND CHARACTERISTICS FOR RWJF MULTISECTOR LEADERS FOR HEALTH

The *RWJF Multisector Leaders for Health* program will select at least 50 participants for each cohort. Participants will engage in three years of structured in-person and Web-based learning experiences,



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networking with colleagues across key health-related sectors, and exposure to nationally recognized mentors, coaches, and faculty experienced in areas such as business, community and organizational engagement and leadership, health and health care, education, and public health and public policy.

Components of the leadership development program include:

- Cross-sector networking to make connections that will harness and leverage the collective power of individuals and their networks, communities, and organizations to innovate together toward greater impact. This includes making linkages to other RWJF programs and other leadership programs within and outside the health field, including those supported by other funders;
- Personal Development Plan for participants that includes self-assessment, leadership development goals, project work, and goals for sustaining leadership development and impact after the program is completed;
- Mentoring from leaders in areas such as business, community and organizational engagement and leadership, health and health care, education, and public health and public policy;
- Intensive executive coaching from nationally certified coaches;
- Small regional, topic-based and/or interest area-related clusters (5–7 participants each) to provide support, feedback, and learning opportunities to each other throughout the program experience;
- Self-directed, individual leadership development activities and implementation of a bold leadership project; and
- Membership in the nationwide RWJF Leadership Network, an online community of thousands of leaders committed to building a Culture of Health.

While the participants remain at their home community or organization, program activities will require a substantial time commitment over the course of the three-year program experience. The time commitment varies by month and year, but participants should expect to attend at least two in-person sessions each year. The program returns value to employing organizations by enhancing fellows' leadership skills and effectiveness in meeting community, organizational, and societal health-related goals.

The *Multisector Leaders for Health* program will co-launch (along with the other three programs mentioned in this CFP) an in-person training institute in September 2016. The institute will be intentionally cross-programmatic, bringing together incoming participant cohorts from all four new leadership programs.

RWJF sees the Culture of Health vision as a compass, not a roadmap, which means that there are many potential roads to our collective destination. Therefore, beyond serving as an orientation to program directors and staff, the cross-program training institute will include curriculum to develop a shared understanding of the Culture of Health and experiential elements to inspire participants to build new connections, exchange ideas, and develop shared interests across programs.

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The cross-program training institute experience is intended to take place annually, in order to serve as a reoccurring anchor for both incoming and returning program participants.

Advanced curriculum—employing best leadership development practices, delivered through in-person program sessions and technology-facilitated activities—will focus on the skills and competencies needed to inspire, influence, and lead individuals, communities, organizations, and the country toward a Culture of Health. Leadership competencies include, for example, setting vision and strategy; developing and maintaining adaptability and flexibility; understanding and navigating organizations and communities; bridging sectors and boundaries; communicating effectively; leading and managing effective teams; leveraging diversity and difference; managing internal stakeholders and politics; creating a sphere of influence and strategies for influencing others; and developing, managing, and mentoring others.

We expect proposals submitted in response to this CFP to contain comprehensive program designs, and we expect all proposals to incorporate and adapt the key design components described above. These key design components provide initial scaffolding upon which to further develop a full program design; however, we recognize that they are not exhaustive. Therefore, we encourage applicants to further refine and supplement these design components through their submissions.

Applicants selected as program center grantees through this CFP will be expected to work together and with RWJF staff to refine, modify, and finalize the program designs in order to ensure cross-programmatic alignment and robust opportunities for meaningful cross-program interactions for participants across multiple dimensions (e.g., geography, area of focus, shared curricular interests). Upon being selected, grantees will obtain full access to design submission materials from earlier phases of the design process.

Program center grantees also will work together and with RWJF to design the central coordination function and structure to support the four new programs. This central coordination structure will work with and across programs to ensure ongoing synergies and collaboration, and to forge strong ties between program participants and the Foundation.

The following elements are **required** for all proposals:

- Recommendations for refining and developing key program components as detailed above.
- Recommendations for developing and recruiting an external advisory committee to advise RWJF and the program center. Describe recommendations for the size, types of members, and roles and responsibilities of the advisory committee(s).
- Clear strategies and methodologies for working collaboratively with other program center grantees and RWJF staff to refine and co-create final program designs.

