

Community Development Division

As desired by its founders, Lilly Endowment concentrates its philanthropic efforts in community development in its home territory of Indianapolis and Indiana.

For the past decade, the Endowment has focused its grantmaking in Indiana on strengthening the civic vitality of Hoosier communities through the GIFT initiative for community foundations. This initiative has seen an astonishing number of community foundations take root and flourish in the state; they have become “players” in their areas – the grants they make matter; the civic connections they forge make differences. They are now assessing their progress and determining what steps will make them stronger.

In the phrase popularized by Harvard University’s Robert Putnam, it is “social capital” that they are building and sustaining, the capital that is a vital ingredient of a healthy community.

In its hometown, Indianapolis, the Endowment perennially supports many causes, all important to the community’s quality of life – from homeless shelters to museums, from zoos to affordable housing programs, from arts groups to public parks, and from United Way agencies to amateur sports programs. The constant goal is to help Indianapolis be an inviting place to visit and call home.

Fedelia Payne and her children – Robert (left), Zach, Larry and Courtney (in lap) – receive shelter and assistance at the Julian Center while they look for transitional housing.

Julian Center unifies efforts
to help battered women begin again

Starting Over

Moving day – set for sometime in December 2001 – can't come soon enough for Carlene Richardson, director of the Julian Center's shelter for battered women and their children. Her current office, shared with an assistant, doubles as staff lunchroom, conference area and drop-off point for donations that range from used coffeemakers to stuffed panda bears.

"We don't have much privacy," understates Richardson about her multipurpose workspace. Adorned with stained-glass windows, the cramped quarters once served yet another function: chapel. "The house was built as a convent for 14 nuns," she explains, "but as a shelter, it's accommodated more than 40 women and children at a time."

The shelter's address may be unlisted, but its location is no secret. A haven for Indianapolis and Marion County domestic abuse victims, it has been the destination of countless taxi fares and police-car runs since it opened in April 1982. The unpublished address may have ensured safety in the early days, but "we've been in the same place for 18 years," says Ann DeLaney, executive director of the Julian Center. "Anybody can find us."

A different kind of campus

To mobilize community response to the crime that the U.S. surgeon general cites as



the top health issue facing the country, the Julian Center launched a capital campaign to develop a campus of facilities to serve battered women and their children. Meridian Insurance Co. donated property in the 2000 block of North Meridian Street last year, and the city of Indianapolis added several adjacent lots.

Impressed with the degree of community support for the center and its furtherance of the priorities of the local United Way's impact council for this issue, Lilly Endowment approved a grant for \$2 million that helped move the agency closer to its campaign goal of \$5.5 million. Administrative offices relocated to the renovated site in February; groundbreaking ceremonies for the adjoining shelter occurred in September.

"We decided to expand because we were tired of turning away people," says DeLaney. In a typical year the Julian Center offers emergency housing to some 500 women and children and because of a lack of space, has to decline safe haven to more than 600 others.

Only two shelters – the Julian Center and the Salvation Army – exist in Indianapolis exclusively for domestic violence victims and their children. Together they can accommodate 80 persons at a time. "The average stay is 31 days, but we've had women with six children stay with us for five months before we could place them," explains DeLaney. "Larger families tend to stay longer because they have difficulty finding transitional housing."

No more secrets

The very public Meridian Street location is in marked contrast to the current shelter, tucked in a residential block on the city's west side. A state-of-the-art security system – alarms, cameras, sensors, double doors, floodlights and bullet-resistant glass – will ensure maximum safety.

"On Meridian Street, the women are no longer in hiding," says Richardson. "Their abusers can't claim that their wives are on 'vacation.' They'll be right on Meridian Street, in a safe place, getting the help they need."

Bessie Thompson, longtime employee of the Julian Center, loves "her kids." Obviously, the feeling is mutual. The new facility will have a classroom for the children.

Another advantage of the spacious quarters is that help is only steps away. The Indianapolis Police Department has placed its new nine-member domestic violence unit within the Julian Center administration building, and Marion County Prosecutor Scott Newman has assigned an on-site deputy prosecutor to work with victims who choose to file charges against their abusers.

