

## 2019 Call for Applications

Application Deadline: March 13, 2019 (3 p.m. ET)



## Interdisciplinary Research Leaders

### BACKGROUND

The Robert Wood Johnson Foundation (RWJF) is working alongside others to build a national Culture of Health that provides everyone in America a fair and just opportunity for health and well-being. Many obstacles pose challenges to this audacious vision. Life expectancy varies widely based on where people live, learn, work, and play. We spend more for our health care than any other developed nation, yet the quality of our health care and our overall health status don't reflect that investment. Our population is increasingly diverse, yet inequities in health persist.

That's why RWJF supports a number of leadership development programs: We know that our nation needs a generation of leaders who recognize that to solve these pressing problems, we must approach them in a new way. Our leadership development programs are built to develop, support, and connect leaders who are:

- **Caring**, recognizing that leadership is relational, and that genuine care for others is at the heart of good leadership.
- **Curious**, with a genuine desire to connect, listen, learn, and grow.
- **Collaborative**, with a deep understanding that the changes we seek cannot be accomplished by any one person, organization, or sector, that working together with other change makers across boundaries is essential.
- **Committed** to taking risks and acting boldly to move beyond dreams toward real pathways to change—and to achieving greater equity in communities across our country.

Do you share our vision for leadership—and want to take the next step in your leadership journey? We encourage you to explore the [Interdisciplinary Research Leaders](#) program, highlighted in this call for applications (CFA)—or go online to visit our [program finder](#) to find the leadership development program that's right for you.

### ABOUT THE INTERDISCIPLINARY RESEARCH LEADERS PROGRAM

This call for applications seeks *teams* of researchers and community members who are committed to working together to produce community-relevant, action-oriented research to improve health and well-being. The applicant organization (the one group that will accept and distribute RWJF funds) will be represented by the team members listed on its application.

#### *Program Goals*

The broad goal of the Interdisciplinary Research Leaders (IRL) program is to produce diverse interdisciplinary leaders who conduct and apply high-quality, community-engaged, action-oriented, equity-focused health research in order to drive improvements in the health of communities. Another central goal of the IRL program is to foster and support

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new interdisciplinary, action-oriented research collaborations that will help build the evidence base for effective community interventions to improve health for all.

Accordingly, the program will recruit and select applicants represented by teams of three people (“IRL team”): two mid-career researchers and one community member to become IRL program fellows. IRL teams will be the grantees in this program and join together as a diverse cohort of fellows that will participate in a three-year program. During this time, fellows will receive:

- leadership training
- opportunities to learn and apply cutting-edge research methods
- expert mentoring
- networking opportunities; and,
- both fellowship and research funds.

With these resources, IRL fellows will be better equipped to effect change and become the next generation of leaders in population health and health equity research.

## *Program Activities*

We anticipate supporting up to 15 teams (three members each) during this funding cycle, or cohort. Each cohort of the IRL program will work within designated topic areas related to the social determinants of health and other issues related to health equity (e.g., community development and health). Future cohorts will focus on different topics, which will be identified and announced over time.

Each cohort spends three years in the IRL program. Each fellow on an IRL team should expect to consistently spend at least eight hours per week on program-related activities. During the first four months, the team will focus on becoming oriented to the IRL curriculum and experience, and on refining their research plan and gaining program approval to conduct their proposed research project. In the subsequent two years, the team will focus on executing the research project and on broader leadership development activities. The final six months will be focused on dissemination of research results and action. Distance learning, in-person meetings, and tailored mentoring will run throughout the three-year period.

Over the three-year duration of the program, teams are expected to participate in regular (e.g., weekly) online learning activities, networking and collaborative opportunities, and occasional (e.g., two to three times per year) in-person meetings. They are also expected to develop a detailed proposal for the team’s specific research project, execute the research project, and actively disseminate its findings.

Team research projects, either qualitative or quantitative, should focus on issues for which there is clear potential for action and change. They must be methodologically rigorous and properly scaled for a two-year study time frame and budget constraints.

