

# 2018 Call for Proposals

Proposal Deadline: September 14, 2017 (3 p.m. ET)



Robert Wood Johnson Foundation

## **ROBERT WOOD JOHNSON FOUNDATION FUTURE OF NURSING SCHOLARS PROGRAM**

### PURPOSE

The goal of the Robert Wood Johnson Foundation Future of Nursing Scholars program is to develop the next generation of PhD-prepared nurse leaders who are committed to long-term careers that advance science and discovery, strengthen nursing education, and bring transformational change to nursing and health care.

The Future of Nursing Scholars program is part of the Foundation's Leadership for Better Health theme, which aims to ensure that the nation has a diverse, well-trained leadership and workforce to build a Culture of Health across this country. This is a culture in which good health flourishes across all demographics; where being as healthy as possible and staying that way are esteemed social values; and where everyone has access to affordable, quality health care. Building a well-prepared cadre of researchers, innovators, policymakers, nurse leaders, and faculty is key to meeting these goals. The program advances the recommendation in the Institute of Medicine (IOM) report, the *Future of Nursing: Leading Change, Advancing Health*, to double the number of nurses in the United States with doctoral degrees. This is the final cohort of the program.

Schools with research-focused PhD programs in nursing are eligible to apply for the program. Program funds are used to increase the number of PhD students in nursing that are admitted to the selected schools. As described by the American Association of Colleges of Nursing and the U.S. Council of Graduate Schools, "the purposes of the research-focused doctoral degree are to prepare for a lifetime of intellectual inquiry, creative scholarship, and research; provide preparation that leads to careers in government, business, and industry as well as academia; and result in extension of knowledge."

Selected schools will choose the PhD students to be designated as Future of Nursing Scholars.

- The school must be committed to facilitating the student's completion of the PhD in three years.
- The scholars selected by the school must also be committed to completing their PhD program in three years.
- Program alumni who plan to enter faculty roles after graduation will be eligible to apply for a post-doctoral award selected on a competitive basis.

The Future of Nursing Scholars will form long-lasting relationships and networks with other scholars in the program and with scholars and fellows in other RWJF programs; these relationships and networks will situate them as a formidable group of health care leaders.

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## BACKGROUND

Our nation's health care system is facing significant challenges. It will take a new generation of bold leaders experienced on the front lines, who can engage in scientific discovery, to successfully maneuver in policy and innovation arenas and in the boardrooms of health care. They must be prepared to develop science through research and scholarship, to engage in policy decision-making and discovery through innovation, and be prepared to lead and influence change. They must be mentored by key leaders in science, education, innovation, policy, and health care. They must be connected together across the country to create networks that will bring about real transformational change.

Because of their front-line experience and deep connections to patients and families, nurses are critical to safeguarding the health of the nation and ensuring that health care is safe, accessible, and high-quality. In particular, PhD-prepared nurse scientists, policymakers, and innovators are in an optimal position to seek and identify solutions to simple and complex problems that make a difference in the lives of individuals, families, and communities. Their discoveries have the potential to make a significant impact on communities, organizations, and local and national policy over generations to come.

While the nation has seen enrollment increases in nursing doctoral programs, these increases have not been uniform. From 2010 to 2014, enrollment in doctor of nursing practice (DNP) programs grew by 26.2 percent, with 18,352 students enrolled in DNP programs nationwide. However, enrollment in research-focused programs has not increased at a similar pace. In 2014, enrollment in nursing PhD programs increased by 3.2 percent, with 5,290 students enrolled. An investment in creating more PhD-prepared nurses will pay dividends over time and help replenish our desperately needed supply of nurse scientists and educators. Each PhD-prepared nurse has the potential to educate thousands of nurses over the course of his/her career and to mentor and develop new nurse scientists, policymakers, and innovators who will find solutions to pressing health care issues.

The process of obtaining the PhD is only one key component in creating transformational nurse leaders. Mentorship; leadership development; building a network of lifelong colleagues; and financial support during the education program—are critical to creating nurse leaders who have the capacity to put evidence-based, innovative ideas for systemic change into practice and inspire the next generation of nurses. Post-doctoral research funding will help cement a productive academic career and inspire Future of Nursing Scholars to reach their greatest potential as leaders in science, policy, innovation and education.