The streamlined effort already has proved its effectiveness. In the IPD unit's first four months in operation, its officers investigated 1,134 cases, and charges were filed against the batterers in more than 90 percent of the cases.

A model of collaboration

"Other cities have domestic violence units, but I don't know of any other city that has brought everything together under one roof," says Lt. David Hensley, the officer overseeing the IPD unit. "Everyone here realizes that we're working toward the same goal, and we're trying to coordinate our actions so that we're more efficient in reaching that goal. All these officers volunteered for the assignment; in fact, they competed to get the positions. They wanted to be the founding members of this unit."

Hensley and his team have their work cut out for them. IPD responds annually to about 20,000 calls involving domestic disputes. The department estimates that the special unit will investigate as many as 4,500 cases a year.

These numbers do not surprise Richardson, who has counseled a wide range of victims in her 18 years at the shelter. "When we first opened, the average age of the women who came here was 18 to 25. Now it's not unusual to see women in their 50s and 60s. They come from all walks of life; some are employed in the professions, and some are married to professionals. They're here because they're tired of being beaten," explains Richardson.

"We do a lot of public speaking about abuse," she notes. "When we talk to groups, we've learned to pick out the abused women; we can see the look in their eyes. After the program, they seek us out and ask questions."

The answers they get are honest, alerting them to challenges ahead. The decision to leave a violent home does not solve all the problems that a battered woman faces.

Often she is without money, has only the clothes she is wearing, is emotionally as well as physically damaged

and has limited job skills. She sometimes has neglected her health and may have developed an addiction as a way of coping with her abusive situation.

In the new facility, Julian Center therapists and advocates will be able to help clients address these issues without being hampered by a shortage of space and a remote location. Besides private rooms for therapy, medical treatment and legal counseling, the shelter will have gardens, a cafeteria and a classroom for young children who cannot attend their former schools for safety reasons.

"We will go from 14 to 32 sleeping rooms, so we're more than doubling the size," says DeLaney. "We'll have

a food pantry, an interior courtyard and a place where the women can have their teeth checked and their hair done. The transitional rooms will have bathrooms so moms with several children can stay until they can make permanent arrangements."

Overcoming barriers

A computer room will allow women to gain access to the Internet for information about jobs that pay well enough to support their families. Adequate income and ongoing counseling are essential if the women and their children are to maintain independence from their former abusers.

Too often the barriers to freedom seem too great to overcome, and the women feel they have no other option than to return to their abusive situations. The risks attached to this decision are as great for the children as for the moms. Statistics indicate that youngsters who witness domestic violence are five times more likely to become perpetrators or victims of abuse as adults.

"People sometimes say to me, 'How can these women stay in abusive relationships?'" says DeLaney. "I tell them that if they had any idea of how difficult it is for victims to escape, they would ask a different question: 'How do these women ever have the courage to leave?' Our goal at the Julian Center is to remove the obstacles. We try to make it easier for women and their children to start over and lead healthy, safe lives."

Marva Garrett and 1-year-old Joshua appreciate the Julian Center's supportive and positive environment while they prepare for a new life.





“TAKING STOCK”

Foundations assess their place in Indiana’s communities

“Serving as executive director of a community foundation and two county affiliate funds is a lot like parenting three children,” says Cindy Blorstad of Bedford, Ind. Her oldest, the Lawrence County Community Foundation, is now a mature age 10 and has assets of about \$5.7 million; the fund that serves adjacent Orange County turned 4 in December and is valued at \$1.5 million; and the “baby,” in Martin County, was born in March 1999 and already has built an endowment of \$700,000.

“All three are at different stages of development,” says Blorstad, “and managing growth and sustaining success become major challenges.”

In the past decade, the number of community foundations in Indiana has increased from about a dozen to more than 90. Their combined assets, once estimated at \$100 million, now exceed \$1 billion. Four growth spurts, fueled by Lilly Endowment's 1990 GIFT (Giving Indiana Funds for Tomorrow) initiative and its subsequent phases, have resulted in at least one community foundation or affiliate fund in every Hoosier county.

