

# BTE Implementation Grant Application Guidelines

## Overview

---

Johnson & Johnson awards Bridge to Employment (BTE) implementation grants to local communities seeking to inspire young people (aged 14 - 18 years old) from disadvantaged communities to stay in school, excel academically, elevate their career aspirations. BTE helps young people build solid futures and strives to:

- Increase the number of students who enroll in higher education
- Increase the number of students interested in pursuing careers in the Science, Technology, Engineering, Mathematics, Manufacturing, Design (STEM<sup>2</sup>D) or healthcare sectors.

Johnson & Johnson partners with FHI 360 to manage the global BTE program. FHI 360 provides extensive technical assistance, including application support, to organizations awarded a BTE Strategic Planning Grant by Johnson & Johnson Corporate. Johnson & Johnson does not accept unsolicited applications.

This document lays out the content and requirements when writing a three-year BTE implementation grant application to Johnson & Johnson

On an annual basis, grantees will have the opportunity to review, update, or revise the original application. The applicant will also be required to submit a Calendar of Activities each year prior to funding.

## Eligibility

---

To be considered for BTE implementation funding, the applicant must:

- Meet all FHI 360 pre-award assessment and due diligence requirements.
- Have completed an FHI 360-facilitated Strategic Planning meeting(s) with BTE partners.
- Target a cohort of 35-50 students for three (3) consecutive years prior to exiting secondary school, starting at the beginning of the official school year.
- Align with the global BTE framework and program design. See *BTE Framework and Program Design*.
- Incorporate customized program activities that meet the specific community needs in the following areas:
  - **Academic Enrichment** – supporting student learning and improved academic achievement in math, science, and/or technology, among others.

- **Career Exploration & Readiness** – exploring the broad spectrum of health care careers.
- **Higher Education Awareness & Preparation** – encouraging the pursuit of education beyond secondary school.
- **Community Engagement & Youth Leadership** – encouraging teamwork, community service, and youth leadership.

Yearly funding is contingent upon successful completion of the annual independent evaluation and timely submission of Quarterly Reports and an updated budget and calendar of program activities to FHI 360 (annually).

## **Overview of Application Requirements**

---

A complete grant application packet must contain the following elements:

1. BTE Grant Application Cover Sheet
2. Proposal Narrative
3. Program Model
4. Work Plan (3 Years)
5. Calendar of Activities (Year 1)
6. Budget (3-year) with Narrative
7. Data Sharing Agreement
8. Memorandums of Understanding
9. Most Recent Audit / Audited Financial Statement
10. Incorporation papers, certificate of registration, if based outside the U.S.
11. Written procurement policy

All of the BTE grant application resources, forms, and templates referenced in this document can be found on the members-only section of the BTE website ([www.bridge2employment.org](http://www.bridge2employment.org)), including:

- [BTE Grant Application Cover Sheet](#)
- [BTE Program Budget Template](#)
- [BTE Framework and Program Design Overview](#)
- [Memorandum of Understanding Templates](#)
- [BTE Work Plan Template](#)
- [Data Sharing Agreement](#)
- Sample Calendar of Activities (see BTE Website for samples or the “Sample Calendar” in the [BTE Work Plan Template](#))

The full grant application packet includes:

### 1. BTE Grant Application Cover Sheet

To process a successful grant application, FHI 360 needs certain administrative information about your organization, in particular, its mission, background information, key contacts, tax status, banking information, and payment address.

See: [BTE Grant Application Cover Sheet](#).

### 2. Proposal Narrative

Describe the proposed program for which you seek support, as outlined in the Program Model (and the Strategic Planning Meeting Notes). Your narrative should be submitted as a WORD document and include the following sections:

- A. **Project Description.** Provide a short (1-2 paragraph) description or overview of the BTE program; this will be used on social media, the BTE website, and/or the J&J's website.
- B. **Program Vision.** Provide a two- to three-sentence vision for the BTE program; consider aligning with the stated Long-Term Outcomes.
- C. **Issue and/or Need.** Describe geographical area served and the issue or need that the BTE program will address. Provide examples, research, and/or data to support the issue, such as:
  - **Economic Indicators**, including a) the community's poverty rate or b) percentage of low-income students attending the selected secondary school.
  - **Educational Indicators**, including the most current a) secondary school drop-out rate, b) secondary school graduation rate, c) percentage of secondary school graduates proceeding to higher education each year, or d) the percentage of the community without a higher education degree.
  - **Other Indicators**, such as a) percentage of native language learners, b) percentage of first generation post-secondary students, or c) designated rural location.
- D. **Program Partners.** List and provide a brief description all partner organizations.
- E. **Employee Engagement.** Explain how the partnership has benefitted from Johnson & Johnson employee engagement efforts to date and how; include the names, titles, and efforts of all employees. Describe how the partnership will engage Johnson & Johnson employees (BTE Volunteers) throughout the three-year BTE program.
- F. **Target Population.** Describe the Target Population (Whom will the BTE activities target and/or reach?), including the eligibility criteria, student recruitment strategies, and selection process. Identify:
  - Total number (or estimate) of students eligible to apply to the BTE program, based on your determined eligibility criteria.

- Total number of students that applied to BTE (or estimate).
  - Total number of students selected to participate in the BTE program (or estimate).
  - Total number of female BTE students by gender (or estimate).
  - Number of anticipated Indirect Beneficiaries, such as parents, teachers, or other students.
- G. **Expected Long-Term Impact.** List the expected long-term impact. All BTE programs around the world have the same long-term outcomes:
- Increase the number of students enrolling in higher education;
  - Increase the number of students pursuing a career in the Science Technology, Engineering, Mathematics, Manufacturing, or Design (STEM<sup>2</sup>D) sectors.
- H. **Target Outcomes.** List the proposed outcomes by year, as indicated on the site’s BTE Program Model:
- Year 3 (End-of-Grant) Outcomes
  - Year 2 (Short-Term) Outcomes
  - Year 1 (Short-Term) Outcomes
- I. **Program Activities.** Describe the customized program activities, as listed on the Program Model, for each of the three implementation years; include the specific content (topic), delivery format, frequency, duration, and lead / facilitating partner.

**TIP!** *Sample program activity narrative is as follows:*

Our Career Exploration & Readiness activities include:

1. **Birkman Career Assessment:** A short, online career / personality assessment; findings used in follow-up career coaching and guidance sessions.
  - **Duration:** 20-minute assessment
  - **Frequency:** 1-time, Year 1
  - **Format:** Online, individual assessment
  - **Lead / Facilitating Partners:** NGO / FHI 360
2. **Career Readiness Workshops:** Workshops aimed at building key foundational skills, including business etiquette, communication, goal setting, networking, public speaking, time management, etc.
  - **Duration:** 45-minute sessions
  - **Frequency:** Monthly, Year 1 & Year 2
  - **Format:** Classroom
  - **Facilitating Partners:** NGO & JnJ

### 3. Program Model

Include a one-page Program Model, which provides a visual representation of the proposed BTE program. Drafted as part of the FHI 360-facilitated Strategic Planning meeting, the Program Model should include the short-term (Year 1 and Year 2) and end-of-grant (Year 3) outcomes, program activities, and target population.

See: [BTE Program Model Template](#).

#### 4. Work Plan

Develop a Work Plan for each program year; include a list of annual Program Activities, the lead partners, and proposed implementation timeline. See the [BTE Work Plan Template](#).

#### 5. Calendar of Activities

Develop a detailed Calendar of BTE Activities for Year 1. Sites are encouraged to view and/or modify the sample calendars highlighted on the BTE website; a sample calendar can also be found in the [BTE Work Plan Template](#) (see “Sample Calendar” tab). FHI 360 requires the submission of a new Calendar of Activities prior to the start of each program year before annual funding is provided.

#### 6. Program Budget

Prepare a program budget, broken-down by year, that is aligned with the proposed outcomes and activities. The budget should include a detailed description of the associated costs. Annual budgets should take into consideration program funding levels:

- ✓ Year 1: \$40,000
- ✓ Year 2: \$30,000
- ✓ Year 3: \$20,000

Approved budget categories include:

- **Labor Cost, Consultancy & Professional Fees**
  - Wages / Salary or Wages & Fringe for key personnel (e.g., BTE Site Coordinator, Administrative Assistant) charged with program coordination, implementation, and delivery of the BTE program. Total costs should account for no more than 40% of the annual budget. BTE funds cannot be used for staff bonuses or gifts.
  - Consultancy Fees, Professional Fees, and/or Stipends can be allocated to deliver specific program activities (e.g., Workshop Facilitators, Academic Tutors, Secondary School Coordinator).
- **Student Activities, Events, and Programs**
  - Course / Workshop Fees. Costs or fees associated with specific courses or workshops program activities, workshops, or fieldtrips for students.
  - Events & Celebrations. Costs associated with annual kick-off events and/or end-of-year celebrations.
  - Field Trip & Tour Fees / Expenses. Costs or fees associated fieldtrips, college visits, or tours for students.
  - Food & Beverages for students, if needed, at select program activities.
- **Supplies**, including development and printing of BTE promotional materials, photocopying student materials, purchasing student equipment, materials, or supplies associated with specific program activities, postage, other office supplies, etc.