## THE PROGRAM

The goal of the Robert Wood Johnson Foundation Future of Nursing Scholars program is to develop the next generation of PhD-prepared nurse leaders who are committed to long-term careers that advance science and discovery, strengthen nursing education, and bring transformational change to nursing and health care. The program also aims to strengthen the academic productivity and overall excellence of scholars by working with their schools to provide research mentorship and leadership training. To achieve this goal,

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other institutions have joined with the Robert Wood Johnson Foundation to provide funding for scholars as part of this program. This is the final cohort of the program.

Schools with research-focused PhD programs in nursing are eligible to apply for the program. As part of the application process, a school will have the opportunity to identify the funders for whose funding they meet the criteria and wish to be considered. Schools selected for funding will then choose the PhD students to be designated as Future of Nursing Scholars consistent with the program and, when applicable, specific funder guidelines. The school must be committed to facilitating the student's completion of the PhD in three years and using program funds to increase the number of students admitted in their incoming class. The scholars selected by the schools must also be committed to completing their PhD program in three years. The selected schools must agree to contribute a \$50,000 match (which may be in kind) over three years to each student, in addition to the \$75,000 provided by the program. Thus, students will receive a total of \$125,000 to use over the three years of their PhD program for tuition, fees, living expenses, research activities, programmatic activities, and other expenses. In addition to the pre-doctoral support, a one-year competitive post-doctoral award will be available to program alumni who plan to obtain a faculty position after graduation.

Core to our vision is the Future of Nursing Scholars leadership development program, which includes in-person and online activities and resources, along with an interdisciplinary mentorship team. These components will supplement the PhD curriculum of the scholar's home school to create transformative leaders who conduct research; translate evidence into practice and policy; develop innovative solutions to pressing health care issues; and educate and inspire the next generation of nurses. Activities will include an introductory boot camp, a summer institute on science and policy, as well as one on science and innovation, and a webinar series. Scholars will have two mentors throughout the program. The primary mentor should be a dissertation adviser who is a senior nurse researcher with an externally funded research program and a track record of scholarship and successful mentorship of doctoral students. A secondary mentor should be someone outside nursing who can support the research, scholarship, innovation and policy interests of the scholar. The mentorship team will facilitate the scholar's progress through the PhD program in three years and provide expertise and national perspective to support the scholar in his or her growth as a researcher and leader.

Through their three years in the program, scholars will have the opportunity to network with fellow scholars from this program; other RWJF programs; a distinguished national advisory committee; and other leaders across the United States. The national program office at the University of Pennsylvania will work with the school to monitor the scholar's progress through the program.

Under the program, the Future of Nursing Scholars will:

- Have access to \$125,000 to be used over three years to complete their PhD. The school will contribute \$50,000 and the program will provide \$75,000 over three years. The scholar and the school will determine how to allocate the funding for costs such as stipend, tuition, fees, living expenses, research, programmatic activities, and other expenses. Some additional restrictions on the use of the

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funds may apply in the case that the funding is restricted to an employee of the funder.

- Receive leadership development through in-person and web-based activities and resources. Scholars in this cohort will attend a boot camp program on July 31–August 2, 2018. All boot camp costs will be covered by the national program office. The national program office program coordinator will work with the scholars to arrange their travel. With their primary mentors, scholars will attend two in-person leadership institutes (summers 2019 and 2020). The scholars' hotel and travel costs associated with the two Summer Institutes will not be covered by the national program office. Scholars may use awarded or matching funds to cover these costs. The mentors' hotel and travel costs must be paid by the school or department and may not be covered by the awarded funds or matching funds intended for the scholar. Scholars will participate in regular web-based activities to support their leadership development in science and innovation, policy, and as educators.
- Receive high-level mentoring from two key mentors—a primary nursing mentor and a secondary mentor outside of nursing—as well as from a broad network of national leaders in education, policy, innovation, health care, and their individual research or scholarship areas.
- Become part of a national network of nursing scholars from this program, scholars and fellows from other RWJF programs, and other scholar programs across the country.
- Be eligible to apply for a competitive \$50,000 post-doctoral award administered by the national program office if they plan to obtain a faculty position after graduation. Selection criteria for the award will include, but not be limited to, successful completion of the PhD program within three years and intent to pursue a faculty position. Preference will be given to those scholars with strong academic achievement in the PhD program, demonstrated engagement in the mentoring, and other opportunities provided to scholars, and participation in other professional activities. Award recipients must be U.S. citizens, permanent residents, or individuals granted Deferred Action for Childhood Arrivals (DACA) status by the U.S. Citizenship and Immigration Services at the time of the award. Additional documentation of these criteria may be required during the award application period.