These foundations – no matter their age – are generally experiencing a pleasant malady: growing pains. According to Endowment goals, the "Taking Stock" program will help them assess their status and plan for a responsible maturity.

Figuring out where they are

"Many of these foundations have been so focused on building endowment funds that they haven't had time to take a breath and figure out where they've been, where they are today and where they want to go in the future," explains Jenny Kloer, whose responsibilities at the Indiana

Grantmakers Alliance include overseeing technical assistance to the foundations.

To encourage self-assessment, the Endowment allocated \$11.5 million and invited community foundations to "take stock." The voluntary program allowed organizations to apply for grants of up to \$25,000 to reflect on their growth, examine their strengths, identify their challenges and explore their opportunities for improvement. The foundations used a self-assessment form based on the ethical standards they adopted for themselves. Guidelines stipulated that each self-study would involve internal and external components, with community members and outside organizations weighing in with opinions. Foundations that satisfactorily complete the process are eligible for additional grants of up to \$100,000.

Taking the long view

"'Taking Stock' coincides with our 50th anniversary," says Doug Inman, executive director of the Portland Foundation in Jay County. "My goal is to get a true picture of what we think of ourselves, but more important, what others in the community think of us."

Inman explains that even an organization founded in 1951 can experience growing pains when it steps up its grantmaking activity, launches a first-ever campaign for operating dollars, assumes a more visible position in the community, doubles its assets and hires additional staff to shoulder additional duties.

When Inman accepted the post of executive director five years ago, the foundation's endowment was \$6.6 million; today it is \$14 million. "In the early going, the board



previous page and left: *Dancers with Muncie Ballet Studio benefit from support of the Community Foundation of Muncie and Delaware County. The Portland Foundation endorsed a plan to buy new playground equipment for all elementary schools in Jay County. Here students enjoy the results at Gen. Shanks Elementary School.*



would meet four times a year, get out the documents and make some grants," he says. "Now we meet monthly and have committees that convene between board meetings. We do a lot more than hand out scholarship checks.

"For more than a year we've been spearheading an effort to bring a community learning center to Portland. It's been a ton of work. We've met every other Monday at 7 a.m. for the past 15 months," he says.

Adjusting to changing circumstances

Roni Johnson, executive director at the 15-year-old Community Foundation of Muncie and Delaware County, agrees that the organizations need to assess their progress periodically. Ironically, before the Endowment announced the "Taking Stock" program, her board of directors had decided to conduct an internal evaluation on its own. "We had it on our agenda," she says. "We want to be as good as we can, and we'd be sticking our heads in the sand if we didn't look at ourselves critically."

The Muncie-based foundation, which Johnson says "birthed itself" in 1985 after local leaders conducted a feasibility study, has a history of supporting high-profile projects throughout Delaware County. Some have involved bricks and mortar, and others have focused on convening diverse groups around a common issue.

"Now that our endowment is at \$30 million," Johnson says, "it's time to evaluate how our donors, our grantees and the community perceive us."

Walk the talk

Depending on the community, this leadership position often takes on the roles of catalyst, facilitator, convener and peace-

maker. In LaGrange County, the 8-year-old foundation has fulfilled several needs simultaneously and earned the community's respect in the process.

"When I took the job as executive director, we had no community structure that could accommodate more than a hundred people," recalls Evelyn Evers. "For three years local groups had argued about funding a building; everybody discussed it in the local coffee shop or talked about it on the street corner, but they wouldn't sit down together long enough to make any progress. They just threw darts at each other. As a mother of nine children, I've learned to mediate and come to agreement."

Evers hired a facilitator, gathered stakeholders in a room and announced that they were going to keep working until a plan for the building took shape. The foundation contributed funds toward the project, and other groups followed suit.

"We now have a sensible solution to a formerly divisive problem. The building seats 300 people," says Evers, "and it seems that nearly everything that happens in LaGrange County happens in that building."

