

# 2015 Call for Proposals

*Proposal Deadline: January 15, 2015*



Robert Wood Johnson Foundation

New Jersey Health Initiatives: Building a Culture of Health in New Jersey – Communities Moving to Action

## BACKGROUND

Recognizing a special commitment and responsibility to its community and home state, the Robert Wood Johnson Foundation (RWJF) established the New Jersey Health Initiatives (NJHI) program more than 25 years ago to honor the philanthropic legacy of RWJF's founder, Robert Wood Johnson II. Like the rest of the nation, New Jersey faces an array of health and health care problems, and RWJF, through NJHI's grantmaking programs, is committed to supporting initiatives that address those problems in its home state.

*Building a Culture of Health in New Jersey.* Good health in New Jersey and across the country has long been defined as simply not being sick, and we as a nation have focused the majority of our resources on a health care system that diagnoses and treats illness. And while diagnosing and treating illness will always be important, there is growing consensus that to truly be healthy and stay healthy we must build a Culture of Health that enables all in our diverse society to lead healthy lives now and for generations to come. In this new Culture the healthy choice is the easy choice and being healthy is a fundamental and guiding social value that helps define American culture. Building a Culture of Health means addressing the multiple factors that influence health: health behaviors, social and economic factors, clinical care, and the physical environment (figure 1, page 2).

Given the relative weight of the social, economic, and environmental factors that influence health, the aim of this program is to prepare multi-sector, community-based coalitions to:

- build and connect the collective power of leaders, partners, and community members to work together to increase opportunities for healthy living;
- implement strategies that address the barriers to better health, with special attention to the social, economic, and environmental factors that so heavily influence health outcomes;
- cultivate a shared and deeply-held belief among leaders and partners in the importance of ensuring that everyone has the opportunity to live healthier;
- commit to sustainable systems changes, the way a community makes decisions about policies, programs, the allocation of its resources, and ultimately the way it delivers services to its citizens, and policy-oriented long-term solutions;
- secure and make the most of available resources across the community to increase opportunities for healthy living; and
- measure and share progress and results with others in the community across New Jersey and nationally.

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*Building a Culture of Health in New Jersey* means thinking broadly about health and taking action to address the many social, economic, and environmental factors that influence health where we live, learn, work, and play. To inform this work, the *County Health Rankings & Roadmaps* are intended to motivate community members and leaders to work together to build a Culture of Health. The *Rankings* are based on a model that emphasizes the factors that influence health (figure 1). To maximize impact, community leaders and organizations across sectors (e.g. residents, nonprofits, businesses, health care, public health, education, government, faith communities) need to work together to implement policy and environmental changes to address the biggest barriers to health. Addressing these barriers requires investments that build the capacity of community leaders. By providing these leaders with appropriate tools and supports, they are empowered to collaborate across sectors to identify and implement evidence-based strategies that target the policies and systems that give more individuals the opportunity to live healthier.

Equally important, New Jersey communities need to track and share the challenges and successes that come with working to build a Culture of Health so that more communities become engaged in making needed and lasting changes to live healthier.

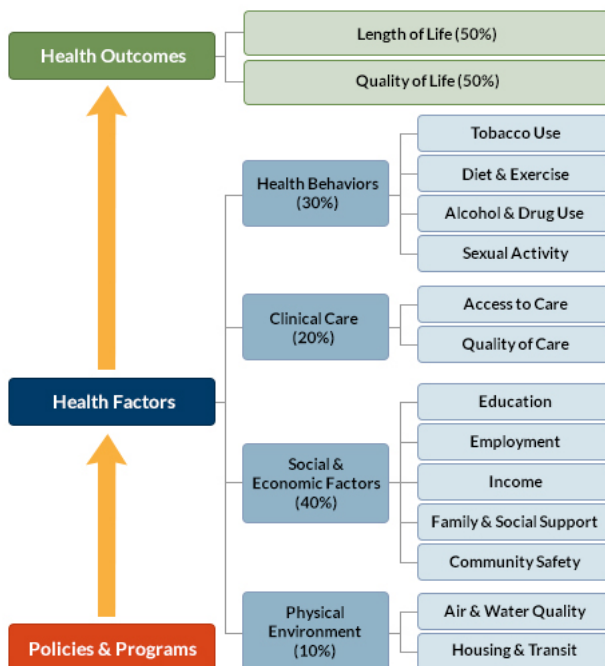


Figure 1: The *County Health Rankings Model*

*Building a Culture of Health in New Jersey* is vital to the future of our state. Through this four-year initiative, NJHI will help build a Culture of Health in New Jersey in several ways:

- Multi-sector, community-focused coalitions will be selected to participate in the Boundary Spanning Leadership Institute. This intensive, one-year leadership training program includes face-to-face trainings and coaching support designed to help coalitions establish direction,

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alignment, and commitment across sectors to address the most pressing barriers to living healthier in their communities.

- After participating in the Boundary Spanning Leadership Institute, coalition team members will be better equipped to create a Blueprint for Action, which will lay the groundwork for their coalitions' plans to improve opportunities for healthier living.
- Aligned with the *County Health Rankings & Roadmaps* model, and its four health factor areas - health behaviors, clinical care, social and economic factors, and the physical environment, the Blueprint for Action will serve as a tool to help coalitions identify priorities for action, strategies, roles and accountability, resource allocation, and measurements of success.
- After completing the boundary spanning leadership training and developing a Blueprint for Action, coalitions will become eligible for three more years of grant support for additional planning and implementation of policy and environmental change strategies to address the major barriers to living healthier in their communities.
- Throughout this initiative, all coalitions will have access to the *Roadmaps to Health Action Center* (a component of the *County Health Rankings & Roadmaps* program). This includes a coach dedicated to working with the coalitions funded through this initiative.
- This New Jersey *Roadmaps to Health* coach will provide content expertise and coaching on the Take Action cycle (see figure 2), a framework to support the teams as they create their Blueprints for Action.
- The coach will be part of the *Roadmaps to Health Action Center* coaching team and will have knowledge of the full resources of the Action Center. All coalitions will also have full access to the Action Center tools.
- Throughout the four-year initiative, coalitions will participate in statewide conferences, webinars, and networking events that bring other communities from their regions and around New Jersey into the conversation around building a Culture of Health.

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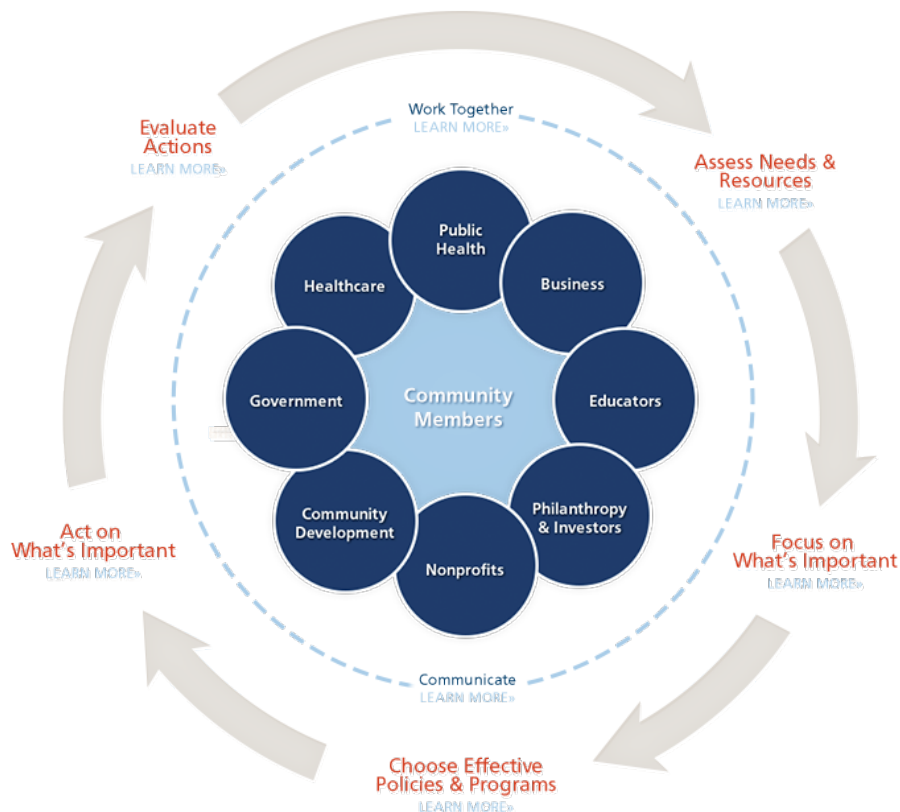