PARTICIPANT ELIGIBILITY CRITERIA FOR *RWJF MULTISECTOR LEADERS FOR HEALTH*

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*RWJF Multisector Leaders for Health* awards are open to individuals and/or teams in key sectors, including but not limited to education, transportation, public health, public policy, business, community development, law enforcement, justice system, urban planning, and health care who want to develop their leadership skills and networks to build a Culture of Health in their communities, organizations, and the country.

## CRITERIA FOR SELECTING PARTICIPANTS OF *RWJF MULTISECTOR LEADERS FOR HEALTH*

At least 50 participants will be selected in each cohort for the three-year program based on the following criteria, including but not limited to:

- A strong record that reflects positions of increasing leadership responsibility and the potential to achieve higher levels of leadership effectiveness;
- Strong ties and commitment to, and experience with, improving the health of a community;
- Demonstrated ability to work effectively across diverse populations and sectors;
- Cultural competence, sensitivity, and recognition of the value of diversity and inclusion in all areas;
- Clear commitment from the applicant's employing organization that the applicant will be allowed the time to participate in all aspects of the program and recognition of the value of the program experience for both the applicant and the organization;
- Strong desire to improve their current set of skills and networks to achieve the community and system changes needed to build a Culture of Health;
- Strong critical and systems thinking skills and comfort with ambiguity, complexity, and risk-taking;
- Recognition by the applicant's community that the applicant is a valued and committed partner;
- Vision, creativity, curiosity, flexibility, passion, capability, and commitment to make a substantial impact on their community, organization, and the country to build a Culture of Health;
- Insight, courage, and evidence of a commitment to lifelong growth and development; and
- Capacity and willingness to learn in collaboration with other RWJF program participants and alumni through action, reflection, feedback, and support.

The following elements are **required** for all proposals:

- Detailed plans for identifying and recruiting qualified applicants across target audiences.
- Recommendations for refining the criteria for selecting program participants.

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## PROCESS FOR SELECTING PARTICIPANTS OF *RWJF MULTISECTOR LEADERS FOR HEALTH*

The following elements are **required** for all proposals:

- An outline of tools and processes to select participants against the above-listed criteria (such as, but not limited to, individual interviews, group interviews, self-assessments).

## Design for *RWJF New Clinical Scholars* program [NCS]

### BACKGROUND FOR *RWJF NEW CLINICAL SCHOLARS*

Clinicians bring a unique set of skills to help build a Culture of Health. They have knowledge and experience in the art and science of health care services, perspectives of health and health care systems from the inside as providers and outside as consumers, and a special professional status and relationship with patients and communities. With such knowledge, skills, perspectives, and influence comes a responsibility to demonstrably improve the health of patients and communities. Such an effort requires a willingness and ability to collaborate across professions and sectors; communicate clearly and effectively; advocate passionately and intelligently; translate, apply, and/or conduct research; and lead boldly, yet humbly. More often than not, clinical education and training do not provide the clinician with all the tools for such transformative work, and many clinicians are frustrated by a lack of knowledge and skill needed to lead transformative change. The *RWJF New Clinical Scholars* program aims to provide clinicians with the opportunity to build the skills they need to lead communities toward a Culture of Health.

### PURPOSE OF *RWJF NEW CLINICAL SCHOLARS*

The goal of this program is to develop interprofessional cohorts of networked clinicians who have the competencies and capabilities to lead transformative change in communities across the country to build a Culture of Health.

### ANTICIPATED FUNDING LEVEL AT FULL IMPLEMENTATION FOR *RWJF NEW CLINICAL SCHOLARS*

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. The *RWJF New Clinical Scholars* program will enroll a minimum of 50 participants per year as the entering class for each three-year program experience; therefore, at **full implementation** and **full enrollment** there will be a minimum of 150 participants per year.

A budget and budget narrative is **required** for all proposals and should include the following elements:

- a. Planning grant phase detailing personnel costs by key personnel, consulting fees, travel, and other project expenses.

