

## 2022 Call for Applications

Application Deadline: May 4, 2022 (3 p.m. ET)



# Interdisciplinary Research Leaders<sup>i</sup>

## BACKGROUND

At the Robert Wood Johnson Foundation (RWJF), we are working alongside others to build a national Culture of Health rooted in equity. Our goal is to help improve the health of everyone in the United States by placing well-being at the center of every aspect of life.

To reach a Culture of Health, we must be honest about the fact that too many people and communities in our nation start behind, and stay behind, because they don't have the same opportunities as others, due to long-entrenched policies, practices, and narratives designed to exclude them. As a society, we need to acknowledge that racism is part of our history. If we don't focus on and tackle structural racism, we simply can't make progress toward health equity in America. We need to own our history, we need to talk about it, and we need to work together to fix it. We need to ask ourselves what our current policies, practices, and narratives are doing to repair the damage. Whom do our policies and our investments benefit the most? And whom do they hurt or exclude? What are we doing to improve the health of everyone? What social conditions continue to perpetuate the pernicious cycle of prejudice, isolation, and oppression? We must both address the socioeconomic factors that affect health and lift the barriers of racism to ensure everyone has the opportunity to be as healthy as possible.

We know that achieving this will take unprecedented collaboration—a movement for better health. At the same time, we also know we are far from alone in our belief that everyone should have the opportunity to lead a healthier life. And by working alongside many others, we can bring about meaningful change, now and for generations to come.

We believe that leadership for health equity is an essential lever for change, especially the complex change needed to dismantle structural racism. Leadership for health equity is the capacity for individuals, organizations, and communities to co-create an emerging future in which everyone has a fair and just opportunity for health and well-being. It requires all of us to work both independently and collectively, with equal attention to system and policy change and internal culture and practice. It takes a commitment to collaboration, respect, and accountability.

That's why RWJF is committed to:

- Centering equity in our leadership strategies;
- Supporting systems leaders to shift the conditions that are holding problems in place; and
- Strengthening collective leadership approaches.

We believe the key components of supporting leadership for health equity are giving leaders the resources and supports they need to thrive, building connections with others doing this important work, and strengthening the conditions for leadership to emerge. That's why RWJF supports a number of leadership development programs.

Do you share this 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 FELLOWSHIP PROGRAM

The broad goal of the Interdisciplinary Research Leaders (IRL) program is to develop and support research leaders to conduct and apply high-quality, community-engaged, action-oriented research to promote health. The IRL fellowship emphasizes a shared leadership approach to research. IRL is committed to deep community collaboration to build credible evidence that drives equitable change.

The IRL program will select up to 15 teams of three people—two researchers and one community leader—to become IRL program fellows. During the three-year program, fellows will participate in:

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- Leadership training
- Community-academic partnerships and training in community-engaged research and equitable collaboration
- Mentoring to build translation, communication and dissemination skills
- Opportunities to develop and grow networks
- Expert consultations on research methods
- Training to enhance community organizing and engagement skills
- Designing and implementing action-oriented research projects

Teams will receive both fellowship and research funds to support leadership development and projects in their communities.

### ***Program Activities***

Each of the three fellows on a team should expect to spend at least eight hours per week on program-related activities during their time as an IRL fellow. During the first four months, the team will get oriented to the IRL curriculum and experience, refine their research plan, and gain approval to conduct their proposed research project. In the subsequent two years, the team will implement their research project and participate in research leadership development activities. The final six months will be for dissemination and translating research findings into action. Throughout the program, fellows will be introduced to approaches for dissemination of evidence arising from their research project. Program experiences will include weekly online learning activities, networking and collaborative opportunities, and up to three in-person or virtual meetings each year.

Teams will develop a detailed proposal for a specific research project, execute the research project, and disseminate findings. This research project is the core activity of the IRL fellowship and will provide an emergent learning experience for teams. The goal of this work is to advance a Culture of Health and contribute to the scientific knowledge on the chosen topic.

Team research projects will focus on issues for which there is potential for action and change. They must be methodologically rigorous and properly scaled for a two-year study and budget constraints. Research questions should be developed using a community-engaged process and provide results for actionable change.

Research conducted by IRL teams can draw from multiple scientific disciplines. We encourage inclusion of disciplines that are not typically represented in health research (e.g., engineering, anthropology, transportation, urban planning). Research designs may utilize quantitative, qualitative, or mixed methods. Types of research projects can include evaluations of interventions; longitudinal and experimental designs, financial, economic or cost-effectiveness studies; natural experiments; policy analyses; existing (secondary) data analyses; or other action-oriented designs. Studies generating evidence with causal inference will be prioritized.