The foundation has also helped start a leadership training program, establish a community dental clinic, encourage the use of reflective tape for Amish buggies, and create a matching program to preserve the picturesque brick streets around the courthouse.

left and below: *Joseph and Amy Voris take center stage at the Little Theater in Bedford, a grantee of the Lawrence County Community Foundation. Workers prepare for a gallery opening in Arts Place, a \$3 million expansion project that benefited from support of the Portland Foundation.*



Advancing the workforce

Tailor-made Training

When Pearson Education, an international publishing company with operations in 40 countries, announced plans to offer a two-year college degree program to its central Indiana workforce, the response was overwhelming.

“We have about 600 employees between our two facilities here, and 150 expressed interest,” says Debbie Freeman, director of human resources. “With classes beginning in January 2001, we hope to graduate 50 people with degrees in applied science in business administration with a specialty in logistics.”

The home “campus” for the Pearson venture is a functional suite of offices, classrooms and computer labs in the sprawling Park 100 business complex on the northwest side of Indianapolis. Called the Park 100 Advancement Center, the facility is an all-purpose training site designed to serve the park’s resident businesses. It took shape after Duke-Weeks Realty Corp. circulated a survey among tenants of the complex to assess interest in some kind of central education resource.

“We had heard our customers say that their number-one problem was finding, training and retaining qualified employees,” explains Gene Zink, executive vice president and chief financial officer of the real estate company. “We wondered if there was a way we could help. We commissioned the survey and asked our tenants if they would support this service if it were available.”



A shared experiment

The response – an emphatic “yes” – prompted Duke-Weeks to search for an existing model. “We couldn’t find one,” says Zink. “The project would have been easier if we could have copied something.” Realizing they were in uncharted territory, Zink and his colleagues at Duke-Weeks decided to enlist the help of a community organization with knowledge and experience in workforce development. That task proved

Goodwill’s Workforce Advancement Center facilitates programs like the one for Pearson Education in northwest Indianapolis to help employees enter college-level programs. Instructor Scott Neal helps Pearson employee Luciana Anderson with an algebra problem.

easy. Goodwill Industries of Central Indiana, one of Park 100's resident businesses, more than qualified for the assignment. In line with its plans to explore new opportunities for nontraditional students, Lilly Endowment in 1999 awarded Goodwill a grant for \$165,000 to support the start-up effort.

"When the Advancement Center concept was first floated, I saw it as an extension of what we've been doing for years," says James M. McClelland, Goodwill president.

"Here was a new way to improve education and training opportunities for people already in the workplace. It also would allow us to develop deeper relationships with employers so we might better understand their workforce-related needs. With that knowledge, we can do a more effective job of preparing people for the jobs that are available," McClelland says.

Central to the vision was customer involvement in the program. The Advancement Center staff would not create a random assortment of workshops and classes and then market the offerings to companies in Park 100. Instead, the staff would consult with resident companies, hear their unique education and training needs, and invite educational providers to "bid" for the business by submitting proposals for the project.

Based on the proposals, the business would participate in selecting the education provider, which would then hire qualified instructors and arrange a schedule convenient to the employer and the employees.

Customizing the curriculum

"Our whole focus is on customization," says Amy Mifflin, director of the center. "We help employers think about how they can develop the skills of their workforce and how they can motivate employees to keep learning and growing. With the labor shortage, retaining a workforce can be a big problem.

"Companies realize that there are not a lot of people out there, so they look for ways to invest in their current talent," she says. "They might ask us to create a leadership series or offer a course that will upgrade employees' computer skills. Our range is everything from a two-hour lab to a two-year degree program."

An advantage of the flexible curriculum is that the

Advancement Center can respond quickly to shifts in the workforce and changes in the marketplace. Classes in introductory Spanish and English as a second language are geared to companies with a growing number of Hispanic employees. The center also has a roster of instructors qualified to teach Chinese, French, German, Japanese, Korean and Russian.

Industrial-training courses include ergonomics, first aid and CPR. Some series lead to certification in specialized areas such as human resources management, quality improvement and general office management.

