

Jeffress Trust Awards Program in Research Advancing Health Equity

A program of the *Thomas F. and Kate Miller Jeffress Memorial Trust*

Bank of America, N.A., Trustee



Application Guidelines

Grant Cycle 2024

SUBMISSION DEADLINE Wednesday, February 7, 2024 12:00 PM, Eastern Time	Terms of the Award
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AWARD SUMMARY	
Award Amount and Duration:	Partnership/Collaborative Establishment Awards: \$150,000 for 2 years Research Awards: \$600,000 for three years
Award Dates:	Partnership/Collaborative Establishment Awards: June 30, 2024 – June 29, 2026 Research Awards (Previous Partnership/Collaborative Establishment Awardees only): June 30, 2024 – June 29, 2027
Eligibility:	Who: Virginia-based non-profit 501(c)3 organizations and municipalities are eligible to submit ideas to the Jeffress Trust Program. Where: Virginia
Program Focus:	PSE strategies analysis, program/practice analysis, and general research that seeks to address the root causes of and systemic barriers to health equity for the state of Virginia. Exclusions: Individuals, for-profit entities, clinical trials

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Program Overview and Statement of Purpose

The Thomas F. and Kate Miller Jeffress Memorial Trust, founded in 1981 by Robert M. Jeffress in memory of his parents, is guided by its mission to benefit the people of Virginia and their research in chemical, medical, or other scientific fields. Since its founding, the Jeffress Memorial Trust has been a steadfast benefactor in support of scientists and research across the state of Virginia supporting mathematical modeling/simulations and analytics in bioinformatics, astrophysics, mathematical biology, drug development, and material science.

To further the mission of the Jeffress Trust to benefit the people of Virginia, the 2022 grant program was changed to the **Jeffress Trust Awards Program in Research Advancing Health Equity**. The program focuses on research addressing the root causes of and systemic barriers to health equity for the state of Virginia. The shift in funding priority during the 2022 grant cycle was made after an intensive landscape assessment of the health needs and funding initiatives available to Virginia. With its historic focus on supporting the advancement of Virginia and the work of its constituents, the goals of this current funding opportunity are to further leverage the strengths of Virginia communities, organizations, and institutions in continuing to help its residents achieve optimal health. **The guidelines below reflect and include feedback, suggestions, and guidance from Virginia leaders in health equity from community-based organizations, health care, research, philanthropy, advocacy agencies, and the many others involved in the important work seeking to advance health equity.**

Funding Opportunities Available

Partnership/Collaborative Establishment Awards - \$150,000 over Two-Years

A Planning Period is any timeframe up to two years and allows a partnership the ability to develop relationships or build a foundation upon which to carry out future research activities. The Planning Period will enable the partnerships to form, as well as to determine the problem they would like to answer through future research activities, what methods should be used to answer associated questions, and who will be responsible for the conduct of those future activities.

Outcomes for this grant will enable these partnerships to develop and refine the scope of work to be proposed for potential follow-on funding through the Research Implementation Grants opportunity.

Research Awards - \$600,000 over Three-Years

Multi-Year Research Grants can be used by partnerships that are already developed at the time of applying and will use the funding to conduct research that will expand and support the goals of conducting further work in advancing health equity.

