Institutional Challenge Grant

2017 APPLICATION GUIDE

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William T. Grant FOUNDATION

Contents

Overview

The Institutional Challenge Grant encourages research institutions to build sustained research-practice partnerships with public agencies or nonprofit organizations in order to reduce inequality in youth outcomes.

To do so, research institutions will need to build the capacity of researchers to produce relevant work and the capacity of agency and nonprofit partners to use research. Equally important, research institutions will need to shift their policies and practices to value collaborative research.

Applications are welcome from partnerships in youth-serving areas such as education, justice, child welfare, mental health, immigration, and workforce development.

RELATION TO PRIOR ACTIVITIES OF THE FOUNDATION

The William T. Grant Foundation is committed to connecting research with policy and practice. The award builds on the Foundation's longtime support for research on understanding and improving the use of research evidence, creating two-way learning between researchers and practitioners, supporting research-practice partnerships, and facilitating the Distinguished Fellows program.

The proposed award builds on grantees' findings about when, how, and under what conditions research is used, and aims to incentivize sustained partnerships (DuMont, 2015). It introduces an effort to bring the research and policy and practice communities together in ways that advance the use of research evidence and reduce inequality in youth outcomes. Work from grantees on the use of research evidence and research practice partnerships, as well as the experiences of former Distinguished Fellows, may serve as useful resources. Find these resources and more on our website: wtgrantfoundation.org.

Background

Policymakers and practitioners need rigorous research evidence that is relevant to their work. But much of the evidence produced by research institutions is shaped by the traditional values of the academy—the work is rigorous, but it speaks most clearly to the research community. Compounded by limited resources and capacity, this misalignment contributes to a stubborn gap between research, policy, and practice.

Research-practice partnerships—long-term, mutually beneficial collaborations that promote the production and use of rigorous and relevant research evidence—are a promising strategy for better aligning these communities. Researchers who partner with practitioners or policymakers are more equipped to understand local contexts and address relevant, pressing questions. They also gain access to insights and data that can facilitate rigorous and groundbreaking research. Policymakers and practitioners, meanwhile, can more easily access, interpret, and use research evidence when they collaborate with researchers and participate in defining research agendas. Partnerships, then, equip public agencies and nonprofit organizations with new knowledge and tools to better serve youth.

But research-practice partnerships have proven difficult to establish and sustain. Developing the trusted relationships that form the foundation of the partnership takes time. Establishing the infrastructure to grow and sustain a partnership requires significant resources. And although we suspect that research-practice partnerships are most robust when they are built at the institutional level, research produced by partnerships is not always valued by institutions. It can therefore be difficult to recruit experienced researchers to participate in research-practice partnerships or to sustain their involvement beyond a single project.

The Institutional Challenge Grant is a direct response to these obstacles, which undermine the potential of partnerships to address persistent problems of policy and practice, particularly inequality in youth outcomes. The program challenges research institutions to consider ways to remove barriers to partnership success, including the careful scrutiny and redesign of internal policies and practices that may limit the longevity of partnerships or discourage exceptional researchers from taking part.

Institutional change is an ambitious goal, but we believe this is what is needed to build sustained partnerships that produce and use relevant research in impactful ways.

Goals

The purpose of this award is to encourage research institutions to build sustained research-practice partnerships with public agencies or nonprofit organizations in order to reduce inequality in youth outcomes.

To achieve this purpose, research institutions will need to address four important goals:

1. **Build a sustained institutional partnership with a public agency or nonprofit organization that serves young people in the United States.**
2. **Pursue a joint research agenda to reduce inequality in youth outcomes.**
3. **Develop the capacity of the partners to collaborate and use research evidence.**
4. **Create institutional change to value the partnership and its work.**

1. Build a sustained institutional partnership with a public agency or nonprofit organization.

The research-practice partnership should have clearly defined goals, roles, and agreements, and be built for the long term. The partnership should be mutually beneficial and enable multiple researchers and policymakers or practitioners to pursue research of relevance to the public agency or nonprofit organization over an extended period of time. We welcome research-practice partnerships from a variety of fields, including child welfare, education, justice, mental health, and workforce development.

2. Pursue a joint research agenda to reduce inequality in youth outcomes.

The partnership must increase the utility and strength of the evidence available to inform responses to inequality by race, ethnicity, economic standing, or immigrant origin status. The questions pursued as part of the research agenda must be both relevant and rigorous.

