

Applicant: Patrick Cunningham

A. EXECUTIVE SUMMARY

(150 words)

Provide a brief summary description of the problem that you are committed to solving and the solution that you are proposing. Your Executive Summary should be contained in a single paragraph. Focus on delivering a compelling overview so that the [Evaluation Panel](#) members assigned to score your application will want to read more. Your Executive Summary, along with other portions of your application, may be extracted and revealed to the public. Therefore, the paragraph should not require any other context to explain clearly the problem and your proposed solution. This is your opportunity to make a strong first impression.

I propose to solve a nutrition problem that is causing major problems for people who eat too much sugar, dairy, and animal food. It will require an education program tied to incentives so that people will change their diet, experience a greater sense of wellness, and embrace nutrition that is healthy and will remove them from experiencing major chronic health problems. I have discovered through study, and experimentation, a nutritional regimen that has stopped the development of prostate cancer and resulted in my achieving a healthier state. The "diseases of affluence" that result from primarily a western diet of dairy, processed foods, animal food, and refined sugar are cancer, cardiovascular disease, and diabetes 2. In some countries in the world these diseases are rare. A careful assessment of why, leads to a major factor being the food that people in these countries eat.

B. YOUR TEAM: WHO ARE YOU?

The following information is required to capture a basic understanding of the structure, leadership, and capabilities of your team.

TEAM PURPOSE (150 words)

Please explain how the problem and your proposed solution align with the primary purpose of your organization or collaboration of two or more organizations. If there is a loose or indirect alignment, please explain why you've decided to solve this problem.

In addition to myself, the team will consist of faculty in the College of Health, undergraduate and graduate students, naturopathic physicians, and Dr. T. Colin Campbell for consultation. It will be based in the School of Social Work, College of Health, University of Alaska Anchorage. I also plan to enter into an agreement with Southcentral Foundation located in Anchorage, Alaska to utilize their resources to engage the Alaska Native population and draw upon their expertise.

TEAM LEADERSHIP

The principal organization and point of contact for receiving and taking accountability for any grant funds may be different from the organization and user name identified during registration. Is the principal organization responsible for receiving and taking accountability for any grant funds different from the registered organization?

No

TEAM STRUCTURE (200 words)

Please indicate in a narrative format how your team is organized. Explain how your team is managed on a day-to-day basis and by whom. Teams may consist of one or more organizations (refer to the Eligibility Guidelines in the [Rules](#)). However, if two or more team member organizations are named, each must offer a specific role to support the

proposed solution. A team consisting of more than one organization must describe its structured collaboration with both legal and governing control over the implementation and/or expansion of the solution.

The team does not exist at the present time. If the grant is awarded the team will consist of the Principal Investigator(s), faculty from the College of Health to include Social Work, Nursing, Dietetics, Health Science, and Physical Education. Team members will also come from Southcentral Foundation to include evaluators, wellness, alternative medicine, and naturopathic physicians.

Please upload a document that names each team member and their organizational affiliation, and the names of members of any Board of Directors or Advisory Board for the proposed solution.

You are only allowed to upload one file. The file types that are allowed to be uploaded have an extension of .PDF, .DOC, .DOCX, .XLS or .XLSX

[Team Members.docx](#)

TEAM COLLABORATION

Is the team a collaboration between two or more organizations?

Yes

(150 words)

Present a clear case as to why this will be an effective collaboration. Have the organizations successfully collaborated in the past? Explain how the collaboration is positioned to deliver the proposed solution as an integrated team with clearly defined roles and responsibilities.

The University of Alaska Anchorage is the Health Campus of University of Alaska system. Health professionals receive their training from this campus.

Southcentral Foundation (SCF) is the major provider of health care services to the Alaska Native and American Indian population primarily living in Anchorage, Alaska. Many graduates find employment with Southcentral Foundation. SCF provides internship opportunities for UAA students. At the present time UAA and SCF operate the Geriatric Interdisciplinary Leadership Development program (GILD) that is funded by the federal government. Many employees of SCF attend the University to continue their education. Both are located in East Anchorage and border each other.

It is required that all parties execute a Memorandum of Understanding between/among the parties. The fully executed Memorandum of Understanding or other legal agreement that controls the relationship among the parties must be uploaded. For guidance, please read the [Requirements Regarding Any Proposed Collaboration](#).