### TOTAL AWARDS

For the 2018 cohort, the program will support up to 75 scholars across the selected schools. Each scholar will receive \$75,000 to be used over the three years of the program. This award must be matched by \$50,000 in support from the school (which may be in-kind).

In this round of funding, funds may be provided by the Robert Wood Johnson Foundation or one of the following funders:

- Johnson & Johnson Services, Inc. (These funds will be awarded by the national program office.)
- Cedars-Sinai Medical Center
- Northwell Health (formerly North Shore Long Island Jewish Health System)
- Cincinnati Children's Hospital Medical Center
- Rush University Medical Center
- Sharp HealthCare

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- Memorial Sloan Kettering Cancer Center

Note: Additional funders may be added to this call for proposals up until August 1, 2017. In the event that any additional funders are added, the website ([www.futureofnursingscholars.org](http://www.futureofnursingscholars.org)) will be updated, and we will alert all applicants who started an application of any such additions.

## ELIGIBILITY CRITERIA

- Schools with research-focused PhD programs in nursing are eligible to apply for the program. After receiving the award, selected schools will then choose the PhD students to be designated as Future of Nursing Scholars.
- Applicant organizations must be based in the United States or its territories and be either public entities or nonprofit organizations that are tax-exempt under Section 501(c)(3) of the Internal Revenue Code and are not private foundations or nonfunctionally integrated Type III supporting organizations. The Foundation may require additional documentation.
- Scholars selected for receipt of award funds must be U.S. citizens, permanent residents,\* or individuals granted Deferred Action for Childhood Arrivals (DACA) status by the U.S. Citizenship and Immigration Services at the time of award.
- Additionally, selected scholars cannot be related by blood or marriage to any Officer\*\* or Trustee of the Robert Wood Johnson Foundation, or be a descendant of its founder, Robert Wood Johnson.

*\*Applicants who are permanent residents and not green card holders should contact the national program office before applying to determine whether they can satisfy the program's eligibility and documentation requirements.*

*\*\* The Officers are the Chairman of the Board of Trustees; President and CEO; Executive Vice President; Chief of Staff; General Counsel; Secretary; Assistant Secretary; Treasurer; and Assistant Treasurer of the Foundation.*

## DIVERSITY STATEMENT

Consistent with RWJF values, this program embraces diversity and inclusion across multiple dimensions, such as race, ethnicity, gender, disability, age, and socioeconomic status. We strongly encourage the selection of scholars who will help us expand the perspectives and experiences we bring to our work. We believe that the more we include diverse perspectives and experiences in our work, the more successful we will be as we strive together to build a Culture of Health, enabling all in our diverse society to lead healthier lives now, and for generations to come.

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## SELECTION CRITERIA

The program will support up to 75 scholars for the 2018 cohort. To be eligible for the program, **schools** with research-focused nursing PhD programs must have the resources available to facilitate the students' successful completion of a PhD in three years. To that end, schools must:

- Demonstrate that the nursing PhD program will prepare students as researchers, innovators, entrepreneurs, and policy influencers.
- Provide a primary nurse mentor/dissertation adviser experienced in the research process with a demonstrated track record of independent research, extramural funding and scholarship, and with experience mentoring doctoral students to successful completion of a quality dissertation and subsequent publication.
- Facilitate a student's choice of a second mentor, from a school or field outside of nursing (could be from the same university or outside of the university and agreed upon by primary mentor), working in the scholar's research area or other related fields, such as economics, policy or innovation, who will support his or her development as a scholar.
- Demonstrate firm commitment to ensuring the scholar's successful completion of the PhD degree in three years. For these purposes, "three years" is defined as three academic years. The program's definition of three academic years means that scholars complete their dissertation and fulfill university requirements by June 30 of year three. By this date, the following should be completed:
  - A successful oral and written defense of the dissertation and completion of revisions (if any) to the adviser's/chair's satisfaction.
  - Final chair and graduate program director sign-off on the dissertation.
  - Documentation of completion (Chair form) filed with the Future of Nursing Scholars national program office.
  - All paperwork required for PhD completion filed successfully with the university.