3. Develop the capacity of both partners to collaborate and use research evidence.

The success of the partnership and the research is dependent on the capacity of the partners to collaborate and use high-quality research.

On the research side, human capital investments are needed to develop partnership skills. The grant provides funds for two mid-career fellows for the equivalent of one full-time or two half-time fellows per year, for two years. We expect that the grant program will impact the professional development and careers of the fellows. The fellowship should equip mid-career researchers with new experiences that foster a deeper understanding of a policy or practice context, and provide the skills required to serve as effective partners. Institutions must propose a plan for selecting and developing the skills of mid-career researchers to conduct and support the use of relevant, high quality research in collaboration with the partner. This might involve training or mentoring to help researchers become valued partners to policymakers and practitioners. The research institution also needs to contribute a match of a mid-career research fellow for the equivalent of a one-year, full-time term.

On the public or nonprofit agency side, human capital and infrastructure investments are needed to create the culture and capacity for research use. The grant includes resources to invest in the youth-serving organizations to build skills and knowledge, to embed new tools, and to establish new routines that are favorable towards research use. Funds from the award might support technical assistance, infrastructure improvements, or staff training to bolster the organization's capacity to understand and apply research. One of the mid-career fellow positions might also be used to aid such efforts. We expect these types of investments will lead to increased access to research in the short term; higher valuation and use of research in the mid-term; and, ultimately, improvements to policy, resource allocation, or service delivery to enhance youth outcomes.

4. Create institutional change to value research-practice partnerships.
Research conducted within research-practice partnerships is not always valued by research institutions. This makes it difficult to attract skilled, mid-career researchers to address questions that are relevant to policy and practice. This call is intended to stimulate thinking about such matters. We encourage research institutions to think critically about the incentives needed to encourage researchers experienced with building theory and empirical evidence to more effectively conduct joint work with policymakers and practitioners. Thought should also be given to the structures and relationships required to facilitate high quality research and to support its use by partnerships.

Our hope is that the Institutional Challenge Grant will encourage research institutions to cultivate the relationships, skills, and incentives necessary to make partnerships more productive, more respected, and more commonplace. In turn, if this approach for producing and using research is more valued, we expect that it will better align the research, policy, and practice communities in ways that will help to reduce inequality in youth outcomes.

The Award

The William T. Grant Foundation will make a $650,000 award to a research institution to support a research-practice partnership for three years. The award may be renewable for an additional two-year term. The grant will provide:

- Up to $60,000 for 6-12 months of joint planning activities (e.g., refining protocols for partnering, selecting fellows, finalizing partnership agreements, etc.).
- Fellowship support for the equivalent of one full-time or two half-time fellows per year, for two years. In addition, the research institution must contribute the equivalent of one full-time or two half-time fellows for the equivalent of a one-year, full-time term.
- Up to three years of support for the partnership to conduct research to reduce inequality in youth outcomes.
- Resources to develop the capacities of both partners.
- Indirect cost allowance of up to 15 percent of total direct costs.

We encourage proposals from teams with African American, Latino, Native American, and Asian American members in leadership roles. The partnership leadership team includes the project's principal investigator and the lead from the public agency or nonprofit organization.

Recipients of the award will have the opportunity to apply for a two-year continuation grant in order to solidify the partnership and institutional changes. At the end of a five-year grant, we expect the following results:

- The research institution has established a set of strategies that facilitate sustained research collaborations with public agencies or private nonprofit organizations.
- The public agency or private nonprofit organization has increased its capacity to use research evidence.
- Participating researchers have improved partnership skills.
- The research generated has been used in decision making and is likely to lead to improved outcomes for youth.

We hope that lessons from these grants radiate beyond the funded institutions and fellows. After the first few awards are made, we plan to gather the grantees and fellows to learn from one another.

Eligibility

Eligible research institutions

The award will be made to an organization, not to an individual. Organizations can include university-based research institutes, schools or centers, research organizations, think tanks, or other such research institutions. Grants are limited without exception to tax-exempt organizations.

Eligible principal investigators

The principal investigator should be a leader at the research institution. S/he should have visibility, influence on institutional policies and practices, and access to the resources needed to implement and optimize the award. S/he should also possess the skills needed to cultivate trusting relationships with leaders from the partner public agency or nonprofit organization.

Eligible public agencies or nonprofit organizations

Eligible public agencies include state or local agencies and their departments and divisions. Nonprofit, tax-exempt organizations are eligible if they are open to the general public and provide services for youth ages 5 to 25 in the United States. Eligible agencies and organizations engage in work relevant to youth in the areas of education, justice, child welfare, mental health, immigration, or workforce development and have the resources needed to implement and optimize the award.

