

2020 Call for Applications

Application Deadline: March 11, 2020 (3 p.m. ET)



Clinical Scholars

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 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 changemakers 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 [Clinical Scholars](#) 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 CLINICAL SCHOLARS PROGRAM

Clinical Scholars is a three-year national leadership program for experienced health care providers. Clinical Scholars include pharmacists, physical therapists, veterinarians, dentists, social workers, nurses, physicians, and many health care providers working in various clinical or academic settings. Collaborating in teams from diverse disciplines, teams receive leadership development resources and funding for projects addressing complex health problems in their area, and extend their influence and impact as both professionals and trusted members of communities. More often than not, education and training for health professionals do not provide the tools, knowledge, and skills they need to lead transformative change. Clinical Scholars is designed to address that gap by offering health professionals the training to:

- Prepare to lead transformative change focused on health equity.
- Realize their unique role as both professionals and trusted members of communities.
- Cooperatively work across disciplines and professions to tackle problems that emerge from complex systems in communities—problems that jeopardize achieving a Culture of Health. These are society's "wicked problems."

2020 Call for Applications

Application Deadline: March 11, 2020 (3 p.m. ET)

If you're selected for this program, you will be expected to attend two Clinical Scholars in-person leadership retreats (approximately five days each) and one RWJF annual leadership institute (approximately three days) per year. You'll also have the option to attend additional training sessions (two to three days) during the course of the fellowship. You can complete the distance-based learning in as little as two hours per week, or eight to 10 hours per month. In addition, your team will need time to implement its "Wicked Problem Impact Project."

Throughout the program, you'll engage in:

- Intensive leadership and health equity skills development via face-to-face retreats with other fellows.
- Robust and customizable distance-based learning (via webinars, program readings, conference calls, and an online leadership library) to support skill development between retreats.
- A team-based "Wicked Problem Impact Project," addressing a real-world, significant challenge to a Culture of Health in the team's community.
- Team-based coaching to facilitate team learning and success on the "Wicked Problem Impact Project."
- Personal, executive coaching and development of individual leadership development plans.
- Completion of and feedback on the leading psychological and leadership assessment tools most used in leadership development across industries and sectors.
- Specialized, in-depth leadership training in health equity and community engagement with Community-Campus Partnerships for Health.
- Working with consultants, as needed, to assist with your project.
- Mentoring and networking within all Clinical Scholars cohorts, across other RWJF leadership programs, and with experts nationwide.

By the time you have completed the Clinical Scholars program, you and each team member will have received the tools to:

- Understand your leadership style and how to be increasingly effective in leading and managing others, as well as working collaboratively and interprofessionally.
- Advocate for positive change within your teams, organizations, and community.
- Promote creative thinking, innovation, and thought diversity.
- Understand how to appraise, synthesize, and use the best evidence to guide practice and inform policy.
- Communicate and engage with both technical and nontechnical stakeholders in multiple formats.
- Negotiate in a manner that creates win/win outcomes for all stakeholders.

WHO IS ELIGIBLE FOR THE CLINICAL SCHOLARS PROGRAM?

Clinical Scholars is a *team-based program* for a wide variety of health professionals in community, clinical, or academic settings (e.g., audiologists, clinical counselors, dentists, dietitians, nurses, nurse practitioners, nutritionists, occupational therapists, pharmacists, physical therapists, physicians, physician assistants, psychologists, social workers, speech therapists, veterinarians). The team must be sponsored by an *applicant organization that will manage the award*.

2020 Call for Applications

Application Deadline: March 11, 2020 (3 p.m. ET)

What are the requirements for individual team members?

Each team member must:

- Have five or more years of clinical practice experience post-training and licensure in his or her chosen health profession.
- Be at least 21 years old as of September 1, 2020.
- 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.
- Currently work in one of the following capacities:
- Clinical health professional: sees patients/clients in a clinical, community, or school-based setting
 - Clinical supervisor: supervises trainees or students in a clinical, community, or school-based setting
 - Administrator: systems-level leadership role in the direction of patient care (e.g., nurse administrators)

The following individuals are *not* eligible to apply or be part of a Clinical Scholars team:

- Federal, state, tribal, and local government employees who are considered government officials¹ under Section 4946 of the Internal Revenue Code.
- Individual candidates who are related by blood or marriage to any Officer² or Trustee of the Robert Wood Johnson Foundation, or be a descendant of its founder, Robert Wood Johnson.

What are the requirements for teams?

Teams must:

- Select an applicant organization that will act as its fiscal sponsor.
- Consist of three to five members, representing at least two clinical health care professions.
- Have at least one team member who has a terminal degree for practice in his or her health-related field.

Teams may consist of members from within the same or across different organizations. Teams may have a history of working together or be newly formed.

A note about program withdrawals and team member replacement: While applicant organizations are expected to maintain the same Clinical Scholars team during the full three-year grant period, we understand that, under extreme circumstances, some team members may not be able to remain on the team for the full three years. Because the

¹ 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.

² 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.

2020 Call for Applications

Application Deadline: March 11, 2020 (3 p.m. ET)

program and related activities are cumulative, in the event a team member cannot remain on the team, the national program center and RWJF will work with the applicant organization on possible solutions.