Research conducted by IRL teams should draw from multiple scientific and social scientific disciplines, especially those typically underrepresented in health research (e.g., civil engineering or anthropology). Research designs may be case studies; evaluations of interventions; experiments; financial, economic or cost-effectiveness studies; health impact assessments; legal analyses; natural experiments; policy analyses; existing data analyses; qualitative/ethnographic investigations or other action-oriented designs.

Learning objectives for all team members include:

- Engage in change leadership for the promotion of health equity and social justice;

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- Improve facilitation of rigorous, action-oriented research that benefits community members and advances health equity goals;
- Increase understanding of the constraints to action, such as structural racism, in both the historical and contemporary contexts;
- Enhance skills to ensure ethical research and community standards remain a priority;
- Understand the policy process and how best to communicate research evidence to inform policy; and

Learning objectives directed for community partners include:

- Increase capacity for partnering with researchers aiming to answer critical community-oriented questions; and
- Foster skills to find, understand, and interpret research findings and to leverage them for action.

Learning objectives directed for researchers include:

- Increase expertise in interdisciplinary research team-building and authentic community engagement; and
- Develop new and/or enhance competencies in a variety of rigorous qualitative and quantitative research methodologies useful for identifying causal relationships critical to effecting change.

## *Program Support*

The IRL program will support these activities of the grantees by: supporting an IRL fellow's time; providing the infrastructure for online collaboration; providing IRL teams with expert mentoring to ensure success; and providing grant funds specifically for each IRL team's research project.

## *Themes/Topic Areas*

The IRL program requires applicant teams to address one of two focus areas, called themes. IRL requires such focus in order to build cohort cohesiveness and to generate a critical mass of evidence for change. Applicant selection procedures aim to balance the number of accepted teams across themes so there are approximately the same number of teams in each thematic focus area within each cohort.

Applicants are strongly encouraged to propose research that reveals actionable solutions to improving the health of persons and populations through public or private sector policy and/or programs. Achieving health equity (for communities of color, low socioeconomic status, and Native populations) remains a central tenet of the program.

For this IRL cohort (beginning September 2019), the two research themes are:

1. Community development and health
2. Clinical practice, social services, and health

**1. Community development and health:** The IRL program seeks leaders who will conduct research projects focused on community development and health. The term "community development" describes a largely nonprofit sector of the economy that provides interventions to improve low-income communities and the lives of the people who live in them. The interventions are primarily investments to help communities provide service-enriched affordable housing, clinics, schools, grocery stores, and other facilities to make neighborhoods more vibrant. In addition, community development fosters small businesses as a means of developing local entrepreneurs; more small businesses in low-income neighborhoods provide local jobs and can create a powerful, positive ripple effect that improves the local economy for all (see Jutte et al. 2015. "Neighborhood adversity, child health, and the role for community development." *Pediatrics* 135). While the emphasis is typically on developing physical capital—primarily real estate and related structures—community development efforts may also strengthen the social bonds and capital within

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communities. They do so by involving residents in the conceptualizing, designing, building, and operating stages of development. In other words, building brick-and-mortar structures also helps build the community in a larger sense (see Braunstein & Lavizzo-Mourey. 2011. "How the health and community development sectors are combining forces to improve health and well-being." *Health Affairs* 30).

There is an abundance of research addressing the association of neighborhood conditions and health (the so-called "neighborhood effects" literature), but little of this work is action-oriented and almost none of it relies on community-engaged methodologies. Although more action-oriented, there is a paucity of research focused on the relationship among community development, business collaborations, and health, especially with community-engaged methodologies. This is unfortunate, as some estimate that the community development sector invests more than \$200 billion annually in low-income neighborhoods. While there is evidence that the most impactful investments have improved a community's built and social and service environment, the relationship between community development and health remains largely unexplored or rigorously evaluated.