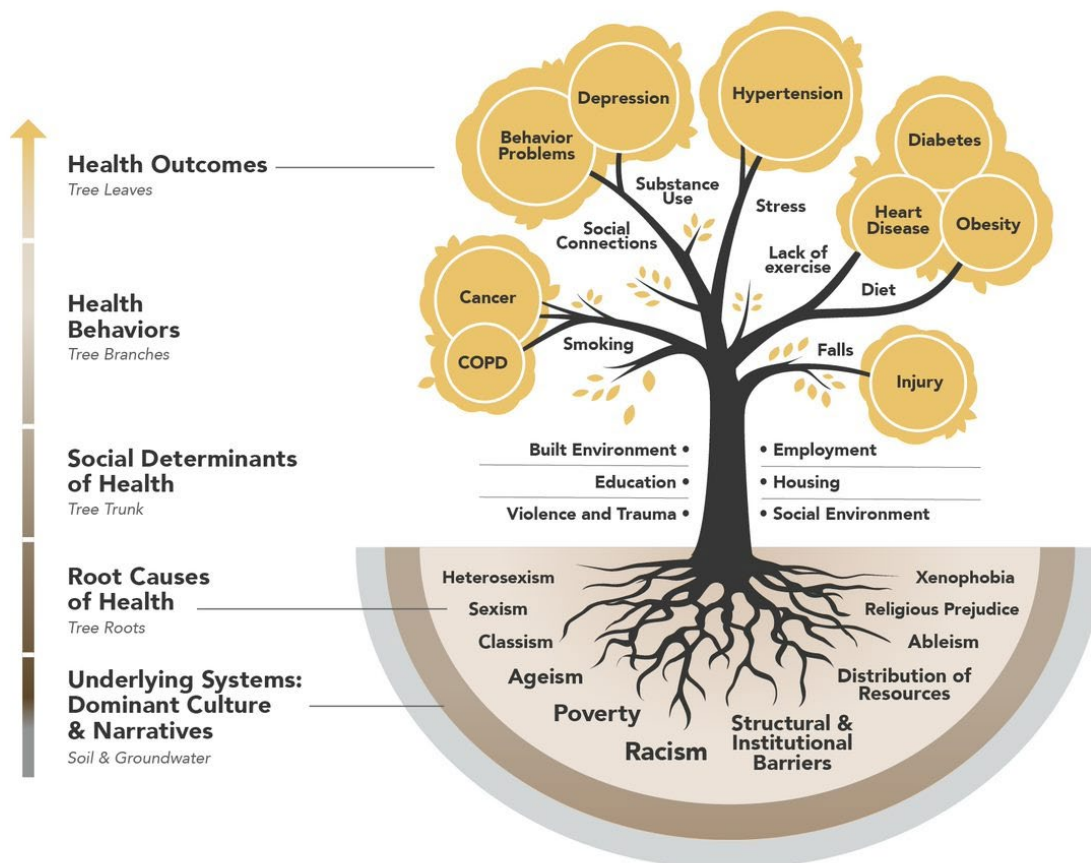
For the 2024 Grant Cycle, all Research Award applicants must be previously funded Partnership/Collaborative Establishment Awardees. Only one application will be allowed per year from project personnel associated with the previously funded Partnership/Collaborative Establishment Award. Previously funded Partnership/Collaborative Establishment Awardees will be limited to two total applications toward the Research Award if the first is unsuccessful.

Program Focus

The Jeffress Trust recognizes that inequities have an impact on one’s ability to lead a healthy life. To achieve health equity, it is necessary to remove obstacles to health – such as racial discrimination, poverty, and deep power imbalances – and their consequences, including lack of access to good jobs with fair pay, quality education and housing, safe environments, and health care (*source: Human Impact Partners*). The public health field broadly recognizes that initiatives which seek to address such root causes to health are those that can truly address the inequities across ALL communities.

As such, this Program is a resource to assist organizations and communities in addressing the root causes of health inequities, specifically conducting research that will provide the information necessary to act on the underlying systems and dominant culture and narratives that shape the social determinants of health, individual health behaviors, and health outcomes (see Figure 1). The Program is also encouraging applications that specifically address racial disparities in health in its goal to promote health equity for all Virginians.

Figure 1. The Health Tree: Connecting Health Outcomes to Root Causes



Addressing inequities requires building the power of community through intentional processes that integrate people with lived experience in the decisions being made and meaningfully engage them in research activities that are meant to address the inequities they face. The continuum below is intended to demonstrate that not all types of community engagement are equal and that the intent of this

funding is to encourage collaborations that strive towards being community-led (Figure 2). Partnership and bringing organizations to the table of discussions regarding advancing health equity is important in building the capacity to have conversations regarding health equity across the state of Virginia.