You are only allowed to upload one file. The file types that are allowed to be uploaded have an extension of .PDF, .DOC, .DOCX, .XLS or .XLSX

[Memorandum of Understanding.docx](#)

C. WHAT'S THE PROBLEM & HOW WILL YOU SOLVE IT?

THE PROBLEM STATEMENT (250 words)

Please provide a broad description of the specific problem that your team is committed to solving. Identify who or what is impacted by this problem. Offer an explanation of the current resources that are available to address the problem. Focus on why those resources are insufficient to support meaningful progress toward one or more aspects of a solution. Explain any previous attempts to solve

the problem, if there were any, and/or why the problem persists within the current environment. Later, you will be asked to explain in detail your proposed solution; here, focus on defining the problem and setting the stage for your proposed solution

Among the top causes of early death in the United States are Cardiovascular disease, Cancer, and Diabetes. Causes of these diseases are many, however, a major factor is what the person chooses to eat. The Western diet the majority of people living in the United States eat contains food that produces these three diseases. The gut microbiome (gut flora) is a key to how the body processes food. The Western diet prevents the body from processing nutrients to sustain a healthy state. Instead absorption problems are experienced resulting in physical and neurological problems. When this occurs, the body is susceptible to these diseases of affluence. People suffering from these chronic diseases spend large amounts of money treating the symptoms. Cures are not possible using the medical protocols currently prescribed for these diseases. Some symptoms are relieved temporarily requiring continued dosing and some treatment results in creating other toxic side effects. The pharmaceutical industries provide medication to treat symptoms, many of which create other toxic symptoms requiring even more medication. It becomes a vicious cycle of a disease being treated in such a way that the disease is not cured but only maintained. The third leading cause of death in the U.S. is due to provider mistake, wrong treatment, or lack of knowledge. Health care in the US is primarily reactive or the maintenance of chronic illnesses. Top five causes of death in Alaska are from illnesses that may be prevented by following a nutritional regimen including adequate sleep and exercise.

YOUR SOLUTION (250 words)

Describe your proposed solution in general terms, using layman's language, and explain how it will make meaningful progress toward a solution to the problem you've identified. What will be the direct benefits (outcomes) of this proposed solution? Who are the direct beneficiaries? Explain how and for how long these benefits will be sustained once the solution has been implemented. Why have you chosen this particular solution, and what is the best argument for this approach, as compared to potential alternatives? Focus here on the broad goals that you seek to achieve. Describe any tactical or operational plans that you will employ in the following questions.

My solution is to change what people eat in the United States. Recommended with be a whole food plant-based diet, coupled with adequate sleep and exercise. Not recommended are dairy, oils, animal food, processed food, and synthetic drugs and supplements. An education plan using all available media will be produced with built in incentives recommending to those wishing to avoid the diseases of affluence and to start eating whole plant-based food. Refined sugar will be limited to 28 grams per day. The solution needs to be holistic and thus in addition to nutrition, a minimum of 7-8 hours of sleep is recommended, along with aerobic and weight bearing exercise at least 150 minutes per week. From an environmental perspective, toxic elements also need to be reduced if not totally eliminated. To be successful, the animal and dairy food industries need to be rendered ineffective in opposing this solution. Everyone in the U.S. will benefit from this solution. Better health and longer life will result. Side effects will be better physical and mental health. Health care costs will be substantially reduced. It will last as long as the solution continues to be implemented and embraced for life.

This will be a pilot project and the people living in Alaska will be the target population. Once success is achieved, strategies and future funding will be developed to disseminate this to the lower 48 states and Hawaii.

LOCATION OF WORK

Where do you expect the greatest impact of your project is going to take place? You must choose at least one location, and you may select up to four. If you do not see your location, you may enter it in the Other text box.

Country/State

Country/State

Country/State

Oceans/Space/Global

Other

YOUR TACTICS AND TECHNOLOGY (200 words)

You have explained generally WHAT your team is offering; now, offer specific details of your proposed solution, describing your technical approach and/or

related technology. Explain exactly HOW you will implement the proposed solution and the circumstances under which you will achieve optimal results. If your plan or proposed solution involves the creation or use of any technology or other products, ideas, or processes on which copyright will be asserted or patents claimed, or if your proposed solution relies on existing specific technology, products, ideas, or processes on which there are existing claims of copyright or patent rights, please review the [Intellectual Property Policy](#), which describes the treatment of Grant Work Product (as defined therein) funded by the MacArthur Foundation.