Eligible leaders from the public agency or nonprofit organization

Leaders from the public agency or nonprofit organization should have the authority and influence required to successfully institutionalize the partnership and the use of research evidence in the agency or organization's work.

Eligible partnerships

Research-practice partnerships are defined as long-term, mutually beneficial collaborations that promote the production and use of rigorous and relevant research evidence. These partnerships take a long view and should extend beyond the life of any one grant, project, or leader. While the competition is open to partnerships at different stages of maturity, applicants will need to convince reviewers that the grant adds significant value to what already exists. We anticipate that it will be difficult for a well-established partnership with strong institutional support to make a convincing case that the award adds value. For younger partnerships, reviewers will seek promising initial evidence that the partners have successfully worked together in the past and have the potential to sustain a long-term collaboration.

Eligible fellows

Fellows will primarily be mid-career researchers appointed at the research institution who collaborate with the public agency or nonprofit organization. We define mid-career as having received the terminal degree within 8 to 20 years of the date that the application is submitted. (This should be calculated by adding 8 and 20 years to the date the doctoral degree was conferred. For medicine, an institution should use the date from the completion of the first residency.) The fellow does not need to be an employee of the research institution, and can be recruited from another institution.

Applicants may choose to appoint one fellow from the public agency or nonprofit organization. This should be a mid-career professional at the agency or organization who will be called on to facilitate the use of research. A mid-career professional has 8 to 20 years of cumulative experience in his/her current role.

Application Materials

Applications will be accepted once per year, and must include the following:

Budget and Budget Justification
Provide budget information for three years using the budget grid in the online application. Also complete the Foundation's budget justification form, which can be downloaded from the uploads section of the online application. The total budget can be up to $650,000. It can include an indirect cost allowance of up to 15 percent of total direct costs.

Funds for the planning period may not exceed $60,000 and should be split equally between the research institution and its partner(s). The remainder of funds may be used to support the fellows, capacity building activities, and research-related work. (The Foundation pays expenses for the research and practice or policy leaders of the partnership to participate in Foundation-sponsored meetings. Do not include funds for those expenses in the budget.)

If funds to the public agency or nonprofit organization exceed $50,000, complete a separate subcontract budget and budget justification. (The forms can be downloaded from the uploads section of the online application.) Subcontract funds $50,000 or less do not require separate forms, but must be explained in detail in the primary budget justification.

Short CV/Resume of PI (5 page maximum)
Include education; position history; recent and relevant publications; grants, roles and products related to work with policymakers and practitioners; leadership roles within the institution; and evidence of mentoring others.

Short CV/Resume for lead from the public agency or nonprofit organization (5 page maximum)
Include education, position history, key roles and responsibilities at the current agency or organization, positions or products related to work with researchers.

Short CV of any identified Fellows (optional; 5 page maximum each)
Include education; position history; recent and relevant publications; grants, roles and products related to work with policymakers or practitioners (for research fellows) or with researchers (for policy or practice fellows); awards; grants.

IRS Tax-Exempt Status Determination Letter (for the applying research institution)
You will be required to submit a copy of your institution's IRS tax-exempt status determination letter.

Abstract (maximum of 5 pages and formatted as follows: 12-point font, single-spaced text with a line space between each paragraph, and 1-inch margins on all sides)
Abstracts will be a critical part of the application. Foundation staff will use these to screen applications for further review. In addition, Selection Committee members will review the abstracts of all finalists; they will not necessarily read all the full applications. We advise applicants to include sufficient details about the partnership, joint research agenda and research plans, capacity-building activities (i.e., criteria for selecting fellows, activities to support fellows and to build public agency or nonprofit organization capacity), and shifts in organizational practices to elevate the status of partnership work in order for reviewers to be assured that the partnership, research, and institutional change plans are strong.

Narrative (maximum of 25 pages and formatted as follows: 12-point font, single-spaced text with a line space between each paragraph, and 1-inch margins on all sides)
The narrative includes a description of the planning period, the institutional partnership, the joint research agenda, the capacity building activities, and the changes in institutional policies and practices. Tables and appendices are not included in the 25 page limit.

- **Planning Period**
  Through our work with research-practice partnerships, a common frustration is the lack of time and resources available to develop the relationships and agreements needed to build a strong foundation for the partnership. The Institutional Challenge Grant includes up to $60,000 to support a six to twelve month planning period during the first year, depending on the needs of the partnership. These funds must be split equally between the research institution and their partner(s).