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- b. Program launch year that delineates between expected “start-up” (one-time, nonrecurring) costs that are associated with the launch and ramp-up of the program during the first year, and costs that are ongoing.
- c. Ongoing budget for each subsequent year of the program until full implementation and full enrollment is reached (i.e., three years).

The budget narrative for both the program launch and the ongoing budget year(s) should delineate between: (1) costs associated with the program experience for participants (e.g., coaching and mentoring, curriculum development and implementation, networking activities); and (2) administrative and support costs (e.g., recruitment, application reviews, program oversight, grant reporting).

We welcome your insight and input so that maximum resources can be reserved for delivering a robust and valuable program experience for all participants. We also are asking applicants to think creatively about what administrative and support elements could be provided across all programs. For example, we recognize that participants may come from a range of professions and organizations, and that the ease of participation may vary accordingly. We welcome your thoughts on how to ensure that a diverse cadre of individuals can participate in these programs.

## KEY DESIGN COMPONENTS AND CHARACTERISTICS FOR *RWJF NEW CLINICAL SCHOLARS*

The *RWJF New Clinical Scholars* program will provide the following experiences to a cohort of at least 50 scholars over the course of three years:

- A core curriculum delivered to the cohort in-person and online, facilitated via an online platform that allows for interaction between cohort members and curriculum faculty.

Examples of topics included in the core curriculum:

- Communicating across sectors for influence and impact
- Communicating with the media for impact
- Organizational dynamics and change
- Social determinants of health
- Cultural sensitivity
- Community engagement
- Team formation and function
- Transformational leadership
- Negotiation

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- Understanding and using data and research for social change
  - Translating research to policy and action
- Learning experiences that target unique and shared needs of specific scholars or groups of scholars.

Examples of topics:

- Health care and public health finance
  - Implementation science
  - Program development
  - Evaluation
  - Health services research methods
- Facilitated networking within and across professions, thematic areas of interest, regions, and RWJF-funded programs.
- Assigned learning groups of up to five participants who will support each other throughout the program experience.
- Real-time mentorship by experienced faculty, RWJF alumni, and RWJF staff on a real-world problem/project led by the clinician during the program experience.
- Connection to the RWJF Leadership Network—an online community of thousands of leaders committed to building a Culture of Health—for mentorship, project support, and networking opportunities.

Participants will be required to attend three in-person sessions each year. In addition, *RWJF New Clinical Scholars* will co-launch (along with the other three programs mentioned in this CFP) an in-person training institute in September 2016. The institute will be intentionally cross-programmatic, bringing together incoming participant cohorts from all four new leadership programs.

RWJF sees the Culture of Health vision as a compass, not a roadmap, which means that there are many potential roads to our collective destination. Therefore, beyond serving as an orientation to program directors and staff, the cross-program training institute will include curriculum to develop a shared understanding of the Culture of Health and experiential elements to inspire participants to build new connections, exchange ideas, and develop shared interests across programs.

The cross-program training institute experience is intended to take place annually in order to serve as a reoccurring anchor for both incoming and returning program participants.

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We expect proposals submitted in response to this CFP to contain comprehensive program designs, and we expect all proposals to incorporate and adapt the key design components described above. These key design components provide initial scaffolding upon which to further develop a full program design; however, we recognize that they are not exhaustive. Therefore, we encourage applicants to further refine and supplement these design components through their submissions.

Program center grantees selected through this CFP will be expected to work together and with RWJF staff to refine, modify, and finalize the program designs in order to ensure both cross-programmatic alignment and robust opportunities for meaningful cross-program interactions for participants across multiple dimensions (e.g., geography, area of focus, shared curricular interests). Upon being selected, grantees will obtain full access to design submission materials from earlier phases of the design process.

Program center grantees also will work together and with RWJF to design the central coordination function and structure to support the four new programs. This central coordination structure will work with and across programs to ensure ongoing synergies and collaboration, and to forge strong ties between program participants and the Foundation.

The following elements are **required** for all proposals:

- Recommendations for refining and developing key program components as detailed above.
- Recommendations for developing and recruiting an external advisory committee(s) to advise RWJF and the program center. Describe recommendations for the size, types of members, and roles and responsibilities of the advisory committee(s).
- Clear strategies and methodologies for working collaboratively with other program center grantees and RWJF staff to refine and co-create final program designs.