Public media education. Create social policy at the municipal level providing incentives to try the program for a six month period. Reduce opposition to putting the plan into motion. Start out with pilot studies in the municipality. Do comparison between various demographic groups. Pilot studies may involve selecting different whole plant food diets. One study may target improving the gut microbiome and its effects. It will be important to stress that this dramatic nutrition change will take some time to detox from the western diet, reduce the craving, improve absorption, taste, and develop real hunger and a taste for whole plant based foods. Once this is accomplished a preference for whole plant based foods will prevail and the previous diet will not be as attractive because the healthy feeling achieved will reinforce this.

YOUR TIMELINE AND KEY MILESTONES (250 words)

In chronological order, identify key milestones in the implementation process and the timing of when they will be reached. Your proposed solution must be implemented over a period of between three and six years.

Year one: Public media education. Obtain acceptance of pilot studies in selected cities and villages in Alaska.

Year two: Create and implement 1000 different pilot studies.

Year three: implement protocols determined to be the most effective from results of the pilot studies.

Year four: implement protocols allowing for diversity and preferences because of geography and access to resources.

D. WHAT'S THE EVIDENCE THAT YOUR SOLUTION WILL WORK?

EVIDENCE OF EFFECTIVENESS (250 words)

Present the results of any external evaluations that your proposed solution has undergone. Reference any literature or scientific consensus to verify that any actions you describe will lead to the outcomes that you predict. Explain the results of any pilot project or cases studies that have been completed using your proposed solution, if applicable.

Movies: Forks over Knives, Fed up, That Sugar Movie, Plant Pure Nation.

Joel Fuhrman (2014), *The End of Dieting*, New York: Harper

John A. McDougall, *The Starch Solution; The McDougall Plan* (1983)

Dean Ornish(2007). *The Spectrum*, New York, Ballantine Books

T. Colin Campbell (2004), *The China Study*, Dallas, TX: Ben Bella Books

Caldwell Esselstyn (2007) *Prevent and reverse heart disease: The revolutionary scientifically proven nutrition-based cure*. New York: Penguin

Neal Barnard, (2007) *Dr. Barnard's Program for Reversing Diabetes*. New York: Rodale

Campbell, T. Colin, and Caldwell Esselstyn, Jr. MD "Forks over knives: How a plant-based diet can save America". Huffington Post, May 13, 2011.

Abolishing Heart Disease By Dr. Caldwell Esselstyn Jr., Cleveland
Clinic Nutrition Studies <http://nutritionstudies.org/abolishingheartdisease/> 1/5 October
15, 2013

A vegetarian world benefits 3/25/2016 www.medscape.com/viewarticle/860719
http://www.frontiersin.org/Gastrointestinal_Sciences/10.3389/fphys.2011.00094/abstract
Gut–brain axis: how the microbiome influences anxiety and depression Jane A.
Foster and Karen-Anne McVey Neufeld Trends in Neurosciences May 2013, Vol.
36, No. 5

Gut Health and Psychiatry 3/9/2016 www.medscape.com/viewarticle/859484
Bested et al. Gut Pathogens 2013, 5:3 <http://www.gutpathogens.com/content/5/1/3>

RISK ASSESSMENT (200 words)

Please describe the principal risks or threats to the short- and long-term success of the proposed solution and your plans to address them. Include a consideration of whether your solution might trigger a response from policymakers and/or any public officials that might pose a risk. Persuade the judges that your team understands any specific operational or tactical hurdles.

The sugar, dairy, processed foods, and animal food industries, plus the synthetic drug industries will oppose this revolutionary proposal. They have a history of using their power to manipulate the political and economic institutions to further their interests. As an example, sugar yet has not received a daily value level on the back of every food product because of the power of the sugar industry to conceal the amount of refined sugar put into a food product. The recommended diet for the U.S is more politically determined than nutrient determined. I also feel that certain components of the health care system that thrive as a result of the diseases of affluence will feel threatened and may join the resistance to this proposal.

There will be no risk to individuals moving from an animal based diet to a plant based diet Careful attention will be paid to insure that individuals are not allergic to food selected.

EVALUATION (250 words)

If you are selected as a Semifinalist, you will be asked to submit a monitoring, evaluation, and learning plan. For an example, please review the [Guidance for Monitoring, Evaluation, and Learning](#). For now, briefly describe how you plan to evaluate that your solution will have worked. How will you demonstrate what is working, why, under what conditions, and for whom?

We will do control group pilot projects demonstrating the positive effects of a whole food plant based diet. Projects will also include sleep and exercise regimens.