  The narrative should include a description of the length, objectives, and activities proposed for the planning period. Please provide details about the process for refining protocols for partnering, readying the organizations for the joint work, and advancing the research agenda and selection of fellows. Also describe the value of these planning activities for the rest of the grant.

- **Institutional Partnership**
  The grant should establish the supports and capacities necessary to facilitate a long-term partnership. The application should include a rationale for the selection and inclusion of the public agency or nonprofit organization, and the nature of their current relationship with the research institution. We encourage partners that are situated in close geographic proximity, with a demonstrated commitment to the local/regional setting.

  The applicant should also describe the collaboration and relationship-building process. Joint work is challenging, time intensive, and requires intention and formal structure (Coburn, Penuel, Geil, 2013; Dugery and Knowles, 2003; Trotter, Laurila, Alberts, Huenneke, 2014). There should be a clear plan for working together, including the type and frequency of activities that will cultivate trust and deepen relationships, strategies for communicating, and processes for using the research. It should be evident that the public agency or nonprofit organization is significantly invested in and co-defines the proposed work, will interact regularly with the fellows, will provide input on the interpretation of the findings, and have plans for using the research.

The plan for joint work needs to demonstrate mastery of the literature on the challenges and strategies of collaborative work to promote the use of research evidence (Oliver, Innvar, Lorenc, Woodman, Thomas, 2014; DuMont, 2015). The narrative should provide a strong justification for how the proposed plan for working together, communicating, and developing capacity will offset differences in institutional cultures and reward systems, ensure equal voice in the agenda setting, as well as overcome operational barriers. Prior work on the use of research evidence offers helpful suggestions for initiating and advancing meaningful partnerships and establishing long-term collaborations (Coburn, Penuel, Geil, 2013; Palinkas, Short, Wong, 2015).

Competitive applications will include memoranda of understanding and/or other documents that articulate the partnership goals, roles, governance, principles for working together, and timelines. It may also be appropriate to reference data sharing agreements. These documents may be refined during the planning period, but we anticipate that successful applicants will have worked out the initial agreements before submitting the proposal.

- **Joint Research Agenda to Reduce Youth Inequality**
  The William T. Grant Foundation supports research to build, test, and improve programs, policies, and practices to reduce inequality in the outcomes of young people ages 5-25 in the United States.

  The narrative should articulate the particular form of inequality that motivates the research agenda and the rationale for the project(s) that will be tackled as part of that agenda during the grant period. Applicants should clearly identify the dimension of inequality (e.g., race, ethnicity, economic standing, and/or immigrant origins), and make a case for its importance. Applicants should specify the youth outcome(s) to be studied (e.g., academic, social, behavioral, and/or economic), and show that the outcomes are currently unequal.

  The research questions must be relevant to the local organization, while also informing theory and extending prior and concurrent research. In addition, applicants must provide enough details about the proposed research for reviewers to assess the rigor, relevance, and feasibility of the research plan.

- **Developing the Capacity of the Partners to Collaborate and Use Research**
  The mid-career fellows should play an instrumental role in carrying out the research agenda. Researchers at this career stage have established skills and expertise, influence, and job security. They also have ample time left in their careers to sustain long-term relationships. A mid-career professional from the public agency or nonprofit organization may also serve as a fellow to develop the capacity to be a critical consumer and user of research. The learning objectives and rationale for all fellows should be clearly delineated.

  Applicants should provide the specific methods the partners will use to recruit fellows and the criteria by which fellows will be selected. The criteria for selecting fellows should be clear, rigorous, and well-suited for the research-practice partnership and its research projects. We want to know how applicants will ensure that fellows' expertise and scholarship are relevant to the proposed research, and how applicants will ensure that fellows have the requisite skills to engage in a successful partnership.

  Applications need to include a plan for how the research institution will support the fellows in gaining a deep understanding of the policymakers' and practitioners' needs and systems. All fellows must commit to a minimum of half-time status for at least a six-month period. The arrangement should provide ample opportunity to establish meaningful relationships between the fellow and the public agency or nonprofit organization, and to conduct the research and support the use of relevant findings. Be sure to describe the amount of time allotted and specify whether fellows will be embedded in the practitioner organization (Frisch, 2016; Petersilia, 2008) or maintain separate working spaces (Coburn, Penuel, Geil, 2013). Also include plans for orienting and training the fellows. Well-designed plans will reflect consideration of the burdens and benefits for both partners.