Figure 2.
Public Participation Spectrum

Adapted by Health Resources in Action from the International Association of Public Participation

Increasing Level of Public Impact					
	Inform	Consult	Involve	Collaborate	Empower
Public Participation Goal	To provide the public with balanced and objective information to assist them in understanding the problems, alternatives and/or solutions	To obtain public feedback on analysis, alternatives, and/or decision.	To work directly with the public throughout the process to ensure that public issues and concerns are consistently understood and considered.	To partner with the public in each aspect of the decision including the development of alternatives and the identification of the preferred solution.	To place final decision-making in the hands of the public.
Promise to the Public	We will keep you informed.	We will keep you informed, listen to and acknowledge concerns and provide feedback on how public input influenced the decision	We will work with you to ensure that your concerns and issues are directly reflected in the alternatives developed and provide feedback on how public input influenced the decision.	We will look to you for direct advice and innovation in formulating solutions and incorporate your advice and recommendations into the decisions to the maximum extent possible.	We will implement what you decide.
Example Tools	<ul style="list-style-type: none"> • Fact sheets • Websites • Open houses 	<ul style="list-style-type: none"> • Public comment • Focus groups • Surveys • Public meetings 	<ul style="list-style-type: none"> • Workshops • Deliberate polling 	<ul style="list-style-type: none"> • Citizen Advisory Committees • Consensus-building • Participatory decision-making 	<ul style="list-style-type: none"> • Citizen juries • Ballots • Delegated decisions

The Jeffress Trust will distribute funding to support research activities in three areas:

- **Policy, Systems, and Environmental change strategies (PSE strategies) Analysis.** Determine or identify new/promising PSE strategies, evaluating existing PSE strategies to learn what’s working and what’s not working (lessons learned), or adapting/adopting evidence-based PSE strategies for the context of Virginia to advance health equity. Strategies may focus on geographic or population-based communities at the local, regional, or statewide levels.
 - **P**olicy change approaches may include a law, regulation, procedure, administrative action, incentive, or voluntary practice of governments and other institutions.
 - **S**ystems change approaches may include changes that impacts all elements, including social norms of an organization, institution, or system.
 - **E**nvironmental change approaches may include changes to the physical, social, or economic environment.
- **Program/Practice Analysis.** Analysis of new or existing community-based programs and their impact on advancing health equity and their potential to be scaled or replicated. Determining why programs no longer running may not have had the intended impact or effect as designed, that could improve future programming.

- **General Research.** Analysis of how institutional practices, social norms, relationships, leadership structures, modes of communications, values and beliefs, community history, community settings, societal factors and/or social-factors, influence health either through advancing or undermining health promoting policies and programs in ways not yet identified. Research must be action-oriented such that a plan for how findings will be used is clear and tangible.

For further examples of the types of work supported, please look to our previously [funded applicants](#) as well as the following additional resources.

2023 Jeffress Awardees - <https://hria.org/wp-content/uploads/2016/02/2023-Jeffress-Awardees-Announcement.pdf>

Policy, Systems, and Environmental Change Resource Guide:
https://www.acs4ccc.org/wp-content/uploads/2020/06/PSE_Resource_Guide_FINAL_05.15.15.pdf

Eligibility Criteria

Geographic/Institutional Eligibility: Virginia-based non-profit 501(c)3 organizations and municipalities are eligible to submit ideas to the Jeffress Trust Program. Federally recognized tribes are eligible as well.

The Jeffress Trust seeks to support both new and established partnerships and welcomes applications from community-based organizations, advocacy organizations, faith-based institutions, neighborhood committees, local municipalities, academic institutions, hospitals including safety net institutions, and non-profit research organizations. Proposals should speak to how community is engaged in the work along the continuum as depicted below (Figure 2).

The Jeffress Trust encourages, but does not require, that the lead/primary contact organization for each project be a community-based organization to help foster capacity building in advancing health equity. Community-based organizations (CBOs) work at the local level to meet community needs. This includes social service agencies, nonprofit organizations, and formal and informal community groups, like neighborhood groups or recreational or special-interest clubs. CBOs do not include municipalities, universities, quasi-governmental organizations, or for-profit companies or businesses.

The rationale and explicit roles for each organization should be provided and included in the organization description and project timeline.

The following entities or approaches are ineligible to apply:

- Individuals
- For-profit entities
- Clinical trials

Project Key Personnel

Primary Contact of Applicant Organization: One principal investigator must be identified as the lead or administrative contact of the award, who will be responsible for all grant reporting and fiscal management. The lead or administrative contact will be the main contact for budget and reporting management.