"As the labor market continues to tighten, we need to increase everyone's productivity," says McClelland. "One approach is to improve the education and training – not just of individuals who are unemployed, but also of those who already are working. The training needs to be offered at a convenient time and place, and it needs to be for a relatively short time."

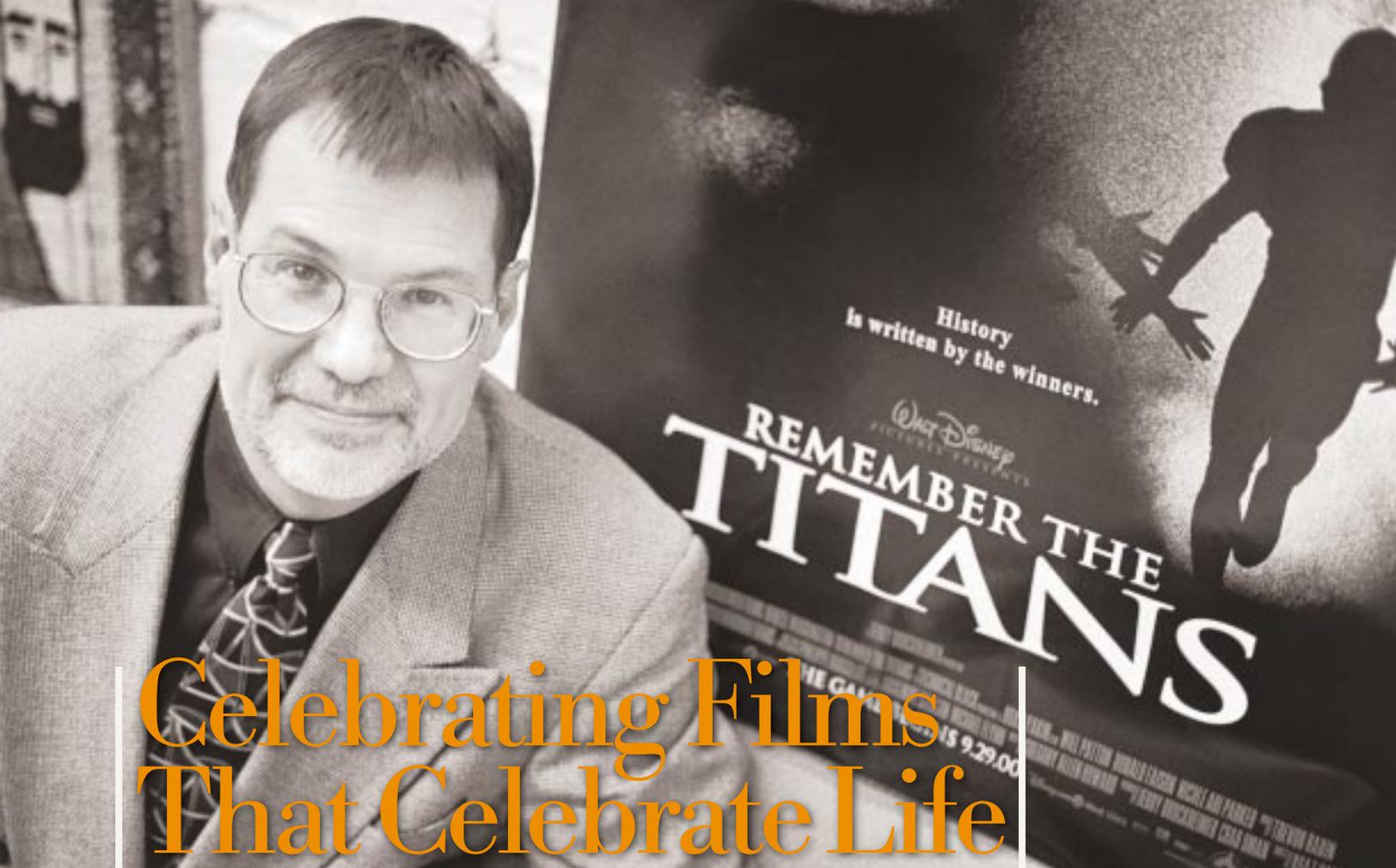
Beyond the classroom

The concept of convenient and customized training characterizes the two-year degree program that Ivy Tech State College will introduce in 2001. The faculty, provided by Ivy Tech, will tour Pearson's plants before the program starts to learn what activities the students participate in while they are on the job. Instructors then can create examples and use terminology in line with students' experiences.