Accordingly, this research theme aims to generate research to support community development for health. Proposed projects should focus on direct and indirect community development efforts from community development financial institutions (CDFIs); developers; bankers; hospitals, schools and other anchor institutions; and other economic stakeholders. Intersectoral (e.g., business, local government, philanthropy, education) efforts are highly desired. Setting this work apart from the existing literature is community engagement, which is the foundation-stone of the IRL program. While documenting problems is important, the IRL program is, again, primarily interested in developing and testing evidence-based solutions. Projects that aim to improve health equity are always highly valued in the IRL program.

The following research projects are examples of topics of potential interest under this theme. These examples are merely illustrative, and we welcome proposals for a range of topics and approaches, provided they are consistent with the discussion above.

- A quasi-experimental study of investment strategies designed to attract primary care providers to underserved communities and support community efforts to improve behavioral health services.
- A survey of key stakeholders of five hospitals that aims to understand local employment opportunities, hospital hiring and contracting, and health services for neighborhood community members.
- A rigorous qualitative evaluation of a novel financing plan for grocery stores in low-income neighborhoods that lack local access to nutritious food.
- An experimental study where underemployed persons are randomized to either: (a) a skill-training program designed to meet local employer needs or (b) a personal financial literacy and management program.
- A case study of a new transit-oriented development plan that addresses investor financing, small business protections and growth, employment opportunities, and community input from an equity perspective.

*2. Clinical practice, social services, and health:* The IRL program seeks leaders who will conduct research projects focused on the relationships among clinical practice, social services, and health. Both medical services and social factors play central roles in determining the health status of individuals and populations. Yet there is insufficient knowledge of, and coordination between, clinical practice and social services, particularly for vulnerable and marginalized populations. Research indicates that health and well-being is improved when organizations in different sectors collaborate. Yet the barriers to collaboration are daunting. Not only are there privacy, technology, and knowledge challenges, but models for compensation of health care providers, especially, appear difficult to establish and maintain. By its very nature, joint work brings together professionals with different philosophies and values. These cultural differences can act as critical barriers to success.

Accordingly, this research theme aims to generate community-engaged research on solutions for better integration and alignment of clinical practice and social service systems. Research should focus on the bi-directional nature of

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collaboration, such that some projects will focus on how health care can better connect and partner with social services, while others focus on how social service organizations can inform and work with their health care partners. The goal is to improve systems and develop leaders that share a set of priorities for outcomes that are also shared by the people they serve. Setting this work apart from the existing literature is the emphasis on community engagement and equity, both of which are foundation-stones of the IRL program.

Our working definition of social service systems includes effort in the following areas: housing; transportation; education; employment; food and nutrition assistance; child protection services; child and family support; criminal and juvenile justice systems. Our working definition of medical systems includes all conventional areas, but we are particularly interested in work in behavioral health; veteran affairs; pediatrics; and elder care. Since they tend to focus only on health care as traditionally conceived, most efforts to create medical homes and integrated health care delivery systems are not the focus of this theme.

We offer the following examples in order to give prospective applicants a sense of the types of projects that may be of interest:

- A case study of a novel medical-legal partnership addressing the institutional, policy, and contextual factors that limit the coordination of services for child and family well-being, and how such factors might be overcome.
- An experimental (i.e., factorial) survey of stakeholder privacy concerns in a hypothetical integrated-system, data-sharing plan that links elder care organization data with gerontology practice electronic medical records.
- A rigorous qualitative study into how system integration benefits not only medical providers but social service efforts.
- A mixed-methods study—one that engages the local community—into strengths and weaknesses of metrics and tools for measuring successful integration in a Veterans Administration system and local not-for-profit veteran system organizations.
- A quasi-experimental study of the success of various reimbursement schemes designed to promote integration across sectors.

## WHO'S ELIGIBLE FOR THE INTERDISCIPLINARY RESEARCH LEADERS PROGRAM?

The Interdisciplinary Research Leaders program is a *team-based program*; teams must be sponsored by an *applicant organization*.