  In addition, the research institution will invest in and develop the capacity of the public agency or nonprofit organization to use research evidence. Specify how the grant dollars will be used to advance the partner's access to, interpretation of, and use of research. This should include a description of specific strategies, mechanisms, and conditions that may increase routine and beneficial uses of research in deliberations and decisions relevant to youth. For example, funds may be used to support a research staff person, data infrastructure, or routine access to research expertise on agency priorities, or staff development to improve use of research (Frisch, 2016). These plans should be well justified and draw on what is already known about strategies for mobilizing research knowledge for use in practice or policy.

- **Changing Institutional Policies and Practices**

  Research institutions' policies and practices may limit participation in research-practice partnerships and obstruct career advancement for those who engage in them. This is not necessarily intentional, nor is it incidental. Still, internal competition for limited resources and long-standing reward structures can create disincentives to participating in research-practice partnerships. Reward structures for hiring, tenure, and promotion, for example, often value publishing in academic outlets, publishing often, and publishing on a narrow range of topics. These requirements may be out of alignment with those of partnerships, where researchers must dedicate considerable time to develop trusting relationships, produce research that meets the local public agency or nonprofit organization's needs, and share the research in ways that meet their needs.

  Applicants must carefully consider the alignment of their research institution's policies and practices with the nature and demands of the partnership and research agenda. For example, a research institution might recognize that the contributions of researchers involved in partnerships need to be evaluated differently than those who primarily conduct investigations to influence the research community. This might result in greater flexibility or new criteria for judging the performance of researchers. Enacting these changes might involve including policymakers or practitioners in promotion and award committees, extending the promotion review timeline, developing alternative metrics to evaluate faculty contributions, and increasing recognition of investigators involved in partnerships during promotion decisions (Institute of Medicine, 2005).

  The narrative must provide a compelling plan to offer incentives, introduce practices, or alter policies to encourage strong researchers to conduct joint work with public agencies or nonprofit organizations. Strategies might include course releases, reductions in service obligations, seed money to support the work of partnerships, forums that showcase the work, distinguished appointments, training to help researchers become more effective partners, or greater flexibility in promotion review policies.

  The plan must convince reviewers of the institution's commitment to continue these efforts beyond the award period.

Partnership Agreement

This document must be signed by both the principal investigator at the research institution and the partnership leader at the public agency or nonprofit organization. The document should articulate the partnership goals, key roles, governance, principles guiding joint work, and timelines. Resources on building partnerships and samples of memorandums of understanding and working agreements can be found on the Foundation's research-practice partnerships website: rpp.wtgrantfoundation.org.

Endorsement of the Application from the Research Institution

This document should come from the appropriate institutional office (e.g., university dean, provost, vice chancellor for research) and demonstrate support for the PI, partnership, research project(s), and changes in institutional policies and practices. The letter must also confirm the institution's commitment to provide a match of one full-time equivalent fellow for one year and the presence of sufficient resources to carry out the proposed work.

Endorsement of the Application from the Public Agency or Nonprofit Organization

This document should come from the appropriate institutional office (e.g., agency leader, director, or executive) and demonstrate support for the leader of the partnership within the agency or organization. The letter must also confirm that there are sufficient resources within the organization to carry out the proposed work. (The PI should notify the public agency or nonprofit organization to submit this endorsement through the online application system.)

Submission Instructions

The William T. Grant Foundation accepts applications only through our online application system, which is accessible through our website at wtgrantfoundation.org. For specific deadlines, please visit the Grants page of our website.

We encourage applicants to begin the application as early as possible to review the online application, download forms, and allow sufficient time to resolve any technical issues that may arise.

Step 1: Log in (or register if you are a new user).

- Go to wtgrantfoundation.org and click “LOG IN” at the top right of any page. If you forgot your password, click the link to reset your password.
- If you are the principal investigator (PI), and do not have an account, register on our website to create one. If you are not the PI, obtain the account login information from that person or help the PI create an account.

Step 2: Select the Institutional Challenge Grants funding opportunity, and complete the eligibility quiz.

- Once you have completed the eligibility quiz, return to your Easygrants homepage and click on the “Application” link to enter the application.

Step 3: Enter PI contact information, PI demographic information, and contact information for each additional Co-Principal Investigator.

Step 4: Provide project information.

Step 5: Enter and upload all required information.

- Refer to the Application Materials sections.

Step 6: Review and Submit.