The Advancement Center staff will stand ready to serve students if they need to find tutors or dependable child-care providers. "Our role is to act as facilitators," explains Mifflin. "We're here to help students be successful."

Although the Pearson Education program is an experiment of sorts, expectations are high that the community and its participating workers will reap measurable benefits. "We anticipate that this commitment to training will result in greater employee retention, employee growth and increased opportunities for promotion," says Freeman.

Besides the obvious professional incentives that motivated employees to enroll, Freeman says some students cited personal reasons, recalling, "One employee said she wanted to pursue a degree because she wanted to set a positive example for her children."



Celebrating Films That Celebrate Life

Academy Award-winning filmmaker Mark Jonathan Harris of California has attended his share of film festivals, but he reserves special praise for one that is smaller than Sundance, less glamorous than Cannes and is, he adds delicately, a little off the beaten track. “At Heartland I had a chance to take my documentary, *Into the Arms of Strangers*, into a community, talk at length with members of the audience and get their response. For me, that was quite wonderful,” says Harris.

The film, written and directed by Harris, is a documentary about the rescue of Jewish children by the British before World War II. It won not only the Crystal Heart Award, but it also has been nominated for an Academy Award in the “Best Documentary” category.

In keeping with Lilly Endowment’s continuing desire to enhance the quality of community life in its hometown by fostering the arts, it has supported the

development of the Indianapolis-based festival with grants totaling \$486,500 since 1995. Now in its ninth year, the project encourages new talent in the film industry and is building a reputation within the entertainment world as an event honoring films that have life-affirming messages.

The annual festival offers film screenings, seminars by visiting filmmakers and an awards dinner at which filmmakers receive Crystal Heart citations and

cash prizes. Film impresario Stephen Spielberg who has received three Crystal Heart awards – for *Schindler’s List*, *Amistad* and *Saving Private Ryan* – says: “[The award] is a challenge to continue to do work that can meet your standard of excellence. Every year you set the bar very high. Keep it high.”

Periodically Heartland presents a career achievement award to a person who epitomizes all that is meritorious in the industry and whose presence boosts public interest. This year’s recipient was Maureen O’Hara.

“The challenge that we’ve faced over the years is discerning ways to reach beyond Indianapolis and have an impact on the entertainment business,” says Alan Kimbell, chairman of Heartland’s board of directors. “We think we’re beginning to have some success. Interest is growing, and studios are starting to ask if we’ll put our imprimatur on some of their products.

“Eventually we may have some impact on the content of films, but we’re not operating under the illusion that Hollywood is going to change because of what we do. Our hope is that we will offer choices to consumers and help them figure out which of the upcoming films are good,” he says.

Award of Excellence

Evidence that Hollywood is beginning to recognize the value of Heartland’s endorsement surfaced during the marketing campaign for the Disney film *Remember the Titans*. Prominently displayed in major print advertisements promoting the movie was the Heartland Film Festival logo and the explanation that the film, starring Denzel Washington, had earned Heartland’s Award of Excellence, a designation that is new this year.

“We initiated the idea of such an award some time ago,” explains Jeff Sparks, president of Heartland Film Festival, “but we waited until we had just the right film to launch it. This is one more step toward public awareness of Heartland’s mission.

“We hope consumers eventually will recognize our logo as a sort of seal of approval,” he says. “We feel a lot of people go to video stores and have a tough time choosing films to rent. We’d like to see a Heartland films area that they could visit and know that those are movies with life-affirming messages.”

Because some high-quality documentaries and independent films fail to attract distributors, the Heartland board plans to experiment with film distribution beginning in March 2001.

“We’re not sure where that will lead,” admits Kimbell. “We’ve been frustrated when we honor filmmakers at our festival and then those filmmakers can’t find ways to break into the complicated and often political distribution system in the industry. Our first attempt will be modest and will be like a laboratory for us. We’re going to learn from it.”