Figure 2 - The Action Cycle

*Why start with coalitions?* The most important health challenges communities face today are interdependent – they cannot be solved in isolation, and they require collaboration to address the social factors associated with living healthier. Throughout New Jersey communities have acted formally and informally to form coalitions of diverse community-based organizations, hospital systems, local health and human service agencies, schools, businesses, elected officials, public health officers, and engaged citizens to tackle the health needs of their communities. The aim of this initiative is to inform and strengthen the capacity of coalitions to lead the implementation of policy and environmental change solutions, and promising local practices for long-term solutions to build healthier communities. Through intensive training and coaching, coalitions selected for this initiative will receive tools and supports to successfully align and marshal the existing resources, expertise, and assets of their diverse stakeholders to commit to making change that will enable all members of their communities to lead healthier lives.

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*Intersection with Foundation Priorities.* RWJF is leading the movement to improve health and healthcare for an increasingly diverse American society by working across sectors to build a Culture of Health. Developing the skills and competencies of community leaders who are prepared to work across all sectors in improving the health of their communities is an important element of this movement. RWJF has invested substantial resources in innovative initiatives designed to incorporate boundary spanning leadership and the utilization of community level data, including the *County Health Rankings & Roadmaps* that provides community leaders with data, tools, and guidance to engage in building healthier communities and the [Center for Creative Leadership](#) (CCL) which transforms individuals, teams, entire organizations, and societies to achieve what matters most to them — with results that are powerful, measurable, and enduring.

The *RWJF Culture of Health Prize* is another initiative supporting a Culture of Health by recognizing and celebrating communities that have placed a priority on health and are creating powerful partnerships and deep commitments to sustainable systems changes and policy-oriented, long-term solutions to support healthier living. Through *Building a Culture of Health in New Jersey – Communities Moving to Action*, NJHI supports and promotes the dissemination and use of these innovations in New Jersey.

## THE PROGRAM

The aim of *NJHI: Building a Culture of Health in New Jersey – Communities Moving to Action* is to support communities across New Jersey to make sustainable systems changes and policy-oriented, long-term solutions for healthier living. NJHI will support up to 10 existing multi-sector, community-focused coalitions across New Jersey to participate in this four-year initiative.

In year one of the initiative, coalition teams (comprised of five coalition members plus a Community Coalition Coach selected by the coalition) from each of the 10 coalitions will be selected to participate in the Boundary Spanning Leadership Institute. Designed to enhance cooperation and success, this Institute will include intensive training to develop the skills and knowledge to work with the coalition and community to:

- use evidence to address challenges and opportunities;
- align existing resources and identify needed resources;
- focus on priorities; and
- implement the policy, programmatic, environmental, and systems changes necessary to address barriers to leading healthier lives.

Though not an exhaustive list of the representatives, the broad coalitions should include:

- Community residents
- Health care providers
- Public health representatives
- Elected officials (any participating elected official should confirm that such participation is permitted by the applicable ethics rules)
- Businesses
- Professional trade groups
- Local/state agency or department officials (health, transportation, etc.)

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- School, college, and university officials
- Nonprofit agencies
- Faith community members
- Foundations and other funders
- Community development groups

Descriptions of the coalition team members' roles, including the Community Coalition Coach, are available on the [NJHI website](#).

By the end of the first year, coalitions will complete a Blueprint for Action, a tool that will identify priorities for action, strategies, roles and accountability, resource allocation, and measures of success. The Blueprint will provide the basis for the coalition's future work and priorities, and inform activities that may be eligible for additional grant support in years two through four of this four-year initiative.