Completion does not require attendance at a graduation ceremony by this date.

- Demonstrate the resources (e.g., research infrastructure) to support faculty and student research.
- Demonstrate the ability to guarantee \$50,000 in matching funds over three years to support each scholar. These funds may be in kind such as tuition and/or research support, health insurance, supplement of stipend, support for scholars to participate in Future of Nursing Scholars' yearly programs. Matching funds may not be taken from other RWJF grants.
- Demonstrate the administrative and financial capacity and experience to administer the award and to comply with all reporting requirements.

Preference will be given to schools that can support at least two scholars in this cohort.

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As part of their application, schools will be asked to describe:

- Evidence that the school has successfully graduated PhD students within three years or a clear description of how this will be accomplished, including planned curriculum.
- An overview of the school's typical trajectory for PhD students; mentoring activities; retention of PhD students; amount of scholarship support received; number of full-time PhD students admitted and graduated annually; and the number who have completed the program in three years; career paths of PhD graduates; and overall research funding.
- Evidence of interdisciplinary engagement throughout the university that encourages students' engagement with faculty and scholars across disciplines. As previously described, scholars will choose a secondary mentor, outside the discipline of nursing, who will provide mentorship in the areas of innovation, science, or policy. In addition, schools may discuss coursework that is completed outside the school of nursing and research opportunities for scholars to work on interdisciplinary research teams, etc.
- Evidence of student and faculty diversity.

Scholars should be selected from a diverse pool of highly qualified and motivated applicants. Schools must have sufficient resources available to support the scholars in completing a three-year PhD program. Selected schools will be required to choose scholars who, in addition to meeting the school's admission requirements, also demonstrate:

- Strong motivation, goal-directed behavior, and commitment to completing their PhD degree in three years.
- Commitment to a long-term leadership career in nursing, research, education, policy, or other areas.
- Leadership skills as evidenced by work in their community, professional, or other organizations.
- Research goals and objectives congruent with goals and foci of the doctoral program, including a match with faculty research expertise and program resources.

In addition to the above selection criteria, schools applying for funding through this program from funders other than the Robert Wood Johnson Foundation or the national program office (through the support of Johnson & Johnson Services, Inc.) will be required to meet the following funder-specific criteria:

- Cedars-Sinai Medical Center: Selected scholars will be employees of the health system.
- Northwell Health (formerly North Shore Long Island Jewish Health System): Selected scholars will be employees of the health system.
- Cincinnati Children's Hospital Medical Center: Selected scholar will be an employee of the health system.
- Rush University Medical Center: Selected scholar will be enrolled at Rush University School of Nursing.
- Sharp HealthCare. Selected scholar will be an employee of the health system.
- Memorial Sloan Kettering Cancer Center. Selected scholar will be an employee of the health system.



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Note: Additional funders may be added to this call for proposals up until August 1, 2017. In the event that any additional funders are added, the website ([www.futureofnursingscholars.org](http://www.futureofnursingscholars.org)) will be updated and we will alert all applicants who started an application of any such additions.

## SELECTION PROCESS

The national program office (NPO) will review applications and forward those that meet the eligibility criteria to the national advisory committee (NAC) for review. Given the variety of funders for this program, the NAC will review all applications meeting the eligibility criteria in a two-stage process.

First, the NAC will review all schools that meet the eligibility criteria and have indicated on their application an interest in being matched with one or more funders with funder-specific criteria. The NAC will evaluate applicants based on the selection criteria outlined in this call for proposals and match schools with funders. In the event that only one school indicates an interest in being matched with a particular funder, the NAC will evaluate the application on the basis of the general and funder-specific selection criteria to verify that the school meets all such criteria.