Applicants are asked to describe how their research will reflect engagement of community members throughout their project. Community input is vital to the identification of research questions, data collection, data interpretation, and dissemination of findings. The community engagement will inform how the research is used for meaningful change that improves health. Leading this work is the collective responsibility of all three team members.

### ***Program Support***

The IRL program will support these activities by providing financial support for IRL fellows' time; infrastructure for online collaboration; expert consulting and mentoring; training and workshops; and grant funds for the research project.

### ***Structural Racism and Health***

IRL organizes the call for applications on a focus area to build cohort cohesiveness and to generate evidence for change. The focus of the 2022 IRL CFA is structural racism and health. The aim for the new IRL cohort, beginning in November 2022, is to generate research useful for dismantling structural racism, improving health, and advancing health equity. Achieving health equity through action oriented-research—especially for communities of color; those in low socioeconomic positions; and Native populations—is a core value of the program. By action-oriented, we refer to research that examines and seeks to understand the delivery or impact of a policy, program, or other change on unequal distributions in population health. Within the broader area of structural racism and health, applicants are strongly encouraged to propose studies that reveal actionable solutions for improving the health of populations through public or private sector policies and/or programs.

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Racism exists and contributes to health inequities. Structural racism refers to “the totality of ways in which societies foster racial discrimination through mutually reinforcing systems of housing, education, employment, earnings, benefits, credit, media, health care, and criminal justice” (see Bailey et al., 2017, “Structural racism and health inequities in the USA: evidence and interventions,” *The Lancet*). Structural racism is manifested in policies, practices, and programs in ways that segregate and prioritize populations based on race and ethnicity and create barriers to social opportunity and upward mobility. Structural racism results in systemic prejudicial treatment that disproportionately increases difficulty in accessing quality health care; education; employment; housing; fair treatment in the criminal justice system; and full participation in political systems and processes. There are decades of research that indicate that these barriers and threats drive marginalization and result in inequity in community health and well-being among Black, Indigenous, and other people of color. There is an urgent need to identify solutions for eliminating and reversing the devastating effects of structural racism.

Structural racism is a fundamental cause of poor health in populations (see Phelan JC & Link BG, 2015, “Is racism a fundamental cause of inequalities in health?” *Annual Review of Sociology*, 41, 311–330). Structural racism requires mitigation and approaches for change to improve health equity for populations that have been marginalized. The IRL program seeks proposals that build evidence for solutions to eliminate the structures that perpetuate racial inequities in health, rather than proposals that seek to further document the existence or impact of structural racism and racist policies.

The IRL program is interested in proposals based in institutional systems beyond health care. Projects that address historic and long-term discriminatory policies and practices that have increased and/or perpetuated segregation, health inequities, and wealth disparities are strongly encouraged. Additionally, the IRL program is interested in projects that explore strategies and interventions in social and economic systems, including transportation, land use, education, employment, and digital connectivity. The IRL program seeks applications that address questions such as:

- How can systems be changed to reduce the impact of racist, discriminatory, or exploitative practices, policies, or actions?
- How can systems be dismantled with additional information that is generated through systematic research?

For example, IRL is interested in projects that explore strategies that address the legacy of redlining and the effect of dismantling racially restrictive covenants in property deeds on health. For information on redlining and covenants, see [Mapping Inequality Redlining in New Deal America](#) and [Mapping Prejudice](#).

The following studies are examples of potential research topics on structural racism and health. These examples are merely illustrative; IRL welcomes proposals on a range of topics and approaches, provided they are consistent with the discussion above.

- An analysis of policy language to support the siting for new transit lines based on existing and historical demographics and land development.
- A natural experiment assessing self-reported mental health among formerly incarcerated individuals as a function of neighborhood-level voter participation and civic health.
- An econometric analysis (e.g., comparing different states over time) to assess how a change in Medicaid reimbursement or enrollment eligibility affects outcomes for Black and White beneficiaries.

### WHO IS ELIGIBLE FOR THE INTERDISCIPLINARY RESEARCH LEADERS PROGRAM?

The Interdisciplinary Research Leaders program is a *team-based program*.

*What are the requirements for teams?*

- Teams must be comprised of three midcareer individuals.
- One team member must be a community partner with established leadership track record and 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 act on the issue themselves or have relationships with entities that can strongly influence action.