Grant funds of up to \$50,000 will be released in the first year of the initiative to the grant applicant organizations (non-profit 501 (c)(3) organization) to support all travel and expenses associated with the coalition teams' participation in the Boundary Spanning Leadership Institute, administration, facilitation, and coordination activities to support the broader coalition as it develops its Blueprint for Action. In years two through four of the initiative, the applicant organization will be eligible for additional grant support to initiate, enhance, or expand the coalition's efforts to address specific priorities in their communities as identified in their Blueprint for Action. Grant funds of up to \$150,000 in total over the final three years will be available to support coordination and implementation of plans to make lasting changes that help build a Culture of Health in their communities. To be eligible for this additional funding, the applicant organization and its coalition members will be required to raise at least \$35,000 in matching funding during the final two years of the initiative.

A few examples of what a Blueprint for Action might include are:

- Priorities for action
- Anticipated impact
- Strategies
- Outcomes: long-term, intermediate, and short-term
- Roles and accountability
- Resource allocation: available resources and needed resources
- Additional measures of impact

The Blueprint for Action should consider the following criteria currently used to judge the *RWJF Culture of Health Prize* entries and found to play a vital role in successfully moving communities toward a Culture of Health:

- Defining health in the broadest possible terms
- Committing to sustainable systems changes and policy-oriented long-term solutions
- Cultivating a shared and deeply held belief in the importance of equal opportunity for health
- Harnessing the collective power of leaders, partners, and community members
- Securing and making the most of available resources
- Measuring and sharing progress and results

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Learn more about these criteria [here](#).

Examples of Blueprints and templates for creating a Blueprint are available in the [Roadmaps to Health Action Center](#) or on the [NJHI website](#).

*The Boundary Spanning Leadership Institute.* Using its Boundary Spanning Leadership model, which educates leaders to think and act beyond group boundaries and identities, the CCL will engage participants selected by the coalitions in the one-year Leadership Institute to focus on developing interdependent, boundary spanning leadership capability among diverse members of multi-sector coalitions that are addressing the many factors that influence health.

Five coalition representatives and a Community Coalition Coach (to be identified by the coalition) will participate in the Leadership Institute. This team will participate in the following program activities and will work together throughout the year to apply their new learning and existing leadership skills to develop a Blueprint for Action with their respective coalitions. This Blueprint for Action will be used to lay the groundwork for the additional grant support in years two through four of the initiative. To be eligible for this additional grant support, the applicant organization and its coalition members must raise at least \$35,000 in matching funding during the final two years of the initiative.

#### Boundary Spanning Leadership Institute activities include:

- An orientation webinar
- An intensive training session at RWJF
- Webinars, online training sessions, and tools to support in-person sessions
- Team coaching
- An opportunity to share learning and results with fellow grantees, RWJF staff, and statewide stakeholders at the end of year one

The training session includes four days of intensive leadership development at RWJF in Princeton for five representatives of each participating community coalition. This will consist of two training sessions, each two days in length. Teams of five must commit to attend both of these sessions to ensure the program content will be applied to developing their respective community Blueprints for Action.

The Community Coalition Coaches (community members selected to participate by their coalitions) will attend the same four days of training with their teams. They will also receive an additional day of coach-specific training prior to their team's first two-day training session. The coach-specific training will provide them with tools and techniques to maximize their ability to serve their teams. The Community Coalition Coaches will also be assigned an expert CCL mentor coach to support them in this work.

Descriptions of the Community Coalition Coaches' role are available on the [NJHI website](#).

Dates for the training sessions are:

- All Community Coalition Coaches: Monday, August 24, 2015
- Group 1: Session 1: August 25 & 26, 2015; Session 2: October 6 & 7, 2015.
- Group 2: Session 1: August 27 & 28, 2015; Session 2: October 8 & 9, 2015.

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Approximately 12 months after the initial training session, all teams and their Community Coalition Coaches will complete their boundary spanning leadership experience with a two-day event at RWJF where they will share the results of their collaborative work, solidify lessons learned from the process, and present their respective initial plans for using their new skills to engage in more coalition-based efforts to advance their Blueprints for Action.

## *Moving to Action*

At the completion of the one-year Leadership Institute, coalitions will be eligible for three years of additional grant payments to enhance or expand efforts to address identified priorities in their Blueprint for Action. Grants funds totaling up to \$150,000 over the final three years will be available to support the coordination and implementation of plans that help build a Culture of Health in these communities. To be eligible for this additional funding, the applicant organization and its coalition members must provide at least \$35,000 in matching funding during the final two years of the initiative.

