

Many of the challenges Lilly Endowment seeks to address in community development, education and religion – the areas of interest the Endowment’s founders determined for it to pursue – are complex and ongoing. There are few quick fixes or technical solutions. Sustained efforts and personal and trustworthy relationships often are required.

Such relationships are needed to help an individual or family caught in a cycle of poverty find hope and develop the capacity to thrive. And when an organization or community must change its culture and engrained ways of acting to prosper in the future, relationships need to be formed among people with differing backgrounds and perspectives so consensus can be forged on how to move forward. To build these relationships, one should consider the advice of Dietrich Bonhoeffer, the German theologian executed by the Nazis during World War II, who said: “The first service one owes to others in the community involves listening to them.”

The Endowment strives to listen to the organizations it funds and to the beneficiaries of those organizations. One way it listens is through Endowment-funded research and evaluation efforts that seek input from stakeholders. Much of the Endowment’s grantmaking is guided by the findings of these efforts. The Endowment also seeks to fund organizations that know they must listen to the people they serve, and it frequently provides funding to help them understand the challenges facing those they serve, the impact of their efforts, how their work is regarded by others, the level of support for their programs and how the organizations can be more effective.

Stories featured in this annual report describe Endowment-funded efforts that involve the building of relationships and how listening is critical to doing so.

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—Dietrich Bonhoeffer

IN RELIGION, there is a story about an initiative the Endowment has launched to help engage young adults more in the lives of congregations around the country. Research the Endowment has funded reveals that to do this congregations must listen to young people’s desires and hopes and minister not to them but in relationship with them.

Another story references Endowment-funded research showing that many pastors feel isolated and lonely and leave the ministry in their first decade of service. The story highlights the Wabash Pastoral Leadership Program at Wabash College. This two-year program helps Indiana pastors who have been in the ministry for five to 10 years develop relationships with peers as they learn about issues and resources in Indiana that are relevant to their leadership and their congregations’ engagement in their communities. Using lessons learned from the first eight years of the program, the Endowment has funded similar programs in 17 other sites around the country.

IN EDUCATION, there is a story about a major initiative the Endowment launched in 2016 to encourage the enhancement of counseling programs in Indiana K-12 schools and the development of comprehensive counseling models that address the academic, college, career, and social and emotional counseling needs of students. For these needs to be met, students need relationships with caring

adults who will listen to them. Indiana schools on average have 620 students per counselor. The quality of relationships required to address student needs is not possible with that ratio. New ways of establishing these relationships through collaborations with

teachers and other school personnel and representatives of community organizations and businesses are essential. In the first phase of this \$30 million initiative, planning grants have been awarded to 284 public school corporations and charter schools to help them assess their current counseling programs and develop ways to enhance them. The second phase of the initiative, which is competitive, will provide funding to implement the best new strategies.

The report also includes a story about how the faith-based organization Outreach Inc. shows homeless youth “the compassion of Jesus Christ,” and instills in them the hope they need to move toward a life off the streets. To serve these youth, Outreach staff and volunteers first listen. The Endowment’s support for a new facility, capacity building and evaluation will help Outreach serve more youth more effectively.

IN COMMUNITY DEVELOPMENT, there is a story about how 15 central Indiana human service organizations are using a total of \$100 million in major grants to help them become more financially sustainable. Ten of these organizations are neighborhood centers, where staff listen day in and day out to neighborhood residents and work to build relationships with them as they address an array of challenges that keep the residents from achieving the quality of life to which they aspire. Two of the organizations are hunger-relief agencies that collaborate with the 10 neighborhood centers and others to provide healthy food to an increasing number of Hoosiers who are food insecure. All of these organizations from time to time face changes in funding streams and policies and have very little risk capital or operating reserves. Because the current needs of their constituents are overwhelming, it is difficult for them to raise or allocate funding for endowment or reserves. The Endowment offered these grants to help them enhance long-term viability so they can continue their personalized care for those in need.

The report also features a story depicting Endowment-funded efforts at the University of Southern California Shoah Foundation to preserve the story of Holocaust survivor, Eva Mozes Kor. She and her identical twin sister, Miriam, were two of 3,000 twin children used in horrific experiments at Auschwitz under the direction of Dr. Josef Mengele. The preservation efforts included the use of three-dimensional imaging and natural language processing to create a life-sized, interactive testimony

to enable people to listen to her story and engage in virtual conversations with her for years to come. For her efforts to promote forgiveness, peace and civility, Indiana Gov. Eric Holcomb recently awarded Kor Indiana’s highest honor, the Sachem Award.

The Endowment’s founders understood the importance of trustworthy relationships and the role listening to others plays in developing them. They exhibited this understanding through the values they displayed at their company and later at the Endowment. Listening was a priority when they regularly shared lunch or a soft drink with their company’s employees.

J.K. Lilly Jr. recognized that the human touch was too often lacking in large companies. He viewed the quality of the relationships among leaders of a company and its employees as essential to corporate success. His brother Eli agreed. In 1933, he said: “Foolish indeed is the business organization that measures its success solely with a profit yardstick and ignores its most valuable assets: the faith and good will of those whom it seeks to serve and the faith and loyalty of those who are dependent upon it for happiness.”

My colleagues and I are inspired by the values the Endowment’s founders sought to foster by establishing it nearly 80 years ago. These values, which are present in or arise from trustworthy relationships with others, include good will, hope, faith, honesty, motivation, character, determination, love, the human touch, hospitality, generosity of spirit, respect, civility and the willingness to listen. They are evident in the stories featured in this report. We will continue to honor the legacy of the Endowment’s founders by ensuring that these values are promoted in future efforts it supports.

I N C L O S I N G, we note the retirement of E.G. White, the Endowment’s vice president for finance. We are grateful for his 14 years of dedicated service in furtherance of the Endowment’s values and mission.



N. Clay Robbins
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