## PARTICIPANT ELIGIBILITY CRITERIA FOR *RWJF NEW CLINICAL SCHOLARS*

*RWJF New Clinical Scholars* awards are open to 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.

## CRITERIA FOR SELECTING PARTICIPANTS OF *RWJF NEW CLINICAL SCHOLARS*

## 2015 Call for Proposals

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At least 50 participants will be selected to enter the program each year, based on the following criteria:

- Strong ties to, commitment to, and experience with improving the health of a community.
- Frustration with the status quo in their community and their systems.
- Recognition that one's current set of skills is not enough to achieve the kinds of community and system changes needed.
- Strong critical and systems thinking skills.
- Desire for and experience with working across sectors and professionals to achieve impact.
- Comfort with complexity and risk-taking.
- Some prior research training or evidence of the use of data or research to influence programs or policy.
- Prior experience in or openness to community-engaged research.
- Evidence of a highly collaborative approach to working for change.
- Cultural competence and sensitivity, and recognition of the value of diversity.
- Clear commitment from the applicant's employing organization that the applicant will be allowed the time to participate in all aspects of the program, and recognition of the value of the program experience for the applicant.
- Recognition by the applicant's community that the applicant is a valued and committed partner.

Participants will be required to submit a draft learning plan that describes the formal education and training they have received, challenges they face in their efforts to make change in their community, how their current knowledge and skills limit what might be possible, how the current program can help them, and what key areas of knowledge and skills they hope to gain during the program experience.

The following elements are **required** for all proposals:

- Detailed plans for identifying and recruiting qualified applicants across target audiences.
- Recommendations for refining the criteria for selecting program participants.

### PROCESS FOR SELECTING PARTICIPANTS OF *RWJF NEW CLINICAL SCHOLARS*

The following elements are **required** for all proposals:

- An outline of tools and processes to select participants against the above-listed criteria (such as, but not limited to, individual interviews, group interviews, self-assessments).



# 2015 Call for Proposals

*Proposal Deadline: July 29, 2015, 3 p.m. ET*

## **APPENDIX B ADDITIONAL DESIGN CONSIDERATIONS**

Over the past year, RWJF contracted with seven firms and assembled a multisector design advisory committee to help us think differently about the structure, design, curriculum, and recruitment for each of the four new leadership programs. The firms gave us very innovative, thoughtful, and compelling design recommendations, many of which we have integrated into the individual program descriptions in Appendix A. Applicants should feel free (but not feel compelled) to “import” or adapt one or more of the key design components and characteristics listed within one of the programs in Appendix A into a proposal submission for any of the other programs.

Appendix B highlights additional design ideas received from contract design entities and/or external advisers that we found intriguing. We are interested in exploring these ideas further for potential incorporation into one or more of the new leadership programs, although we do not consider them required for any of the programs. We list them here for your consideration:

- Traditionally, we have used standard assessment methods, such as the applicant’s response to program related questions, the curriculum vitae/resume, references, and an individual interview for semi-finalists to screen and select program participants. For the new programs, our committee suggested that we may want to screen applicants differently, assessing for other qualities/characteristics that make them more likely to be change- and influence-leaders in their organizations and communities.
  - How might we assess qualities/characteristics such as curiosity, collaborativeness, productive disrupters, risk-taking, innovators who have successfully failed and learned from their failure, comfort with complexity and uncertainty, and/or hunger for learning and change?
  - What’s the right balance of this approach vs. the traditional approach of assessing a candidate’s technical skills/capabilities?
  - Are there techniques or screening instruments (e.g., 360 review, FIRO-B, etc.) that might help get at these qualities, and when might be the optimal time to use them—at application, during interview, after acceptance?
  - Would an individual or group interview or both yield the best assessment of these qualities?
- The target audiences for the new programs will be broader than the audience for RWJF’s prior human capital programs that included mainly researchers and clinicians. Each program may have to develop new and different approaches to identify and reach target audiences.
  - Beyond the audiences described in the CFPs, what additional audiences might be useful; for example, media/communications professionals, law enforcement, etc.?
  - How might the program reach these new and different audiences?