If, based on the recommendation of the New Jersey *Roadmaps to Health* coach and NJHI, a team is not ready for implementation at the end of year one, additional coaching support will be offered if the team continues to desire such assistance. Future funding will be based on the ongoing development and readiness of the coalitions to implement their Blueprint for Action.

During this implementation phase of the project, representatives of coalitions awarded additional funds for years two through four will participate in booster training sessions to reinforce and expand on the skills gained in the Boundary Spanning Leadership Institute. Coalitions will also have access to the New Jersey *Roadmaps to Health* coach for guidance and support on implementing their Blueprints for Action.

*Sharing Learning, Celebrating Success, and Building a Culture of Health in New Jersey.* For the duration of this four-year initiative, participating coalitions will engage in a series of statewide events to celebrate and share what they are doing in their communities to build a Culture of Health. The convenings will occur through an array of meetings and conferences, webinars, and social media. The overall goal of this element of the initiative is to generate momentum and promote alignment so that more communities in New Jersey are actively working to build a Culture of Health.

Please refer to the [NJHI website](#) for links related to boundary spanning leadership, the *County Health Rankings & Roadmaps*, and additional resources.

## TOTAL AWARDS

- Up to 10 New Jersey communities will receive grants.
- Grants of up to \$200,000 will be awarded. Up to \$50,000 will be released in the first year. Upon completion and approval of a Blueprint for Action by the end of year one, each coalition will be eligible for additional grant payments totaling up to \$150,000 for years two through four.
- To be eligible for this additional funding, the applicant organization and its coalition members must raise at least \$35,000 in matching funding during the final two years.
- Representatives selected by the grantee coalitions will participate in the Boundary Spanning Leadership Institute without charge (a value of \$50,000 per coalition).
- Grants will begin on July 1, 2015.



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## ELIGIBILITY CRITERIA

- Applicant organizations must be located in New Jersey.
- Applications for this initiative must represent a community coalition. For the purpose of this initiative, a community could be a town, township, municipality, city, county, tribe, or tribal community.
- Applicants should be part of an existing or emerging coalition that has begun working to address community health priorities.
- Applicants should describe any current limitations and how the grant and training would strengthen the capacity of the coalition to improve the health of its community.
- Applicant organizations must be either public entities or nonprofit organizations that are tax-exempt under Section 501(c)(3) of the Internal Revenue Code and are not private foundations or non-functionally integrated Type III supporting organizations. The Foundation may require additional documentation.
- Examples of applicant organizations include, but are not limited to: local health and human service agencies, K-12 education, colleges and universities, hospital systems, faith-based organizations, local government, government agencies or departments, nonprofits, or other eligible entities interested in making lasting changes to build a Culture of Health in their communities. While the applicant organization will be one entity, grant funding will be used to support coalition team members from multiple organizations, as well as work done by the full coalition. The applicant organization may serve as a fiscal sponsor for the coalition. If applicable, the applicant should review and sign a fiscal sponsor letter (included in the online application), which outlines the expectations of fiscal sponsors.

## Additional criteria include:

- Applicants will be comprised of diverse members of multi-sector coalitions committed to collaborating to build a Culture of Health by addressing at least one of the health factors in the *County Health Rankings* model.
- Ideally, the coalition teams will include members willing to participate in the leadership training and apply those skills to the work of their coalition.
- Applicants must secure the commitment of the person in their community they have selected as their Community Coalition Coach to participate in the year-long Leadership Institute.
- Five team members and their coach must be available to attend the Boundary Spanning Leadership Institute dates selected.
- Team members and coalition coaches who participate in the program must have a letter of support from their employing organization to fully engage in all curricular components of the program, which may require time away from the office for training and project work.

## DIVERSITY STATEMENT

Consistent with RWJF values, this program embraces diversity and inclusion across multiple dimensions, such as race, ethnicity, gender, disability, age and socioeconomic status. We strongly encourage applications in support of individual candidates who will help us expand the perspectives and experiences

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we bring to our work. We believe that the more we include diverse perspectives and experiences in our work, the more successful we will be as we strive together to build a Culture of Health, enabling all in our diverse society to lead healthy lives, now, and for generations to come.