Second, after the NAC matches schools with those funders with funder-specific criteria, it will evaluate all remaining eligible schools for support with RWJF or other funds without funder-specific criteria. Note that schools indicating on the application that they can support multiple scholars may receive funding from multiple sources.

Through this process, the NAC will select finalist schools, match the schools with a funder, and make recommendations to the appropriate funder. RWJF makes all final decisions related to scholars funded by RWJF funds. Per RWJF policy, neither RWJF, the NPO or the NAC will provide feedback regarding an individual application's strengths and weaknesses.

## EVALUATION AND MONITORING

The main focus of evaluation and monitoring at RWJF is learning for program improvement and to determine best practices. An independent research group selected and funded by RWJF may conduct an evaluation of the program. Additionally, the NPO will collect evaluation data from schools and scholars on an ongoing basis. RWJF intends for this project to contribute to national efforts to help build and maintain a strong, capable and diverse nurse leadership and faculty. Therefore, the program may publicly release results from this evaluation. The evaluation team will study the extent to which program outcomes are achieved, as well as the impact funding has had on the accomplishments of the scholars.

As a condition of accepting RWJF funds or participating in the Future of Nursing Scholars program, scholars and their institutions must participate in the evaluation. This includes assisting with necessary data collection to accomplish the evaluation objectives. These data collection efforts may include surveys, interviews, focus groups and other related activities.



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RWJF monitors the grantees' efforts and careful stewardship of grant funds to assure accountability. We will require grantees to submit annual narrative and financial reports. Those schools funded directly through funders other than RWJF will be required to comply with the requirements placed on the grants by the participating funder.

## APPLICANT SURVEY PROCESS

To help us measure the effectiveness of RWJF grant-making and improve the grant application experience, we will survey the program director or dean listed in applications submitted under this call for proposals. Shortly after the application deadline, the program director or dean will be contacted by Princeton Survey Research Associates International (PSRAI), an independent research firm, and asked to complete a brief, online survey about the application process and applicant characteristics. This voluntary questionnaire will take no more than 15 minutes to complete. Responses provided to PSRAI will not impact the funding decision for the application in any way.

PSRAI will protect the confidentiality of the responses. RWJF will not receive any data that links a name with the survey responses.

If you have any questions about the survey or the use of the data, feel free to email [applicantfeedback@rwjf.org](mailto:applicantfeedback@rwjf.org).

## USE OF GRANT FUNDS

The program will support up to 75 scholars for the 2018 cohort. In this round of funding, funds may come from the Robert Wood Johnson Foundation or one of the other funders: the NPO (through funding provided by Johnson & Johnson Services, Inc.); Cedars-Sinai Medical Center; Northwell Health; Rush University Medical Center; Cincinnati Children's Hospital Medical Center; Sharp HealthCare; or Memorial Sloan Kettering Cancer Center. The school will receive \$75,000 to be used toward a scholar selected by the school over the three years of their PhD program. The school will provide an additional \$50,000 (may be in kind) over the three years to the selected scholar. The school and the scholar will determine how these funds will be used to support the student's tuition, fees, living expenses, research activities, travel to program meetings and other expenses over the three years of the program. Some additional restrictions on the use of funds may apply in the case that the funding is restricted to an employee of the funder.

## HOW TO APPLY

Applications to the RWJF Future of Nursing Scholars program must be submitted via the RWJF online system. Visit [www.rwjf.org/cfp/fns5](http://www.rwjf.org/cfp/fns5) and use the "Apply Online" link. If you have not already done so, you must register at <http://my.rwjf.org> before you begin the application process.

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Please direct inquiries to the NPO:

Heather J. Kelley-Thompson, *deputy director*

Phone: (215) 898-9836

Email: [hkelley@nursing.upenn.edu](mailto:hkelley@nursing.upenn.edu)

All applicants should log in to the system and familiarize themselves with the 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.