Co-Investigators & Collaborators: A co-investigator or collaborator should contribute significantly to the project. Funds should be distributed to co-investigators/collaborators in proportion to the effort provided toward completion of the project. Co-investigators/collaborators should be located within the state of Virginia. Information regarding involvement in the project should be included throughout the proposal.

Allowable Expenses

- Funds **DO NOT** need to be equally distributed across each year of funding (i.e., \$90,000 – year 1; \$60,000 – year 2 is allowable)
- Staff/personnel compensation, including taxes and fringe benefits
- Subcontractor expenses
- Stipends for community members and/or trainees
- Operating expenses necessary for the completion of the project (e.g., office supplies, equipment less than \$10,000, copying and printing, postage and delivery, program advertising, staff travel, training and educational supplies, staff training)
- Capacity Building on topics/methods needed to advance the proposed projects (e.g., partnership and collaboration training, health equity training, research techniques, grantsmanship, community engagement, etc.)
- Only 15% of the total project costs are allowed to be used toward indirect/overhead costs (i.e., those expenses that exist beyond those needed to complete the proposed project: building rent, administrative support, telephone/fax/internet, etc.)
 - In the creation of subcontracts between organizations, supporting organizations may not charge greater than 15% of the total subcontracting direct costs towards indirect/overhead costs
- Funds should be distributed to the partner organizations in proportion to the effort put forward on the project. To show meaningful and intentional community engagement, it is highly encouraged that the majority of the total funds be held by a partner that is not a hospital or academic institution.

Capital expenses are not allowable for this funding opportunity.

Budget submissions that do not abide by the above guidelines will be returned to the lead organization for amendment prior to being reviewed.

Required Program Activities

In addition to those activities outlined as part of the proposals, all Awardees are expected to engage in the following activities. *Please keep this in mind as budgets and timelines are developed:*

1. Reporting Requirements:

All Awardees are expected to have meetings with relevant HRiA staff every 8-12 weeks. During this time, Awardees and Staff will review project progress inclusive of activities completed and roadblocks/barriers. Meetings are meant to provide support to Awardees in completion of their work and the schedule and purpose will be developed on a grantee specific basis.

All Awardees are expected to submit annual progress reports inclusive of project activities and financial reporting. Continuation of funding is contingent upon approval of the annual progress report.

2. All-Awardee Convening:

The Jeffress Trust seeks to elevate the expertise that exists in VA to build a sustainable community of organizations and partnerships that seek to advance health equity. As part of this goal, all Awardees will participate in All-Awardee Convenings twice a year. Awardees will convene with HRiA staff to discuss lessons learned and troubleshoot potential barriers to success. Relevant capacity building activities may also be provided by associated local or national networks.

3. Dissemination of Findings:

All Awardees are expected to share their findings and or planning process with the communities impacted by their work. Additional dissemination of findings should also be completed through presentations, development of materials, publications, and/or sharing data in freely accessible data repositories.

Review Criteria

The Review Committee will prioritize the following key criteria:

- **Addressing Inequities:** Whether the approach addresses a population experiencing higher rates of health inequities.
- **Impact:** Whether the intended immediate and long-term outcomes address root causes of health inequities as much as possible and social determinants of health.
- **Community-Led:** Whether the approach actively engages community members in implementing an approach. Letters speaking to meaningful relationships between the lead organization and the local population are welcomed.
- **Partnerships:** Whether partners with clear roles and responsibilities are included to enhance the initiative.
- **Feasibility:** Likelihood of success and ability of organizations to carry out approach.
- **Sustainability:** Likelihood of long-term impact beyond the grant cycle inclusive of changes in policies, systems, programs, and capacity of partner organizations.