*What are the requirements for teams?*

Teams must be:

- comprised of *three* mid-career individuals:
  - two researchers: people with a terminal degree in their field (e.g., PhD) or extensive research or evaluation experience; and
  - one community partner: individuals with close ties to a community of interest who do not regularly engage in research as a main function of their job; these individuals must have the potential to take action on the issue themselves or have relationships with entities that can take action;
- sponsored by an applicant organization.

There are no strict rules for who is or is not mid-career, but we anticipate that mid-career applicants have approximately five years of high-quality experience and are not within 10 years of retirement.

Teams must submit applications that relate to one of the program themes to be considered for this cohort of the IRL program:

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- Community development and health
- Clinical practice, social services, and health

*What are the requirements for individual team members?*

Researchers:

- Should come from diverse disciplinary backgrounds or scientific perspectives; we are looking for novel interdisciplinary partnerships.
- Do not need to be located in the same geographical area, but should articulate a plan for maintaining team cohesion as part of the application and selection process.
- Are from fields that traditionally do not study health, or researchers who do not have prior direct experience in health research, are especially encouraged to apply.
- May hold academic appointments or positions in applied research firms or community organizations.

Community partners:

- May work in a variety of organizational settings, as long as their experience and expertise are relevant to the proposed research project and the partner has authentic engagement with the community involved in the research project.
- May be community organizers, educators, leaders, local government workers, or any of a wide range of people working in the nonprofit and private sectors, whether health care-related or not.

All team members must:

- Be at least 21 years old as of September 1, 2019.
- Be a U.S. citizen, permanent resident, or individual granted Deferred Action for Childhood Arrivals (DACA) status by the U.S. Citizenship and Immigration Services at the time of application. As federal policy or laws change, we may need to consider adjustments in eligibility and grant terms.

The following individuals *are not* eligible to apply or be part of an Interdisciplinary Research Leaders team:

- Federal, state, tribal and local government employees who are considered government officials<sup>1</sup> under Section 4946 of the Internal Revenue Code.
- Individual candidates who are related by blood or marriage to any Officer<sup>2</sup> or Trustee of the Robert Wood Johnson Foundation, or be a descendant of its founder, Robert Wood Johnson.

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<sup>1</sup> For these purposes, a government official is defined as any person who holds one of the following:

- (a) An elective public office in the executive or legislative branch of the Government of the United States.
- (b) An office in the executive or judicial branch of the Government of the United States, appointment to which was made by the President.
- (c) A position in the executive, legislative, or judicial branch of the Government of the United States—(A) which is listed in schedule C of rule VI of the Civil Service Rules; or (B) the compensation for which is equal to or greater than the lowest rate of basic pay for the Senior Executive Service under section 5382 of title 5, United States Code.
- (d) A position under the House of Representatives or the Senate of the United States held by an individual receiving gross compensation at an annual rate of \$15,000 or more.
- (e) An elective or appointive public office in the executive, legislative, or judicial branch of the government of a State, tribe, possession of the United States, or political subdivision or other area of any of the foregoing, or of the District of Columbia, held by an individual receiving gross compensation at an annual rate of \$20,000 or more, and a significant part of whose activities include "the independent performance of policymaking functions.
- (f) A position as personal or executive assistant or secretary to any of the foregoing or
- (g) A member of the Internal Revenue Service Oversight Board.

<sup>2</sup> The Officers are the Chair of the Board of Trustees; President and CEO; Chief of Staff; Executive Vice President; General Counsel; Secretary; Assistant Secretary; Treasurer; Assistant Treasurer; and Chief Investment Officer of the Foundation.

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- Individuals who are receiving support from other research fellowships/traineeships; this includes NIH K award and similar training support.

*What are the requirements for applicant organizations?*

The applicant organization must:

- Be an organization based in the United States or its territories.
- Have the administrative and financial capacity and experience to accept the award and to be able to distribute funds consistent with the permitted use of funds described herein, and within the approved budget. This includes having proper governance; sufficient staffing; and strong policies, procedures, and internal controls.
- Be able to sign a letter of agreement with RWJF and submit annual financial and narrative reports to the Foundation.