## SELECTION CRITERIA

In addition to the criteria listed below, projects will be selected with the intention of funding a diverse group of grantees based on several criteria such as location (e.g., region of the state, urban/rural), characteristics of the community being served, and types of stakeholders involved in project. Priority will be given to multi-sector community-based coalitions working to address barriers to health in low-income communities. In addition, the coalitions represented by applicants for this initiative are expected to be broad-based, representing multiple sectors in the community, and representative of the community rather than issue-focused. For this reason, we will not fund more than one coalition in any geographic community.

Criteria used to assess proposals will include:

Community coalition requirements:

- Vision, passion, and capacity to move toward a Culture of Health in their community, as evidenced by a focus on the factors that influence health including health behaviors, clinical care, social and economic factors, and the physical environment
- A commitment to sustainable systems change and policy-oriented, long-term solutions
- Capacity and willingness to follow the lead of the five coalition team members and incorporate concepts shared from the Boundary Spanning Leadership Institute
- Representation from a diversity of individuals, organizations, and agencies from the community, all committed to improving health in the community
- Understanding of community makeup, trends, and needs through interpretation and application of available community-level data (e.g., County Health Rankings, community health assessment data, etc.)
- Letters of support from the mayor or highest-ranking elected official representing the defined community, local hospital, businesses, and other major employers in the target community.

Teams of five participating coalition members and one Community Coalition Coach should demonstrate:

- A strong desire to learn how to help their coalition function more interdependently to achieve optimal solutions for their community.
- Insight, courage, and evidence of an existing commitment to individual, organizational, and community growth and development.
- Representation from a diversity of individuals, organizations, and agencies from the community, all committed to improving health in the community.
- Capacity and willingness to learn in collaboration with other coalition team members through action, reflection, feedback, and support.

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- Commitment from the individuals and their employing organizations for active participation in the year-long Boundary Spanning Leadership Institute training, as evidenced in letters of commitment.
- Commitment from the team's selected Community Coalition Coach to engage in the coalition coaching role throughout this four-year initiative.

## EVALUATION AND MONITORING

Grantees are expected to meet RWJF requirements for the submission of narrative and financial reports, as well as periodic information needed for overall project performance monitoring and management. We may ask project directors to participate in periodic meetings and give progress reports on their grants. At the close of each grant, the grantee is expected to provide a written report on the project and its findings suitable for wide dissemination.

To promote the delivery of services on a broader scale, NJHI supports projects that represent learning opportunities for organizations throughout the state, and therefore NJHI creates opportunities for peer-to-peer learning that will allow grantees to share information on program challenges and potential resolutions. Grantees will be encouraged to actively participate in efforts to communicate the results of their projects to stakeholders across New Jersey to spread the use of best and promising practices.

## USE OF GRANT FUNDS

Grant funds may be used for part-time, 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 essential to the project. In keeping with RWJF policy, grant funds may not be used to subsidize individuals for the costs of their health care, 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.

Grant payments for years two through four will be contingent on completion of the Boundary Spanning Leadership Institute training and identification of the coalition's next steps in its Blueprint for Action, as well as evidence of providing up to \$35,000 in matching funds in the final two years of the grant. Grant funds will be released upon approval of these materials. Complete details are available on the [NJHI website](#).

## HOW TO APPLY

Proposals for this solicitation must be submitted via the [RWJF online system](#) using 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.

Proposals must be submitted by Thursday, January 15, 2015.

Registration will open on Wednesday, October 1, 2014, giving interested applicants access to important information on the proposal submission process, including detailed instructions for content preparation.

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After registering at MyRWJF, applicants will be instructed on the steps required to submit their proposal. The proposal will include the narrative, line-item budget and budget narrative, and supporting documentation.

It is recommended that applicants register at MyRWJF to become familiar with the online formatting and submission requirements well before the final submission deadline and before beginning to prepare any documents or materials or drafting a proposal. Instructions on the content required in the proposal narrative, line-item budget, and budget narrative are available online, along with other guidelines related to the development of the complete proposal.

Program staff may not be able to assist all applications in the final 24 hours before the submission deadline. In fairness to all applicants, the program will not accept late submissions.

No hard-copy proposals will be accepted.