What are the requirements for applicant organizations?

The applicant organization that sponsors the team must be a legal entity that:

- is based in the United States or its territories.
- has the administrative and financial capacity, as well as the 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 financial policies, procedures, and internal controls. Applicant organizations are *not* restricted to academic institutions.

How do we choose teams for this program?

If you're passionate about your leadership journey, and you'd like to be among the eight to 10 teams of leaders chosen from the many applications we receive each year for the Clinical Scholars program, your team will need to:

- Meet the individual, team eligibility, and applicant organization criteria described above;
- Work with the applicant organization to submit application materials according to the guidelines provided in the online application system; and
- Commit to attending *all scheduled activities*, including all online activities, and the following in-person meetings:
 - Virtual applicant interviews: between June 3–4, 2020
 - In-person meetings, three times per year (2020–2023):
 - Clinical Scholars onsite intensive leadership development retreat, October 24–29, 2020
 - Clinical Scholars onsite intensive leadership development retreat, April 10–15, 2021
 - RWJF Annual Leadership Institute

Please note: Dates for required meetings may change. Updates will be posted at:

<http://clinicalscholarsnli.org/about/upcoming-dates/>

What do we consider as we select Clinical Scholars teams?

- Team members' potential to become national change leaders in their focus areas.
- Demonstrated commitment to leadership growth and development, and ability to put learning into practice.
- Composition of teams: interprofessional diversity that reflects the perspectives needed to address the "Wicked Problem Impact Project."
- Meaningful experience and collaboration with the community impacted by the "wicked problem."
- Demonstrated long-term commitment to fostering and achieving health equity.
- Evidence that each team member has clear organizational support for proposed individual leadership development and team-related activities.
- "Wicked Problem Impact Project" and how it:
 - addresses a significant community or organizational problem that jeopardizes achieving a Culture of Health;
 - demonstrates evidence of community engagement in the identification of the problem and proposed solution;
 - recognizes and addresses system complexity;
 - demonstrates technical competence;
 - illustrates collaborative interdisciplinary and interprofessional partnership;
 - fosters innovation; and

2020 Call for Applications

Application Deadline: March 11, 2020 (3 p.m. ET)

- articulates proposed measures for success, as well as alignment with the four Action Areas of RWJF's Culture of Health [Action Framework](#).

As we select our scholar teams, we will consider the diversity of the overall cohort in terms of geographic location, disciplinary background, research and leadership experience, and community partners. Among other characteristics, we will also consider the racial, ethnic, and socioeconomic diversity of the populations with whom teams propose to work.

HOW DOES THE APPLICATION AND SELECTION PROCESS WORK?

Each applicant organization will submit one application through the RWJF online application system. Here's how:

- Gather the materials you will need to apply:
 - Names, positions, institutions, and contact information of team members.
 - Each team member's academic and professional qualifications, including a resume (preferred) or curriculum vitae (up to five pages).
 - Each applicant team member's personal statement describing their leadership growth goals and how the program may help them achieve their aspired goals (up to one page).
 - Complete description of proposed "Wicked Problem Impact Project"; be sure to clearly describe the role of each team member, detailed budget, and budget justification (up to five pages). Sample narratives are accessible within the RWJF online application system.
 - A video describing the community in which the team works or will work and the identified wicked problem. This is your chance to bring your community to life for reviewers! The video should:
 - Not be more than three minutes (180 seconds) long.
 - Be created on any mobile device, specifically for this application (please, no repurposing of videos used for other purposes).
 - Not be too long or professionally produced.
 - Be uploaded as part of the application process, using the instructions in the application.
 - Two letters of reference per applicant team member from a supervisor or mentor who can reflect on the team member's initiative, ability to relate to and work with teams, and potential for leadership growth.
- If you haven't already done so, register at [MyRWJF](#). Then go to www.rwjf.org/cfp/cs5 and click on "apply online." From there, you'll be able to follow the instructions and use the templates provided online.
- 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. You are encouraged to contact Clinical Scholars with questions about your application in the weeks prior to the application deadline. 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.

2020 Call for Applications

Application Deadline: March 11, 2020 (3 p.m. ET)

After the application process has closed, a committee made up of representatives from the national program center, the national advisory committee (NAC) for the Clinical Scholars program, and RWJF staff members will review each application based on the eligibility and selection criteria in order to select semifinalist teams.

Semifinalist teams will then be invited for interviews that will be conducted via distance-based technology. The NAC and the national program center will make recommendations to RWJF, and RWJF will make the final decision on finalist teams. RWJF does not provide individual critiques of applications submitted.

Finalists will be required to submit additional information about the applicant organization. If any team member is employed full-time by another organization, finalists will be required to submit a form completed by the individual team member'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 January 28, 2020 from 4–5 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 Clinical Scholars website, so you can view it on your own schedule.