Health status will be measured before the intervention and after to demonstrate the effects. This will include measuring the micronutrients and other blood levels. This is quantitative data.

Special attention will be paid to cardiovascular disease, cancer, and diabetes 2. Demographic groups will also be factored into the evaluative process.

E. WHAT'S THE EVIDENCE THAT YOU CAN DO IT?

YOUR PREVIOUS PERFORMANCE (250 words)

Now that you have established the potential effectiveness of your proposed solution, please explain how your team is uniquely positioned to deliver results based on your track record. On what basis of your team's experience and previous performance should any claims be warranted? Judges are looking for

indicators that you have the capacity for executing your plan. Emphasize your knowledge of the core disciplines, practices, and technology required to succeed.

I have completed control group studies in the past.

Most recent is: <http://heraldopenaccess.us/fulltext/Alzheimers-&-Neurodegenerative-Diseases/Java-Music-Club-A-Standardized-Mutual-Support-Program-for-Adults-with-Cognitive-Change.pdf>

I have also submitted an application to the National Institute of Health (NIH), National Institute on Drug Abuse (NIDA), for a \$125,000 Cutting Edge Basic Research Award for a Sobriety Nutritional Therapy Pilot Project at the Narcotic Drug Treatment Center in Anchorage.

This is the published paper describing the study: <http://www.omicsonline.org/open-access/the-use-of-sobriety-nutritional-therapy-in-the-treatment-of-opioid-addiction-2155-6105-1000282.php?aid=74685>

I have taken nutrition courses and have a certificate in plant-based nutrition

Other potential team members, once identified, will be able to demonstrate their proficiency in carrying out control group studies.

YOUR ORGANIZATIONAL CAPACITY (200 words)

Please describe your organization's current capacity to undertake the proposed solution. What are the gaps in knowledge or expertise, if any, that you need to address? Do you anticipate changes in personnel, facilities, or organization? What are the strategic relationships, if any, required to bring about the intended results?

Explain any infrastructure, systems, or previously measured successes that have been put into place and/or tested to illustrate that you have the capacity to meet your standards of measured results. Your previous performance is a theme that

may be represented in other responses. Here, focus on your team's capacity to repeat, measure, and/or scale any claims made as *Evidence of Effectiveness*.

The University of Alaska Anchorage College of Health has faculty capable of conducting the research proposed. Many have received NIH grants. Southcentral Foundation is also the recipient of government and foundation grants targeting health issues. The knowledge of nutrition cited in the proposal is not as extensive. Few health care providers receive training in nutrition and particularly skill in the prevention of disease and the use of whole plant food nutrients to treat illness rather than the dependence upon synthetic drugs and supplements. There are a few professionals in the University and Southcentral Foundation that have the training and knowledge. We plan to seek other naturopathic and life-style practitioners in the Anchorage area that will join our team in this venture. We will also seek consultation from nutritionists I have identified in the evidence of effectiveness section.

FINANCIAL RECORDS

We require information necessary for our judges to understand your financial health and sustainability.

Please provide audited financial reports from the past three years for the principal organization. If your organization does not have them or cannot provide them, please upload a letter from the most senior executive at the principal organization, explaining your inability to provide them.

You are only allowed to upload one file. If you have multiple documents, please zip them into a single file first. The file types that are allowed to be uploaded have an extension of .ZIP, .PDF, .DOC, .DOCX, .XLS or .XLSX

[UAFinancials.pdf](#)

F. WHAT'S YOUR SOLUTION GOING TO COST?

BUDGET NARRATIVE (250 words)

We are asking you to offer a narrative description of your proposed budget, explaining all of your team's resource requirements. Later, you will be provided a specific format for indicating projected costs. Take time to consider all three of the next sections, so that they can read coherently as one interrelated explanation.

It will take the entire amount awarded to complete the project. \$100 million. Planning and implementing the specific steps of the project will require personnel costs and consultant fees. Use of the media will be a major cost to promote the program and recruit subjects who will participate in the control group studies. Cash incentives will be necessary to encourage participation. Food preparation and distribution for programs will depend on the amount of time deemed necessary to evaluate results. Data collection and analysis costs will be substantial. Micronutrient testing and blood tests plus analysis will be included in the costs with pre-test and post-test. Dissemination of findings will incur costs as well. Money will also be budgeted to respond to resistance that will be encountered as mentioned in above sections.