*A note about program withdrawals and team member replacement:* While grantees are expected to maintain the same IRL team during the full three-year grant period, we acknowledge that under extreme circumstances, some team members may not be able to remain on the team for the full three years. Because the program and related activities are cumulative over time, in such an event, the national program center and RWJF will work with the grantee on possible solutions.

## HOW DO WE CHOOSE FELLOW TEAMS FOR THIS PROGRAM?

If you're passionate about your leadership journey, and you'd like to be among up to 15 teams of leaders chosen from the many applications we receive each year for the Interdisciplinary Research Leaders program, your team will need to:

- Meet the individual, team, and applicant organization eligibility criteria described above;
- Work with the applicant organization to put together and submit application materials according to the guidelines provided in the online application system;
- Thoroughly describe their experience and plan for establishing and/or maintaining an effective, equitable collaboration, without any team member serving in a subordinate role, and be accountable to the community;
- Include team members who have the capacity and desire to become leaders in advancing population health and health equity at local and national levels; and
- Submit a preliminary research proposal for a project that fits within one of the two topics/themes described above. This research should have a strong potential to inform policy or action at the local and/or national level.

How will we choose fellow teams from the applications we receive for the next cohort of Interdisciplinary Research Leaders? We will also consider your:

- Preliminary research proposal and whether it includes research that draws from multiple scientific and social scientific disciplines, especially those typically underrepresented in health research (e.g., civil engineering or anthropology). Research designs may be case studies; evaluations of interventions; experiments; financial, economic or cost-effectiveness studies; health impact assessments; legal analyses; natural experiments; policy analyses; existing data analyses; or qualitative/ethnographic investigations or other action-oriented designs.
- Ability to execute the research project within the time frame and budget of the IRL program.

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- Inclusion of researcher partners on the team with demonstrated expertise in their respective disciplines.
- Inclusion of a community partner on the team with demonstrated investment and expertise in the proposed research topic and authentic relationships with local community.
- Potential to contribute to the broader vision of building a Culture of Health.

Additionally, the overall cohort will be selected to be diverse in terms of geographic location, disciplinary background, research and leadership experience, and community partners. Among other characteristics, the racial, ethnic, and socioeconomic diversity of the populations proposed to be studied will also be considered.

## HOW DOES THE APPLICATION AND SELECTION PROCESS WORK?

Each applicant organization will submit one application (on behalf of the team) through the RWJF online application system. Here's how:

- Gather the materials you will need to apply; see the description of the funding process, below, for more details on exactly what you'll need.
- If you haven't already done so, register at [MyRWJF](#).
- Then go to [www.rwjf.org/cfp/irl4](http://www.rwjf.org/cfp/irl4) and click on "apply online." From there, you'll be able to follow the instructions and use the templates provided.
- Be sure to allow yourself plenty of time to register for MyRWJF, familiarize yourself with the online submission requirements, gather all your materials, and complete all sections of the application. Because we receive so many applications, staff may not be able to assist all applicants in the final 24 hours before the submission deadline.
- RWJF will accept only those applications that are completed and submitted at the time of the deadline. Because one of our Guiding Principles is to treat everyone with fairness and respect, RWJF's deadline policy applies to all applicants. If you experience a problem with the online application system that may prevent you from submitting on time, please notify the program administrator immediately by clicking on the "Contact Us" link found in the "Resources" area on the left side of most screens within the online application site.