Table 2. Review Criteria and Associated Priority

Domain	Criteria	Priority
Advancing Health Equity	<p><u>Both Programs:</u></p> <ul style="list-style-type: none"> -The problem statement is clear. -The approach is directed at addressing the <u>root causes of health</u>. -The rationale regarding the need to address the problem is based upon sufficient data/narratives/health outcomes. - The proposed work is not duplicative of other ongoing efforts. - The proposed work demonstrates transparency in the sharing of research findings and/or the outcomes of the partnership with the impacted community. <p><u>Partnership/Collaborative Establishment Program:</u></p> <ul style="list-style-type: none"> - The proposal describes the intended vision of the partnership in addressing an unmet need for health equity. <p><u>Research Program:</u></p> <ul style="list-style-type: none"> - The proposal describes the intended impact and how outcomes from the research will benefit the identified community. - The proposal is action-oriented; the research findings will directly impact the identified community. 	1
Community Engagement	<p><u>Both Programs:</u></p> <ul style="list-style-type: none"> - The project timeline and milestones and partnership demonstrate meaningful engagement of community members. - The impacted community is authentically engaged in the leadership, design, implementation, and evaluation of the approach. - The project clearly identifies how their work falls along the community participation spectrum, and clearly outlines how their findings will be shared with the community impacted. - Does the organization staff and leadership reflect the community they propose to serve? 	2
Partnership & Collaboration	<p><u>Both Programs:</u></p> <ul style="list-style-type: none"> - The partners engaged in the work bring forward the appropriate background and skills needed to enhance project success. Additional entities are identified that would further enhance the project success. - The partners involved in the proposal have clear roles and responsibilities. - It is clear how each partner would help fulfill the goals of the proposed work and contribute to the partnership. - The partners describe how their approach incorporates equitable organizational policies and practices. - The partners describe how they will engage with other organizations conducting similar work. <p><u>Research Program:</u></p> <ul style="list-style-type: none"> - The partners clearly articulate how previously funded activities strengthened their work together through well-established roles and responsibilities, regular meetings, shared space, developed materials/publications, and communications. 	3

<p>Research Activities</p>	<p><u>Partnership/Collaborative Establishment Program:</u></p> <ul style="list-style-type: none"> - The project outlines what is needed to put together a future research program proposal (expertise, resources, data/information, etc.). <p><u>Research Program:</u></p> <ul style="list-style-type: none"> -The previously funded activities described in the progress report logically built toward the proposed research questions of interest. -The project aligns with one of the three research areas described in the RFP. - The research methods are appropriate to address the problem statement. - Research shows sensitivity towards population and is accessible to the constituents (compensated, provided opportunities for leadership, engaged). - A conceptual framework or model is provided. - Quantitative, qualitative, and/or mixed methods are clearly described. - Any recruitment plan for the study sample or project participants is appropriate and feasible. - Clear procedures for recruitment, informed consent and inclusion/exclusion of subjects. 	<p style="text-align: center;">4</p>
<p>Readiness & Feasibility</p>	<p><u>Both Programs:</u></p> <ul style="list-style-type: none"> - Is the timeline comprehensive; are activities that directly relate to the project completion and those that enhance project effectiveness included? - Do the organizations involved appear to have staffing and operational capacity to implement quickly? If not, how is this addressed in the proposal? - Does the budget align with proposed activities and seem feasible? - Are staff members appropriately identified with each activity? -Are milestones defined? What indicators will be used to establish completion of a milestone? <p><u>Partnership/Collaborative Establishment Program:</u></p> <ul style="list-style-type: none"> -The budget includes strategic planning, consultants/mentors for partnership establishment, and grantsmanship training - Do the organizations have established partnerships/relationships with organizations and community members? <p><u>Research Program:</u></p> <ul style="list-style-type: none"> -The project team will have completed activities and spend down of the previously funded activities by the start of the next project period. -The previously completed activities provided the necessary partnership, planning, and capacity building needed for the project team to complete the proposed research activities. 	<p style="text-align: center;">5</p>

Notification to Applicants

The online grant system will notify applicants once the upload is received. Notification of Award funding will occur in summer 2024.

Terms of the Award

Please download “Terms of the Award” from www.hria.org/tmf/Jeffress for information regarding use of the grant funds, payment schedule, reporting schedule, and other Awardee and Institutional requirements.

