

## PATH Leadership Structure

Like most Robert Wood Johnson Foundation national program initiatives, the PATH national program office was responsible for recruiting a committee to make funding recommendations and advise the PATH Initiative overall. Responsibilities of the PATH’s National Advisory Committee include:

- Identifying target audiences and reviewing Call For Proposals and program goals, design, structure, plans, implementation, evaluation, staffing configuration and major initiatives
- Attending National Advisory Committee meetings and PATH annual meetings of grantees as appropriate
- Reviewing and approving all phases of the selection process including selection criteria, scoring mechanisms, letter of intent and applicant materials and participating in selected site visits to prospective grantees
- Providing technical assistance and/or network referrals to grantees in partnership with the national program office as appropriate
- Serving as an ambassador for the PATH Initiative to constituencies within and outside of the tobacco control field

The National Advisory Committee did much more than this. Under the visionary leadership of its chair, Dr. Dileep Bal, the NAC became an important venue for addressing issues that affect the entire field. NAC members helped to mediate collaborations between PATH groups and traditional tobacco control partners, provided expertise and networks, and helped PATH navigate important cultural competency issues. For example, a special NAC session on Native American issues led by Native American NAC members shaped PATH’s approach to work in this area.

### National Advisory Committee

Dileep G. Bal, MD, MS, MPH  
NAC Chair  
Kauai District Health Office

Marcella Gaitan  
National Alliance for Hispanic Health

Donna Rae Grande, MGA  
American Medical Association

Eduardo Hernandez-Alarcon, PhD  
Community Anti-Drug Coalitions of America

Sherri Watson Hyde  
National African American Tobacco Prevention Network

Letetia Jackson  
Campaign for Tobacco-Free Kids

Brian Anthony Lee  
American Cancer Society

Rod Lew, MPH  
Asian Pacific Partners for Empowerment And Leadership

Yvonne H. Lewis  
Centers for Disease Control, Office of Minority Health

Liling W. Sherry  
Northwest Portland Area Indian Health Board

### Robert Wood Johnson Foundation Staff

**Michelle Larkin** led the foundation effort to establish the PATH Initiative. She was a strong advocate and navigated the idea from germination to full-blown national program. She continues to work closely with PATH as it evolves into a technical assistance initiative in its final stages.

Other foundation staffers on the PATH team over its tenure include **Dr. Dwayne Proctor** and **Joe Marx** who worked with PATH on communications; **Joe Wechselberger** in our first months and then **Karen Rowden** throughout the grant on financial management and grants reporting; and **Barbara McCourt** helped orchestrate administrative issues before her retirement earlier this year. **Karen Rowden** played an important role in working with grantees on reporting and documentation requirements — many of which were new to groups. We are indebted to these staff and to the foundation in general for their support, input and leadership. PATH would not have been possible without them.

In addition to foundation staff and NAC members, PATH grantee representatives were critical shape in shaping evaluation strategies and other work of the Initiative.

## PATH Selection Process

### PATH Selection Criteria

- 10 points • Assessment of the Cultural, Socio-Economic and Political Context and Opportunities
  - 5 points • Track Record and History in Community Organizing and Policy Advocacy
  - 5 points • Assessment of the Tobacco Context
  - 5 points • Strength of Organization/Fiscal Management/Community Assets/Connection to Local Communities of Color
  - 5 points • Proposed Outcomes and Methodology
  - 5 points • Budget and Matching Funds
  - 5 points • Demonstration of Independence from Tobacco Influence
  - 5 points • Potential for New Information/Innovation/Breakthrough
  - 5 points • Sustainability Beyond the Grant Period
- .....
- The nine groups selected as a result of this process represented wide diversity that spanned geography, ethnicity and issue.