There are two phases in this funding process:

*Phase 1: IRL Program Applications From Applicant Organizations (due March 13, 2019 by 3 p.m. ET)*

Each applicant organization must submit a complete application, including information about the organization and its selected team, including:

- short individual essays
- a collaborative statement for the team
- a preliminary research description
- biographical sketches of team members
- limited optional appendices

A committee made up of representatives from the national program center, the program's national advisory committee (NAC), and RWJF staff members, will review applications based on the eligibility and selection criteria described in this call for applications. Semifinalists will be invited for online (e.g., Skype) interviews, and all team



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members must participate in the interviews to be eligible for selection. After the semifinalist interviews are completed, the NAC and the national program center will make recommendations to RWJF, and RWJF will make the final decisions on finalists.

## *Phase 2: Finalist Supplemental Applications*

Finalists will be required to submit additional information about the organization and, if any team member is employed full-time by another organization, finalists will be required to submit a form completed by the individual's employer acknowledging the employee's potential participation in the program.

See "Key Dates and Deadlines" for more details.

We'll be hosting an optional applicant web conference call on Thursday, January 24, 2019 (3–4 p.m. ET) to provide more details and answer questions about the program. This webinar is optional, but please [register](#) in advance. The webinar will be recorded and available on the Interdisciplinary Research Leaders website, so you can view it on your own schedule.

Please direct inquiries to:

IRL National Program Center  
Phone: (844) 210-9072 (toll-free)  
Email: [researchleaders@umn.edu](mailto:researchleaders@umn.edu)

## **AWARDS DETAILS**

- Number of grants: up to 15 grants (teams of three fellows)
- Total award: up to \$350,000 per applicant organization supporting a team of three fellows for the duration of the three-year program; budget to include:
  - up to \$25,000 per year per fellow is to be allocated to support the fellow's time in the program (approximately one day per week); this represents up to \$225,000 of the total award.
  - a portion to be allocated to each team for research purposes; the total 24- to 30-month budget, including indirect costs/overhead for the project, will be up to \$125,000 (range \$25,000–\$125,000). This portion of the grant will support research activities only (e.g., purchasing data or supplies, support staff, travel related to project execution). It is not intended to support intervention/program development or implementation.

Once selected, and with the help of IRL mentors, each team will have approximately four months after the grant start date to refine and submit its particular research proposal for review and approval by the national program center. Research funds will be released upon approval of the research proposal. Funds for the research project will not be released until submission and approval of a full research proposal.

- Additional resources—in the form of training, collaborative opportunities, and travel expenses—are also provided independent of this award.
- Travel expenses for all required program meetings and trainings will be paid directly by the national program center or RWJF.

The applicant organization will be responsible for managing the grant budget and for distributing funds to the team members and/or their institution(s). Recognizing that some team members may not be employees of the grantee, this may include subcontracts to other organizations to support team members' time.

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The Foundation strongly encourages grantees to waive indirect/overhead charges, particularly on the portion of the grant intended to support the fellows' time. If indirect/overhead charges must be applied, they will result in a reduction of the funds available to support the fellows' time to participate in the program. Should the grantee organization take indirect/overhead charges, a written explanation must be submitted to RWJF in the budget narrative section of the grant application.

Recognizing that \$25,000 may not be sufficient to fully fund a one-day-per-week time commitment to IRL for some fellows, we ask at the finalist stage for the team members' employers to acknowledge their willingness to allow the fellow to commit the required time to the program.

The grant opportunity outlined in this call for applications is contingent upon final funding confirmation from the Robert Wood Johnson Foundation for such grants.

## HOW CAN YOU USE INTERDISCIPLINARY RESEARCH LEADERS GRANT FUNDS?

Research grant funds may be used for project staff salaries, consultant fees, data collection and analysis, meetings, supplies, project-related travel, and other direct project expenses, including a limited amount of equipment deemed essential to the project. In keeping with RWJF policy, grant funds may *not* be used to support clinical trials of unapproved drugs or devices, to construct or renovate facilities, for lobbying, for political activities, or as a substitute for funds currently being used to support similar activities.