Program Staff

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Kim Lezak, Ph.D., Managing Director

Health Resources in Action

Jeffress Trust Awards Program in Research Advancing Health Equity

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Application Instructions for Jeffress Memorial Trust Program

Deadline:

WEDNESDAY, FEBRUARY 7, 2024 (by 12:00 Noon ET)

Login: Please use the appropriate log-in link dependent on your chosen award program:

Partnership/Collaborative Establishment Awards (2-Year):

https://www.GrantRequest.com/SID_738?SA=SNA&FID=35065

Research Awards (3-Year; must be a previous Partnership/Collaborative Establishment Awardee to apply):

https://www.GrantRequest.com/SID_738?SA=SNA&FID=35334

Return to a saved application:

https://www.GrantRequest.com/SID_738?SA=AM

I. Online Submission

The following sections must be completed for the online submission:

- 1. Applicant Data:** Provide information for the applying Organization (and Fiscal Sponsor, if applicable), and Primary Contact Person
- 2. Research Project Information:** Provide the Project Title, Project Type, and Research Project Summary.
- 3. Collaborators:** Provide Collaborator/Co-investigator names and organizational affiliations, if applicable.
- 4. Attachments - Two Uploads (not including subcontract budget templates) – For collaborators/subcontractors, please complete and upload one subcontractor form per subcontractor.** The required **Application Forms** for the pdf and excel files are located at www.hria.org/tmf/Jeffress

Please name the files:

LastName, FirstName.**pdf** - Complete Proposal Items listed below a-k

LastName, FirstName_Budget.**xlsx** – Budget Item k.

SubcontractorName_Budget.**xlsx** – Budget Item k.

PDF Upload The documents and forms listed below must be uploaded using the templates provided. Please save documents with LastName, FirstName.pdf (for example: Smith, Jane.pdf).

Include items in the following order:

- a) Application Cover Page (Template):** The Cover Page is the first page of the application.

- b) **Table of Contents (Template):** When the application is complete, enter the page numbers at the bottom of each page and complete the Table of Contents.
- c) **Project Summary (Template):** Please include a summary describing the project and its implications for advancing health equity.
- d) **Performance Sites (Template):** Include the names and locations of all partner organizations involved in the work and the Virginia region directly impacted by completion of this work.
- e) **IRS 501(c)(3) Determination Letter:** Proof of your organization’s tax-exempt status
- f) **Updated Jeffress Trust Program Progress Report (Research Program Proposal Applicants ONLY):** Please notify HRIA staff that you intend to submit a proposal. HRIA staff will send you the progress report living document and financial report template. Complete and submit the progress report living document as well as a financial report for the work completed to date.
- g) **Proposal:** Please create a Word or PDF document that captures your response to the sections/questions below. Use Arial 11 as the typeface and font size with a minimum of single spacing within paragraphs, double spacing between paragraphs, and one-inch margins on all four sides. Figures, legends and tables may use a smaller 9-10 point font size. Include all figures, graphs, tables and images (exclusive of bibliography) of references related to the project in the maximum page count. Proposal sections and suggested page lengths are listed below:

Applicants must explicitly address the questions with asterisks ().**

- i. **Partnership & Collaborative Establishment Program Proposal: no more than 3 pages in length.**
 - **Background and Significance (1 page) –**
 - What is the big question you are trying to answer?
 - ******What is the specific root cause or systemic barrier you are interested in researching and how will this work advance health equity?
 - Include a description of the community to be served and impacted.
 - Indicate how or why the proposed solution is needed either by being underfunded, unique, and isn’t duplicative of other efforts.
 - ******How will your approach address this question?
 - What are identified strengths and challenges for the project team in leading the proposed work?
 - ******How will funding leverage the program team’s strengths and address challenges to enable project success? Proposals should speak to activities (capacity building, learning community, etc.) that are of significant value to the project team
 - **Goals, Aims, and Objectives (1 page) –**
 - ******What are the specific goals/aims during this two-years of partnership establishment?