Please direct inquiries to:

Melissa Green, MPH, *deputy director for Recruitment and Communications*
Phone: (919) 843-3304
Email: clinical.scholars@unc.edu

AWARD DETAILS

- Number of fellows in the 2020 cohort: up to 35 (in teams of three to five)
- Grant funds: Grant funding is awarded based on team size—ranging from up to \$315,000 for a three-person team to a maximum of \$525,000 for a five-person team—to support the ongoing participation of all team members for all three years, including salary support for leadership development and project time, project funding, and project travel. This "up to" amount does not include an optional administrative fee, which the applicant organization may include to support the administrative costs of managing the award. All travel expenses to participate in the program's on-site trainings are provided to fellows at no cost. Please note: The size of the team may not increase during the grant term.

All grant funds will be paid to the applicant organization, which will be responsible for managing the grant budget. Recognizing that some team members may not be employees of the grantee, this may include subcontracts to other organizations to support the team members' time. The number of grants awarded will vary depending on the selected applicant organizations' team sizes.

The grantee organization must submit required reports, and team members must demonstrate satisfactory participation and progress toward the program's goals in order to continue receiving funding after the first year and each year thereafter.

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 CLINICAL SCHOLARS GRANT FUNDS?

This amount includes grant funds to support the ongoing participation of all team members for all three years, including salary support, project funding, and project travel. In keeping with RWJF policy, grant funds may *not* be

2020 Call for Applications

Application Deadline: March 11, 2020 (3 p.m. ET)

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. Travel-related costs to participate in the required and optional on-site leadership training are provided to teams at no cost to the team members or their institutions.

The Foundation strongly encourages applicant organizations to waive indirect/overhead charges, particularly on the portion of the grant intended to support a scholar's time. If indirect/overhead charges must be applied, they may not exceed 12 percent of the total direct costs and will thus result in a reduction of the funds available to support program activities. Should the applicant organization take indirect/overhead charges, a written explanation must be submitted to RWJF in the budget narrative section of the grant application. If the applicant organization waives indirect/overhead charges but still requires funds to cover the administrative costs of managing the award, they may include an administrative fee of \$1,000 per scholar/per year as an additional direct cost of the grant budget. This administrative fee would result in an increase of the grant amount of \$3,000 per team member. For example, the award for a team of three would increase from a total of \$315,000 to \$324,000 if the administrative fee is added in lieu of indirect/overhead charges. The award amount for a team of five would increase from \$525,000 to \$540,000.

OPEN ACCESS

In order to ensure RWJF-supported research is made accessible to a wide and diverse audience, grantees who publish findings in peer-reviewed publications must do so in open access journals. While there is no expectation for participants to publish findings under this program, should they do so, funds to cover the cost of making the resulting publications open access (typically \$2,000–\$5,000 per manuscript) will be made available to the team members independent of this award. Grantees can also consider self-archiving (depositing a free copy of an electronic document online in order to provide open access to it) in the author's own institutional repository or open archive to fulfill this requirement. Visit [SHERPA/ReMeO](#) for more information on self-archiving.

KEY DATES AND DEADLINES

- **January 28, 2020 (4–5 p.m. ET)**
Optional webinar for potential applicants of Clinical Scholars; [register here](#).
- **March 11, 2020 (3 p.m. ET)**
Deadline for receipt of full applications, including video and references.
- **June 3–4, 2020**
Web-based semifinalist interviews with the national advisory committee (attendance required); semi-finalists will be notified by May 8.
- **July 9, 2020**
Deadline for receipt of finalist supplemental applications.
- **Mid-July 2020**
Notification of finalist teams.
- **September 15, 2020**
Program begins. Grant funding initiated.
- **October 24–29, 2020**
Clinical Scholars Leadership Retreat (on-site attendance required), Durham, N.C.

2020 Call for Applications

Application Deadline: March 11, 2020 (3 p.m. ET)

- **2020 or 2021 (date TBD by RWJF)**

RWJF Annual Leadership Institute, (on-site attendance required), date and location TBD.

- **April 10–15, 2021**

Clinical Scholars Leadership Retreat (attendance required), Durham, N.C.

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 program 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 the national program center is making 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

Program applicants may be contacted after the deadline by SSRS, an independent research firm. If you are contacted, you 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 North Carolina at Chapel Hill, 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.

2020 Call for Applications

Application Deadline: March 11, 2020 (3 p.m. ET)

Clinical Scholars

Phone: (919) 843-3304

Email: clinical.scholars@unc.edu

Websites: <http://clinical-scholars.org/> (recruitment) and <http://clinicalscholarsnli.org/> (program)

Twitter: @CSPfellows

Facebook: www.facebook.com/CSPfellows

LinkedIn: www.linkedin.com/company/clinicalscholars

Responsible staff members at the national program center are:

- Giselle Corbie-Smith, MD, MSc, *co-director*
- Claudia Fernandez, DrPH, MS, RD, LDN, *co-director*

The responsible staff member at the Robert Wood Johnson Foundation is:

- Sallie A. George, MPH, *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. Follow the Foundation on Twitter at www.rwjf.org/twitter or on Facebook at www.rwjf.org/facebook.

Sign up to receive email alerts on upcoming calls for proposals at www.rwjf.org/manage-your-subscriptions.html.

50 College Road East
Princeton, NJ 08540-6614