## KEY DATES AND DEADLINES

- **January 24, 2019 (3–4 p.m. ET)**  
Informational webinar for prospective Interdisciplinary Research Leaders applicants; [register here](#).
- **March 13, 2019 (3 p.m. ET)**  
Deadline for receipt of fellowship applications from applicant organizations.
- **April 26–May 24, 2019**  
Semifinalist interviews.
- **Mid-June 2019**  
Finalist teams notified of recommendation into fellowship program.
- **July 10, 2019**  
Deadline for receipt of finalist supplemental applications.
- **September 15, 2019**  
Fellowships begin. Grant funding initiated.
- **October 15–18, 2019**  
Interdisciplinary Research Leaders program meeting, Minneapolis, Minn. (attendance required).
- **January 3, 2020**  
Refined research proposals from invited teams are due.
- **2020 (date TBD)**  
RWJF Annual Leadership Institute, date and location TBD (attendance required).

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- **March 16, 2020**  
Research grant funding initiated for teams.

## OUR EQUITY, DIVERSITY, AND INCLUSION COMMITMENT

The Robert Wood Johnson Foundation is committed to building a Culture of Health that provides everyone in America a fair and just opportunity for health and well-being. Achieving this goal requires focus on equity, diversity, and inclusion. To that end, we are committed to fostering diverse perspectives. We recognize that individuals' perspectives are shaped by a host of factors, such as their race, ethnicity, gender, physical and mental ability, age, socioeconomic status, gender identity and expression, sexual orientation, familial status, education, religion, legal status, military service, political affiliation, geography, and other personal and professional experiences.

We know that the presence of diverse perspectives alone is not sufficient. Therefore, we also are committed to creating inclusive environments where all individuals are encouraged to share their perspectives and experiences. We believe that only through valuing our differences and similarities, and remaining vigilant in advancing equity, will we be able to maintain an equitable workplace and actively pursue equity in all aspects of our work. We commit to being continuous learners and working alongside others to cultivate equity, diversity, and inclusion.

## EVALUATION

The purpose of evaluation at RWJF is learning and improvement. An independent research group selected by the national program center and RWJF—with funding from RWJF—is conducting an evaluation of the program. RWJF intends for this project to contribute to national efforts to develop leaders who will build a Culture of Health. Therefore, the program will publicly release results from this evaluation. The evaluation team will study the progress of the national program center in achieving its goals, as well as the impact of components that are unique to the national program center. As a condition of accepting RWJF funds, program participants must participate in the evaluation. Participation in this program includes assisting with necessary data collection to accomplish the evaluation objectives. These data collection efforts may include national program center and participant surveys, data sharing, and other activities.

## APPLICANT SURVEY PROCESS

The program applicant(s) may be contacted after the deadline by SSRS, an independent research firm. The applicant will be 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 SSRS will not impact the funding decision for your application in any way.

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

## PROGRAM DIRECTION

The University of Minnesota, along with its partners, serves as the national program center, which leads the program activities and participant experiences and provides direction and technical assistance for this program and the application process.

### Interdisciplinary Research Leaders

University of Minnesota School of Public Health  
1300 South 2nd Street, Suite 300  
Minneapolis, MN 55454

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Phone: (844) 210-9072

Email: [ResearchLeaders@umn.edu](mailto:ResearchLeaders@umn.edu)

Website: <http://interdisciplinaryresearch-leaders.org/>

Responsible staff members at the national program center are:

- J. Michael Oakes, PhD, School of Public Health, University of Minnesota, *program director*
- Andriana Abariotes, MA, School of Public Health, University of Minnesota, *co-director*

Responsible staff members at the Robert Wood Johnson Foundation are:

- Nancy Wieler Fishman, MPH, *senior program officer*

## ABOUT THE ROBERT WOOD JOHNSON FOUNDATION

For more than 45 years the Robert Wood Johnson Foundation has worked to improve health and health care. We are working alongside others to build a national Culture of Health that provides everyone in America a fair and just opportunity for health and well-being. For more information, visit [rwjf.org](http://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/manage-your-subscriptions.html](http://www.rwjf.org/manage-your-subscriptions.html).

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