- Include how the goals will address and gaps in expertise, support, background, community engagement, etc.
 - What are the objectives proposed to achieve these goals?
 - Include what strategic planning, partnership/collaboration engagement, grantsmanship, or other trainings are needed to achieve your goals. research and capacity building goals for the partner organizations and impacted communities.
 - **How will you operationalize health equity in the project?
 - **How do you plan to work with and support people with lived experience through your partnership?
 - Reference the project timeline regarding relevant milestones and the associated activities.
- **Potential Impact (1/2 page) –**
- **What is the vision for how this partnership will benefit the community impacted?
 - How will the completion of this work enhance the capacity of the partner organizations?
 - How will the intended research plans for this partnership be shared with the community and relevant networks?
 - **How will the completion of this work lead to future action to advance health equity in Virginia?

ii. **Research Program Proposal: no more than 5 pages in length.**

- **Background and Significance (1 page) –**
 - What is the big question you are trying to answer?
 - **What is the specific root cause or systemic barrier you are researching and how will this work advance health equity?
 - **How will your approach address that need or problem?
 - Indicate how your previously supported Partnership & Collaborative Establishment Award began to address the need/problem.
 - Link the project to available data (research literature and/or local data).
 - Include a description of the community to be served and impacted by the performed research.
 - **How did your previously supported Partnership & Collaborative Establishment Award strengthen the development of the research plan for the proposed work?
 - **What are identified strengths and challenges for the project team in leading the proposed work?
 - How would funding leverage these strengths and address these challenges to enable project success? You may speak to activities (capacity building, learning community, etc.) that are of significant value to the project team
 - What do you consider to be your greatest strengths of this proposal? The greatest challenges/concerns?
- **Goals, Aims, and Objectives (1/2 page) –**

- What are anticipated short-term and long-term outcomes from this work?
 - ****What are the specific goals/aims for this work? Include research and capacity building goals for the partner organizations and impacted communities?**
 - What are the objectives proposed to achieve these goals?
 - ****How will you operationalize health equity in the project?**
 - ****How do you plan to work with and support people with lived experience through your partnership?**
 - Reference the project timeline regarding relevant milestones and associated activities.
- **Potential Impact (1/2 page) –**
 - ****Describe the impact of achieving the stated objectives in relation to the need or problem. This section should explicitly outline how the resulting data will lead to actionable steps.**
 - ****How will the findings and completion of this work benefit the community impacted?**
 - ****How did the previously supported Partnership & Collaborative Establishment Award increase the potential impact of the proposed work?**
 - How will the completion of this work enhance the capacity of the partner organizations?
 - What is the dissemination plan for this work, how will findings be shared with the community and relevant networks?
- **Research Design and Methods (3 Pages) – Provide a conceptual framework or model that guides the proposed work. Describe the study design (e.g., secondary data analysis, primary data analysis, longitudinal follow-up, cross-sectional survey, etc.)**
 - ****Population:** Describe your population of focus for this funding request and provide any available demographic information, including but not limited to ages, gender, race/ethnicity, socioeconomic status, disability, and sexual orientation, as well as an anticipated total number of people who will be impacted by this project. The population should be reflective of the impacted community.
 - ****Measure & Methods:** Describe the specific process measures and/or outcome measures to be evaluated. Include the data sources, methods (quantitative, qualitative, and/or mixed methods) and data analysis plan (e.g., quantitative, qualitative, formative, or summative evaluation).
 - Where applicable, indicate how each partner organization will contribute thought leadership for the proposed work.
- h) **Project Timeline and Milestones (Template) – Create a summary table (no more than one page) based on the goals and objectives, that shows each milestone, the associated benchmark measure(s) of success, and the project team members involved (or Role if personnel is TBD). All partners proposed to be involved in the work should be referenced for the appropriate achievement of milestones and include of a brief description of the effort. If no specific organization/individual has been designated for a role, please indicate the role needed within the**

timeline. Please include specific data, methods, and benchmarks that will demonstrate achievement of each milestone. The successful completion of these activities will form the basis of continued funding.

- i) **Bibliography** may be submitted in a 9-10-point type.
- j) **Letters of Partnership:** Please include no more than three Letters of Partnership in which your partner(s) describe their role and contribution to this work. If more than three partners are involved in this work, please select letters from those partners that will be performing the greatest proportion of work across the multiple years of funding. All three letters must be included in the upload of the proposal.
 - **Letter of Commitment:** One of the letters must be reflective of the community impacted and engaged in the project.

Guidance for Letters of Partnership

We are all working to reduce bias, and letters are sometimes biased in ways that systematically disadvantage people based on race and/or gender. As letters are being prepared, we have provided a table that provides suggestions for letter writing to help avoid bias as modeled after the University of Arizona’s guidance on this topic.