NJHI program office staff members will be available to guide applicants through the online process, if necessary. Applicant questions will also be answered during several public applicant information sessions to be held across the state. These sessions will be held on:

Wednesday, October 29, 2014: 10 a.m. – Noon

Wednesday, October 29, 2014: 4:30 – 6:30 p.m.

Thursday, October 30, 2014: 10 a.m. – Noon

Thursday, October 30, 2013: 4:30 – 6:30 p.m.

Please visit the [NJHI website](#) for locations and complete details about these public applicant information sessions.

Applicant questions will also be answered during three optional Web conferences, to be held on November 19, 2014 and December 2 and 11, 2014. Each Web conference will cover the same information, including a review of steps in the proposal development and submission process, and objectives of *NJHI: Building a Culture of Health in New Jersey - Communities Moving to Action*. Registration is required to participate. Complete details are posted on the [NJHI website](#).

Additional information is available on the NJHI website in the “[Frequently Asked Questions](#)” section of the “How to Apply” page. A list of resources has been developed and links are provided on the website.

NJHI has a national advisory committee that provides assistance with the review of proposals and makes recommendations to Foundation staff about grants. RWJF will make all grant decisions. Neither NJHI nor RWJF provides individual critiques of proposals submitted.

Please direct inquiries to:  
New Jersey Health Initiatives  
Phone: (856) 225-6733  
E-mail: [info@njhi.org](mailto:info@njhi.org)  
[www.njhi.org](http://www.njhi.org)

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## PROGRAM DIRECTION

### **New Jersey Health Initiatives: Building a Culture of Health in New Jersey – Communities Moving to Action**

Direction and technical assistance for this program are provided by NJHI, which serves as the national program office located at:

Rutgers, the State University of New Jersey  
Institute for Health, Health Care Policy and Aging Research  
323 Cooper Street  
Camden, NJ 08102  
Phone: (856) 225-6733  
Fax: (856) 225-6736  
Email: [info@njhi.org](mailto:info@njhi.org)  
Website: [www.njhi.org](http://www.njhi.org)

Responsible staff members at the NJHI program office are:

Robert Atkins, Director  
Milton Ellis, Manager, Grant Operations  
Diane Hagerman, Manager, Program Development

Responsible staff members at RWJF are:

James Marks, Senior Vice President and Director, Program Portfolios  
Marco Navarro, Senior Program Officer  
Joann Baquilod, Program Financial Analyst

## KEY DATES AND DEADLINES

*October 29 & 30, 2014*

In-person applicant information sessions. Complete details available on the [NJHI website](#).

*November 19, 2014 & December 2 and 11, 2014*

Optional applicant Web conference calls. Registration is required. Please visit the [NJHI website](#) for complete details and to register.

*January 15, 2015 (3 p.m. ET)*

Deadline for receipt of full proposals.\*

*February 2015*

Applicants notified if they will receive a site visit.

*March and April 2015*

Site visits to selected applicants.

*June 2015*

Notification of awards.

*July 1, 2015*

Start of grants.

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## *FOR CFPs*

*\*All applications for this solicitation must be submitted via the RWJF online system. Visit [www.rwjf.org/cfp/njh15](http://www.rwjf.org/cfp/njh15) and use the Apply Online link. If you have not already done so, you will be required to register at <http://my.rwjf.org> before you begin the application process. All applicants should log in to the system and familiarize themselves with online application requirements well before the final submission deadline. Staff may not be able to assist all applicants in the final 24 hours before the submission deadline. In fairness to all applicants, late submissions will not be accepted.*

## ABOUT THE ROBERT WOOD JOHNSON FOUNDATION

The Robert Wood Johnson Foundation is the largest private foundation in New Jersey and the nation's largest philanthropy working to improve the health and health care of all Americans. We are working to build a national Culture of Health that will enable all of us to live longer, healthier lives now and for generations to come. The Foundation has invested more than \$1.5 billion in New Jersey since 1972. For more information, visit [www.rwjf.org/nj](http://www.rwjf.org/nj). Follow the Foundation on Twitter at [www.rwjf.org/twitter](http://www.rwjf.org/twitter) or on Facebook at [www.rwjf.org/facebook](http://www.rwjf.org/facebook).

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

Route 1 and College Road East  
PO Box 2316  
Princeton, NJ 08543-2316