TOTAL PROJECTED IMPLEMENTATION COSTS

What is the total cost to implement the solution within the specified duration revealed in your timeline and key milestones? This includes capital expenditures; operational expenditures; and monitoring, evaluation, and learning expenditures. In MacArthur's experience, monitoring, learning, and evaluation costs will run 5-15% of the total projected costs. Please review the [Indirect Cost Policy](#). If you are

selected as a Semifinalist, you will be asked to provide a detailed budget. For now, please complete the following table:

NOTE: A minimum of three years is required. You may add additional years, up to a maximum of six.

▼

LINE ITEM DESCRIPTION

\$ (ENTER COST)

YEAR 1 – TOTAL

AMOUNT (US DOLLARS)

	Personnel
<div></div>	
	Fringe Benefits
<div></div>	
	Travel
<div></div>	
	Equipment
<div></div>	
	Materials and Supplies
<div></div>	

Contracted Services

Other Direct Costs

Monitoring, Learning and Evaluation

Overhead Costs (No more than 15%)

YEAR 2 – TOTAL

AMOUNT (US DOLLARS)

Personnel

Fringe Benefits

Travel

Equipment

Materials and Supplies

Contracted Services

Other Direct Costs

Monitoring, Learning and Evaluation

Overhead Costs (No more than 15%)

YEAR 3 – TOTAL

AMOUNT (US DOLLARS)

Personnel

Fringe Benefits

Travel

	Equipment
<input type="text"/>	
	Materials and Supplies
<input type="text"/>	
	Contracted Services
<input type="text"/>	
	Other Direct Costs
<input type="text"/>	
	Monitoring, Learning and Evaluation
<input type="text"/>	
	Overhead Costs (No more than 15%)
<input type="text"/>	
<div> <div>\$ 100,000,000.00</div> <div>TOTAL</div> </div>	

TOTAL RESOURCE REQUIREMENTS AND SUSTAINABILITY (200 words)

If the total projected cost exceeds \$100,000,000, explain how you plan to secure the balance of any necessary funds. Once your solution has been implemented, what will be the cost, if any, to sustain the benefits over time? Identify the source of funding for those costs.

Once the solution is implemented, it will be necessary to secure funds to implement the program in the entire state of Alaska and then to target the remaining 49 states. This is where the federal government and other funding sources will be necessary.

OTHER CONSIDERATIONS (200 words)

The implementation of your solution may require other resources or partnerships, and you are welcome to explain them here. You can offer any contingency planning, based on specific issues raised in other sections of your proposal. This is your opportunity to describe (more completely) outstanding issues that you could not explain in any other sections.

The political and economic system in Alaska will need close scrutiny. It will be necessary to do a force field analysis to identify potential boosters, fence sitters, and barriers to the project. It will require planning a strategy to obtain supporters of the project within both systems to reduce the resistance that will arise. Consultants with expertise in this area will be solicited.

G. YOUR VIDEO PITCH

You are required to submit a video presentation that captures your own pitch for why your solution should be funded. You will upload a short digital film using YouTube. Set the Privacy Settings on your video to Public or Unlisted; do not set them to Private. Your video may be extracted from your submissions and made available to the public. Please appeal to a broad audience. Video submissions should follow these guidelines:

- A length of 30-90 seconds (no more than 1.5 minutes).
- One person (two maximum) should present himself or herself during the video.
- Focus on providing a personal connection; it is not necessary to produce a sophisticated video.

- Your pitch must be in English.

Video submissions that do not follow these guidelines may be removed from the application. Here are some logistical and technical suggestions:

- Video cameras, digital cameras, phones, or laptops are easy-to-use devices for recording video.
- If possible, set to low resolution to reduce file size. This enables easier video uploading.
- If you are having difficulty uploading the video file, try logging out of the application and logging back in using another Internet browser (Google's Chrome browser is preferred).

Here are general suggestions for delivering a high-quality video pitch:

- Introduce yourself and your organization and/or team.
- What is the problem that you are committed to solving?
- What is your proposed solution?
- What is unique about your proposed solution?
- How would you measure success and achieve broad but meaningful impact?

Hone your content:

- Keep your description and language simple.
- Demonstrate passion through your words and enthusiasm.
- Practice numerous times before recording your video pitch.
- Take time to edit your video and seek feedback from others.

Do not submit your video pitch if you see room for improvement.