- Review the application PDF to make sure that your materials are in order. Once the application is submitted, you will not be able to make any changes.

Selection Criteria

Applications should meet the selection criteria detailed below:

Planning Period

1. Activities for the planning period demonstrate potential to strengthen the partnership.
2. Activities advance the research agenda, selection of fellows, and capacity building.
3. The research institution and the public agency or nonprofit organization will each receive half of the dollars available for planning (up to $30,000 each).

Institutional Partnership

1. The rationale for partnering provides compelling evidence that the research institution and the public agency or nonprofit organization can build a sustained partnership that will work together effectively.
2. The plan for partnering demonstrates mastery of the literature on the challenges and strategies for collaborative work to promote the use of research evidence.
3. Activities for building the partnerships will cultivate trust and deepen relationships.
4. There is evidence that the public agency or nonprofit organization is invested in the partnership, will interact regularly with the fellows, and has strong plans for using the research.
5. The partnership is likely to be sustained after the award ends.

Joint Research Agenda to Reduce Inequality in Youth Outcomes

1. The long-term research agenda (including one or more research projects) aligns with the Foundation's focus on building, testing, and improving programs, practices, and policies to reduce inequality in youth outcomes.
2. The research questions and findings are likely to significantly advance the public agency or nonprofit organization's efforts to reduce inequality in youth outcomes.
3. The research plan demonstrates mastery of related theory and empirical findings and builds upon that work.
4. The research plan reflects rigorous methods that are appropriate for the proposal's goals.
5. The research plan is feasible given the resources and time frame.
6. Plans to interpret and use the research findings in policy or practice decisions are convincing and feasible given the resources and time frame.

Developing the Capacity of the Mid-Career Fellows and Partners

1. The application includes written assurances that the research institution will provide institutional support for one full-time or two half-time mid-career fellows for one year and that all fellows will commit a minimum of half-time status for at least a six-month period.
2. The criteria for selecting fellows ensures that the fellow possesses the relevant expertise to carry out the proposed work and can effectively communicate what is learned to the broader research community and to change makers in other state or local settings.
3. The capacity-building plan for the research fellows significantly extends the fellows' skills as effective partners to policymakers and practitioners.
4. Capacity-building activities for the public agency or nonprofit organization leverage what is already known about strategies for mobilizing research knowledge for use in practice or policy.
5. The capacity-building plan for the public agency or nonprofit organization significantly extends the organization's ability to access and integrate high-quality research evidence into their work.

Changing Institutional Policies and Practices

1. The application provides a thoughtful discussion of potential obstacles that may limit participation in research-practice partnerships and offers a plan for overcoming those obstacles.
2. Assurances are compelling that the research institution will provide the necessary funding, alter policies, and/or enact new practices to attract, support, and reward strong investigators to conduct partnership research.
3. The plan for institutional change is feasible given the resources and time frame.
4. The application demonstrates a commitment to sustain the home institutions' organizational changes beyond the conclusion of the award.

Application Review Process

Review occurs in the following stages: Staff screen abstracts, brief CVs, and, if warranted, full applications to determine whether they fit with the primary objectives of the award and potentially meet other Selection Criteria. Next, the Institutional Challenge Grant Selection Committee reviews the remaining applications. Each application receives detailed reviews by at least two Committee members. The Committee then chooses finalists, and the PI and leader from the public agency or private nonprofit organization will be invited to New York City for an interview in January of 2018. During the interview, finalists have the opportunity to respond to Committee members' reviews. Following the interviews, the Selection Committee chooses one Institutional Challenge Grant recipient. The application is presented for approval by the Board of Trustees at its March meeting.

Selection Committee

The Foundation will announce members of the selection committee in the summer of 2017.

Post-Award Review

A program report will be required from the principal investigator 30 days prior to the end of the planning period. This report should describe the progress of the planning period, announce identified fellows, update the partnership agreement(s) (if necessary), and confirm that the planning period funds were disbursed equally between the research institution and partner public agency or nonprofit organization.

Thereafter, annual program and financial reports are required from the principal investigator and their institutions. Final reports are due at the conclusion of the award. Partners also complete final program reports.

Annual program reports describe work during the past year and facilitate the Foundation's grants management activities. Grants are assigned for post-award review to a member of the Foundation's Senior Program Team. Team members review program reports in order to: 1) find opportunities to link grantees to other scholars, policymakers, and practitioners working in relevant areas; 2) provide technical assistance, advice, or other resources to support the work; and 3) assist grantees with communication and dissemination efforts.

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