## PROGRAM DIRECTION

Direction and technical assistance for this program are provided by the University of Pennsylvania School of Nursing, which serves as the NPO, located at:

### **Future of Nursing Scholars Program**

University of Pennsylvania School of Nursing

418 Curie Boulevard, Suite 303

Philadelphia, PA 19104

Phone: (215) 898-9836

Email: [fns@nursing.upenn.edu](mailto:fns@nursing.upenn.edu)

Website: [www.futureofnursingscholars.org](http://www.futureofnursingscholars.org)

Responsible staff members at the NPO are:

- Julie A. Fairman, PhD, RN, FAAN, *co-program director*
- Susan B. Hassmiller, PhD, RN, FAAN, *co-program director and RWJF senior adviser for nursing*
- Heather J. Kelley-Thompson, MA, *deputy director*
- Amanda Bastelica Rutkowski, *program coordinator*
- Denise Scala, *business administrator*

Responsible staff members at the Robert Wood Johnson Foundation are:

- Maryjoan D. Ladden, PhD, RN, FAAN, *senior program officer*
- Kaytura Felix, MD, *managing director, Leadership for Better Health team*
- James Mendez, *program financial analyst*

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## NATIONAL ADVISORY COMMITTEE

### **Angela Amar, PhD, RN, FAAN**

Associate Professor  
Emory University School of Nursing  
Atlanta, GA

### **Geraldine “Polly” Bednash, PhD, RN, FAAN**

Former CEO and Executive Director  
American Association of Colleges of Nursing  
Washington, DC

### **Patricia A. Grady, PhD, RN, FAAN**

Director  
National Institute of Nursing Research  
Bethesda, MA

### **Bernard A. Harris, Jr., MD, MBA, FACP**

Chief Executive Officer and Managing Partner  
Vesalius Ventures, Inc.  
Houston, TX

### **Linda Headrick, MD, MS, FACP**

Senior Associate Dean for Education and Faculty Development, and Professor of Medicine at the School of Medicine  
University of Missouri-Columbia  
Columbia, MO

### **Margaret McLean Heitkemper, PhD, RN, FAAN**

Chairperson, Department of Biobehavioral Nursing and Health Systems  
University of Washington School of Nursing  
Seattle, WA

### **Deborah E. Jones, PhD, RN, CNE**

Former Dean  
Hampton University School of Nursing  
Hampton, VA

### **Ancella Livers, PhD**

Senior Design Faculty

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Center for Creative Leadership  
Greensboro, NC

**Jerry A. Mansfield, PhD, RN, NEA-BC**  
Executive Chief Nursing Officer and Chief Patient Experience Officer  
Medical University of South Carolina  
Charleston, SC

**Wanda Montalvo, PhD, RN, ANP**  
Associate Director  
Weitzman Institute  
New York, NY

**Patricia L. Starck, PhD, RN, FAAN**  
Former Dean, School of Nursing and Senior Vice President for Community Affairs  
University of Texas Health Science Center at Houston  
Houston, TX

**Shelley White-Means, PhD**  
Professor of Economics in the Health Outcomes and Policy Research Division, Department of  
Pharmaceutical Sciences in the College of Pharmacy  
University of Tennessee Health Science Center  
Memphis, TN

**Douglas Wholey, PhD, MBA**  
Professor of Health Policy and Management  
University of Minnesota  
Minneapolis, MN

**Shanita Williams, PhD, MPH, APRN**  
Deputy Director for the Northeast Health Services Division in the Office of Northern Health Services in  
the Bureau of Primary Health Care  
Health Resources and Services Administration  
Rockville, MD

## **KEY DATES AND DEADLINES**

*September 14, 2017 (3 p.m. ET)*

Deadline for receipt of applications.\*

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*November 2017*

The national advisory committee selects finalist schools.

*December 2017*

Schools receive notification of awards.

*April 2018*

Awards begin. Scholars selected by schools by early summer but scholars do not begin the PhD program until fall 2018.

*July 2018*

Grant funds distributed to schools.

*July 31–August 2, 2018*

Scholar Boot Camp in Princeton, N.J.

*\* All applicants should log in to the system and familiarize themselves with the 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.*

## ABOUT THE ROBERT WOOD JOHNSON FOUNDATION

For more than 40 years the Robert Wood Johnson Foundation has worked to improve health and health care. We are working with others to build a national Culture of Health, enabling everyone in America to live longer, healthier lives. 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/en/manage-your-subscriptions.html](http://www.rwjf.org/en/manage-your-subscriptions.html).

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