[View in new full window](#)

H. MACARTHUR FOUNDATION POLICIES

Can you achieve your objectives consistent with the MacArthur Foundation's policies and applicable law governing the MacArthur Foundation? The following sections of the application are for internal review and will not be made available to the Judges. Your responses to these questions may be reviewed in order to determine if your organization qualifies, based on whether you can satisfy the policies and standards of the MacArthur Foundation and the law applicable to it.

CHARITABLE PURPOSE (200 words)

What is the charitable purpose of your solution? Describe how the public or a subset, which is a charitable class, will benefit from your solution. A charitable class must generally be an indefinite number of individuals who are the subject of the charitable purpose and not a limited number of specified individuals. For example, the class can be needy persons within a disadvantaged community but not a specified person in the community, even if the person is disadvantaged. There can be a comparatively small number of individuals, if the individuals are not identified and the class is open ended.

It will substantially reduce early death due to poor diet. The top five causes of death in Alaska will be substantially reduced. It will reduce reactive health care costs. It will replace harmful synthetic drugs with whole food.

PRIVATE BENEFIT (200 words)

Will private interests (such as shareholders, for-profit companies, contractors, consultants, or other individuals) benefit more than incidentally from the solution as compared to the public or charitable benefit? If your solution will trigger any private benefit to one or more individuals, provide an explanation of how the public benefit cannot be achieved without necessarily benefiting those individuals

and to what degree any private benefit compares to public benefit. You may refer to our [Private Benefit Policy](#) for clarification.

The whole food industry will benefit. Private health insurers will benefit due to lower costs. Private companies will pay less benefits for the employees who are covered by health insurance. This however pales in comparison to the benefit that will be obtained by everyone who is currently following a western diet and suffering the consequences.

LOBBYING ACTIVITIES (150 words)

Does your proposed solution involve any efforts to effect policy changes through changes in existing legislation, or the enactment of new legislation, and require lobbying activities with respect to a specific legislative proposal?

Explain how the proposed solution involves any lobbying activities. You may refer to our [Lobbying Policy](#) for clarification.

Legislation and government policy will be changed to support whole plant based food nutrition. Medication will be derived from whole plant based foods. Reducing influence of dairy and animal food industries will be needed as well as eliminating the use of synthetic drugs to treat illnesses. States may be able to create universal single payer health care programs for their residents because of reduced health care costs.

HUMAN SUBJECTS RESEARCH (200 words)

Does your proposed solution require any research that would involve human subjects?

Describe any specific research that involves human subjects and how it complies with the MacArthur Foundation's strict policy regarding human subjects research. Please refer to the [Human Subjects Research Policy](#) for clarification. Include in your response evidence of specific plans and support mechanisms required to safeguard the rights and welfare of those human subjects.

Pilot projects will study the use of whole plant based food on various medical conditions related to cancer, cardiovascular disease and diabetes 2. Care will be taken to avoid allergies to whole plant based food. Consent will be obtained from human subjects to participate in pilot projects. Institutional Review Board approval will be obtained prior to the beginning of the project.

TEAM STORY (150 words)

Lastly, we want to understand your motives for participating in this Competition. Tell us how your team came to work on this problem and arrived at this solution.

Improving the health and longevity of people living in the U.S. who are at risk for the diseases of affluence is what motivated us. First hand experience of moving from a diet of dairy, animal products, and processed food with sugar to a diet of whole plant based food and fish and experiencing improved health is the other motivating factor. We wish to share this discovery with others.

ADDITIONAL INFORMATION TO BE PROVIDED

If your organization or collaboration is named as a Semifinalist, you will be required to provide additional information during the next stage of the Competition (please refer to the [Rules](#) and the [Timeline](#)), including but not limited to:

- Tax Determination Letter, if applicable
- Articles of Incorporation, Charter, or similar documentation

- An organizational chart showing the roles and responsibilities of the key persons associated with the project
- Biographies of project's key staff, detailing their relevant experience to the proposed project
- Monitoring, Evaluation, and Learning Plan for the proposed solution (refer to the [Guidance for Monitoring, Evaluation, and Learning](#))
- Existing policies, if any, addressing conflicts of interest, whistleblower, internal controls, anti-money laundering, intellectual property, human subjects research, code of conduct, ethics, gifts, and any similar policies governing the organization
- If you are not a public charity, a statement that any MacArthur Foundation grant funds will not be used for lobbying purposes, or if you are a public charity under the Internal Revenue Code, a lobbying budget in which you specify the amount of lobbying expenses and non-lobbying expenses