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- Two of the team members must be research partners with a terminal degree. Researchers must have demonstrated expertise in their field (e.g., PhD, ScD, extensive experience leading research). The research partners should have disciplinary backgrounds that are distinct and complementary.
- The team, as a group, must have previous experience conducting research on structural racism or health equity.
- Team members 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.

All team members must:

- Be at least 21 years old as of September 1, 2022.
- 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 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.
- Individuals who are receiving support from other research fellowships/traineeships; this includes NIH K award.

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

If you're passionate about your leadership journey, and you would like to be among the 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 sponsoring institution(s) to put together and submit application materials according to the guidelines provided in the online application system.
- Thoroughly describe your experience and plan for establishing and/or maintaining an effective, equitable team collaboration, without any team member serving in a subordinate role, as well as a plan for maintaining accountability 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.
- Submit a preliminary research proposal for a project that fits within the topic area described above. This research should have a strong potential to inform policy or action at the local and/or national level.

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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; Chief Operating Officer; General Counsel; Secretary; Assistant Secretary; Treasurer; Assistant Treasurer; and Chief Investment Officer of the Foundation.

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

- Research leadership potential of all members of the team to contribute to the broader vision of building a Culture of Health.
- Preliminary research proposal on topics stated above and whether it incorporates rigorous research methods that draw from multiple scientific and social scientific disciplines.
- Ability to execute the research project within the timeframe and budget of the IRL program.
- 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 their community.

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

### HOW DOES THE APPLICATION AND SELECTION PROCESS WORK?

Each team will submit one application 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/irl7](http://www.rwjf.org/cfp/irl7) 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.

### ***Applicant Deadline Policy***

All proposals for this solicitation must be submitted via the RWJF online system. Visit [www.rwjf.org/cfp/irl7](http://www.rwjf.org/cfp/irl7) and use the "Apply Online" link. If you have not already done so, you will be required to register at [MyRWJF](#) before you begin the application process.

All applicants should log in to the system and familiarize themselves with online application requirements well before the final submission deadline. Please note that, in the 24-hour period leading up to the application deadline, staff may not be able to assist all applicants with any system-related issues. Therefore, we encourage you to submit your application well before the deadline so that any unforeseen difficulties or technical problems may be addressed well in advance.

**Late submissions will not be accepted for any reason.** Submission is defined as all sections completed, marked finished, the application "submit" button used, and the application status shows "Submitted." While late submissions will not be accepted, RWJF may choose, in its sole discretion, to extend the application deadline for all applicants. Such extensions generally will be granted only in the event of: (1) a verified issue with the RWJF application system that prevented completion and submission of applications; or (2) a disaster, emergency, or significant internet outage that affects one or more regions. For purposes of this policy, a region is generally considered to be one or more states. RWJF strives to give all applicants any support needed to successfully submit their proposal prior to the

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deadline. If the deadline is extended for any reason, the extension will be posted on the funding opportunity page at [rwjf.org](http://rwjf.org) and an email will be sent to all individuals that have started an application in the RWJF online system. There are three phases in this funding process:

*Phase 1: IRL program applications from each team (due May 4, 2022, by 3 p.m. ET)*

Each proposed team must submit a complete application; this will include:

- proposed research project description
- team collaboration description
- individual leadership and research influence and aspirations
- biographical sketches of team members

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. Semifinalist teams will be invited for online (e.g., Zoom) interviews, and all team members must participate in the interviews to be eligible for selection. After the semifinalist team 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*

Each finalist team member will be required to submit additional information through the RWJF application system. Information collected at this stage will include the team member's sponsoring institution—including documentation that the organization is willing to fulfill the requirements as a sponsoring institution, and a form completed by the individual's employer(s) acknowledging the employee's potential participation in the program.

*Phase 3: Research Award Application*

Approximately four months after the fellowship begins, the team will submit an application for the research project grant. At that time, the team will select the organization that will receive and manage the research project grant.

Please direct inquiries to:

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

### AWARD DETAILS

- Number of fellows in the 2022 cohort: up to 45 fellows (15 teams)
- Grant funds from RWJF will include:
  - Stipend: \$25,000 per fellow for each year of the three-year program, \$75,000 in total. These funds are meant to support time for participation in the IRL program, including completing the program curriculum, national meetings, and dissemination activities, and will be paid to the sponsoring institution(s) as described below. An optional administrative fee of \$1,000 per year, \$3,000 in total, to cover the sponsoring institution's administrative costs of managing the grant will be available. No other indirect costs will be allowed.
  - Research project grant: \$125,000 for the specific research project that each team will carry out. The team will apply for the research project grant after the fellowship begins and, at that time, will select the organization that will receive and manage the research project grant. We anticipate that the total 24- to 30-month budget, including indirect costs/overhead for the project will be up to \$125,000. The research component of IRL will support research activities only; it is not intended to support program development or implementation. Research grant funds can be used to cover additional effort as needed; purchase data or supplies; cover support staff; collect data; or pay for travel necessary for the project's execution.
- Travel expenses for all required program meetings and trainings will be paid directly by the national leadership program center or RWJF.