- **Logistics & Travel**
  - Mileage, Parking, and Transportation. Reimbursement for staff mileage, parking and/or public transportation associated with delivering BTE program activities.
  - ABTS (Alliance Building & Training Session) Student Ambassador Expenses. FHI 360 covers the costs for three BTE partners to attend the ABTS each year. While additional representatives are welcome to attend, they must be self-paid. BTE grant funds cannot be used for these additional partners to attend the ABTS. Most years, FHI 360 invites Student Ambassadors from experienced BTE sites to the ABTS. The number of Student Ambassadors selected from each site varies from year to year and is contingent on Johnson & Johnson’s budget. FHI covers the travel costs for Student Ambassadors to attend the ABTS; passport application fees, VISA/ESTA fees, and home airport transportation (i.e. taxi or bus to/from airport) are not included. If these fees are considered a hardship for BTE students, the local BTE site should build them into the local BTE grant for a maximum of four students (i.e., two students in Year 2 and two students in Year 3). In the event that J&J does not approve this number of students, these costs can be shifted to another line item.
- **Student Incentives.** There is a 10% cap on BTE student incentives (i.e., direct payment to students, such as internship payments, reimbursement of higher education application fees, BTE clothing/apparel, student gifts, etc.) or a maximum of \$9,000 total. Funding of scholarships for higher education is not permitted.
- **Measurement & Evaluation.** Johnson & Johnson Corporate provides separate funds for the evaluation of the local BTE program; these funds are provided directly to the selected BTE Site Evaluator and are not part of the BTE Implementation Grant. A \$1,500 evaluation stipend for the secondary school was awarded as part of the Strategic Planning grant. BTE sites can include an “evaluation incentives” line item to cover costs associated with improving the survey response rate; this may include food / snacks for the BTE cohort and/or the Comparison Group. BTE sites can budget a maximum of \$150 per year (\$450 total) for evaluation incentives.
- **Other.** The fiscal agent can elect to allocate other items, such as Telecommunications or Information Technology. A nominal GA / overhead fee is also allowable (maximum of 8%); the average is 4%.

See [BTE Program Budget Template](#). This Excel spreadsheet includes a sample Year 3 budget (“Sample” tab) and approved budget categories. Complete each annual budget (see “Year 1,” “Year 2,” and “Year 3” budget tabs) and the overall program budget will automatically populate.

## 7. Required Appendices

If not previously provided, please submit the following:

- Most recent Audited Financial Statement
- Incorporation papers, certificate of registration, if based outside the U.S.
- Written procurement policy
- Data Sharing Agreement (signed by the secondary school partner). See [Data Sharing Agreement](#) template.
- Letters of Commitment, Memorandums of Understanding (MOUs) or partner agreements. See [Memorandum of Understanding \(MOU\) Templates](#).

## 8. Optional Appendices

- Additional documentation may be required. FHI 360 will offer guidance, as needed.

## Submission

---

Submit all requested materials electronically to:

**Amanda McMahon**

Email: [amcmahon@fhi360.org](mailto:amcmahon@fhi360.org)

FHI 360 will review the full application to ensure it meets Johnson & Johnson's funding guidelines and criteria. Once accepted, FHI 360 will notify the applicant and initiate the development of the grant agreement and funding disbursement. This process typically, takes six to eight weeks from submission of the full application; please plan accordingly.

## Contacts

---

### **Amanda McMahon**

Director, College & Career Readiness, NIWL  
Global BTE Program Director  
FHI 360  
443.909.9058  
[amcmahon@fhi360.org](mailto:amcmahon@fhi360.org)

### **Cherine Smith**

BTE Program Manager, NIWL  
FHI 360  
540.621.2069  
[csmith@fhi360.org](mailto:csmith@fhi360.org)