Mention research & publications	Letters for reference for men are more likely to mention publications and to have multiple references to research. Put these critical accomplishments in every letter.
Don’t stop too soon	On average, letters for women are shorter and more likely to make a minimal assurance (‘she can do the job’) rather than a ringing endorsement (‘she is the best for the job’).
We all share bias	Unconscious gender bias isn’t exclusively a male problem. Research shows that women are as susceptible to these common pitfalls as men.
Keep it professional	Avoid gratuitous references to personal life and make sure you use formal titles and surnames for both men and women.
Stay away from stereotypes	Do not invoke negative stereotypes even indirectly (‘she is not emotional’). Be careful evoking even positive gender stereotypes (‘caring’, ‘compassionate’, ‘helpful’), as even these can potentially hurt a candidate.
Be careful raising doubt	Honest letters are crucial, but negative or irrelevant comments, such as ‘challenging personality’ or ‘I have confidence that she will become better than average’ are twice as common in letters for female applicants. Don’t add doubt unless it is strictly necessary.

- k) **Organization and Collaborator(s) Profile (Template):** Please include descriptions for the primary contact organizations and co-investigators/collaborators involved in the project. Please include Resume/CV/Biosketch (if applicable) for Applicant and Collaborator(s), no longer than 5 pages each.

l) Appendix (if applicable): References or sample excerpts from questionnaires to be employed in a study may be appended. Reprints of publications or other media will not be accepted.

m) Budget Form Upload: The budget forms listed below must be uploaded using the templates provided and do not need to be incorporated into the PDF upload. Please save Project Lead budget document as LastName, FirstName_Budget.xlsx and Subcontractor budget document as SubcontractorName_Budget.xlsx.

Form D and Form E (Excel Uploads): The Jeffress Memorial Trust wishes to fund only the marginal costs essential to carrying out the proposed research and not contribute to facilities, equipment or salaries already provided or otherwise available in a properly equipped setting. Grant funds must not be intentionally applied for or used by any Project Director when there are funds currently available for the proposed project (or which appear to be reasonably assured) from other sources.

Complete each tab in the Excel spreadsheet template. List names and titles of all personnel associated with this project including their roles, percent effort, salary and fringe (for this project). In addition, specify all equipment, supplies, consultant or subcontract costs, and other expenses related to the entire project. Total project cost should be rounded to the nearest hundred (i.e. a project cost of \$159,995 should be requested at \$160,000). The award requests for each year of funding do not need to be equivalent, but the total Award must not exceed the maximum amount for that associated award. The Lead Organization budget should encompass all subcontractor budgets.

- Salaries requested should be for full or part-time professionals or ancillary personnel. No monies may be used to supplant the Organization's/Institution's committed level of salary support for the Primary Contact. The tasks to be accomplished by each member of the team should be stated.
- Up to 15% of the total direct project costs may be requested to defray indirect costs. Funds for indirect costs must be reflected as an integral component of the total budget. The maximum of indirect costs is \$19,565 for a \$150,000 award. In instances where there is a subcontract, the combined dollar amount for indirect costs taken by both the Award Recipient Institution and contracting institution may not exceed the \$19,565 maximum.
- All project expenses, including equipment, must be listed and explained in the "Narrative Justification" tab. Equipment purchases in excess of \$10,000 will be evaluated in relation to the project.
- In the "Other Support" tab, the Primary Contact and Collaborators should list all active and pending support, including all other amounts available for completion of this project, addressing potential overlap for each at the level of the specific aims with the submission.
 - Other Support includes all financial resources, whether Federal, non-Federal, commercial or institutional, available in direct support of an individual's research endeavors, including but not limited to research grants, cooperative agreements, contracts, and/or institutional awards.
 - Effort devoted to projects must be measured using FTE.
 - If applicable, please also provide grant overlap for co-investigator's/key personnel.

- Guidance regarding the type and extent of information requested is included within the template.

Direct questions to:

Jeffress Memorial Trust at JeffressAwards@hria.org

Frequently Asked Questions may be found at www.hria.org/tmf/Jeffress