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Additional resources—in the form of training, collaborative opportunities, and travel expenses—are also provided independent of this award.

After the fellowship begins, funds of up to \$15,000 per year will be available from the national program center to the community partner's employer, sponsoring institution, or another community organization directly involved in the research project. This will generally be limited to Section 501(c)(3) public charities and government entities. 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.

### WHAT IS A SPONSORING INSTITUTION?

A sponsoring institution is an organization the participant selects to receive the grant funds. A sponsoring institution must possess the administrative and financial capacity and experience to accept the award and be:

- Based in the United States or its territories;
- Willing to receive the funds from RWJF; and
- Able to distribute funds in a manner that is consistent with RWJF policies (described in "How Can You Use Interdisciplinary Research Leaders Grant Funds?").

The sponsoring institution will be responsible for signing the grant agreement with RWJF and submitting brief annual financial reports to the Foundation.

Sponsoring institutions will typically be the participant's employer; however, other sponsoring institutions are permitted, including organizations with which the applicant has a collaborative or partnering relationship. These organizations could include local nonprofits, faith-based organizations (including worship communities), and businesses. A sole proprietorship is not eligible to be a sponsoring institution.

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

You will work with your sponsoring institution to determine how the stipends will be used to support your successful completion of the program. For example, stipends might be used to defray the cost of time you spend working on the program, for living expenses, consultant fees, relevant conference/workshop registration fees, travel, supplies, and executive education.

Research grant funds may be used for project IRL fellow salaries, 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, stipend or research project funds may *not* be used to support clinical trials of unapproved drugs or devices, to construct or renovate facilities, for lobbying, or for political activities.

### OPEN ACCESS

In order to ensure RWJF-supported research is made accessible to a wide and diverse audience, peer-reviewed publications must be accessible to everyone; they must be open access. In some instances, journals charge fees to make a given article open access. Such funds—typically \$2,000–\$5,000 per manuscript—will be made available to the team members independent of this award.

### 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.

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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 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

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 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  
Phone: (844) 210-9072  
Email: [ResearchLeaders@umn.edu](mailto:ResearchLeaders@umn.edu)  
Website: <http://interdisciplinaryresearch-leaders.org/>

Responsible staff members at the national leadership program center are:

- Toben Nelson, ScD, professor, School of Public Health, University of Minnesota, *program co-director*
- Vanya C. Jones, PhD, associate professor, Johns Hopkins Bloomberg School of Public Health, *program co-director*
- Mandy LaBreche, MPH, School of Public Health, University of Minnesota, *associate director of operations*

Responsible staff members at the Robert Wood Johnson Foundation are:

- Sheldon Watts, PhD, *senior program officer*
- Christine Lee, *program financial analyst*



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### KEY DATES AND DEADLINES

- **March 17, 2022 (2 p.m. CT/3 p.m. ET)**  
Informational webinar for prospective Interdisciplinary Research Leaders applicants. This informational webinar will provide more details and answer questions about the program. The 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.
- **May 4, 2022 (3 p.m. ET)**  
Deadline for receipt of fellowship application.
- **July 5–July 25, 2022**  
Semifinalist team interviews (virtual).
- **August 22, 2022**  
Finalist teams notified of recommendation for fellowship program.
- **September 14, 2022**  
Deadline for receipt of finalist supplemental applications.
- **November 1, 2022**  
Fellowships begin. Grant funding initiated.
- **April 2023**  
Revised research proposals from teams are due.
- **May 2023**  
Interdisciplinary Research Leaders program meeting, date and location TBD (on-site attendance required unless there are public health concerns).
- **2023**  
RWJF Leadership Institute (in-person attendance required<sup>i</sup>), date and location TBD.
- **April–May 2023**  
Research grant funding initiated for teams.

### ABOUT THE ROBERT WOOD JOHNSON FOUNDATION

For 50 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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<sup>i</sup> Any required in-person interviews or meetings are subject to change as a result of the ongoing pandemic. Such changes may include modifying the timing and frequency of the meetings or offering virtual attendance options. We will notify participants as decisions are made.