Coming attractions

The board also is considering ways to have a presence in other Midwestern cities. The festival will continue to be an Indianapolis event, but screenings of the honored films could expand to cities such as Cincinnati, Louisville or St. Louis. Expansion would ensure more exposure for the work of filmmakers who share the ideals of the Heartland Film Festival.

“The festival has been particularly beneficial for young filmmakers, like my students, because of the attention their films get,” says Harris, who teaches at the School of Cinema-Television at the University of Southern California in addition to writing and directing award-winning documentaries.

“Heartland is dedicated to celebrating the human spirit, which is not among the criteria generally supported by other film festivals. People who make the kind of independent films that Heartland Film Festival honors need encouragement and support. We welcome the affirmation.”



opposite: *Growing influence of Heartland Film Festival heartens Jeff Sparks, Heartland president. Remember the Titans won the new Award of Excellence, and Heartland’s endorsement appeared on printed materials for the film.*

Room to roam

Project Elephant

Because no one was sure when the baby elephant would arrive, trainers on “birth watch” at the Indianapolis Zoo wore pagers to summon them at the first sign of labor.

“The call came right before 7 o’clock on a Friday morning,” recalls Paul Grayson, vice president of programs, “and everyone got caught in rush-hour traffic.”

The staff had estimated the birth at about a week away and had expected the mother’s labor to last much longer than 30 minutes – but not everything goes according to plan. Fortunately, the delivery was fast and effortless; the lone trainer on the scene managed to “catch” the 252-pound calf without incident.

Although only one trainer witnessed the birth of Ajani, the zoo’s first male elephant, the eyes of the world’s zoological community were eagerly watching Indianapolis in anticipation of the delivery. Births among elephants in captivity are rare – zoos have confirmed only nine pregnancies in the past 14 years – and births that result from artificial insemination are even rarer.

Ajani was only the second African elephant in the world conceived by artificial insemination. The first – a female calf named Amali – was born five months earlier, also at the Indianapolis Zoo. These “babies” were heralded around the world.



Great expectations

“We have worked here in Indianapolis for 10 years to find ways to add to the elephant population in American zoos,” says Debbie Olson, program officer of the International Elephant Foundation and

director of conservation and science programs at the Indianapolis Zoo.

"For five years the entire zoo community has had great expectations that artificial insemination would resolve many problems we have in breeding elephants," she says.

"Male elephants are enormous," explains Grayson. "They can be dangerous and uncontrollable when they are ready to breed, so many zoos haven't wanted males in their collections – and really haven't needed them because a steady supply of orphaned females was available from the wild for exhibit purposes.

"Depleted herds in Africa, however, eventually slowed the practice of importing animals, and zoos with only female elephants faced dire consequences," Grayson points out. "We knew that the African elephant could cease to exist in North American zoos within about 25 years. We decided to learn more about African elephant reproductive physiology to see if artificial insemination was an option." The answer? Amali and Ajani.

Room to roam

Amali's and Ajani's arrivals, cheered by the national and international zoo communities, presented a challenge for the Indianapolis facility. The African Plains exhibit, home to five adult females, was not large enough to accommodate the expanded elephant collection, particularly since one of the newcomers was a male.

Zoo regulations change when an exhibit includes babies, and the zoo needed to take immediate steps to comply with the standards. "We were delighted to have a male elephant," says Jeffrey Bonner, president of the Indianapolis Zoological Society.

"Clearly, that makes life more complicated for us, but we need more African bull elephants in human care to continue research into the reproductive processes of these endangered animals," he says.

Essential to the next step in the adventure is a new exhibit space and holding facility that will meet zoo industry standards, provide adequate water and shade for the baby elephants and include a separate area strong enough to accommodate Ajani when he reaches maturity.

Plans for the project, unveiled in 2000, carried a price tag of \$7.5 million and included refitting the existing ele-

phant display area to serve as home to white rhinoceroses. Lilly Endowment, a longtime supporter of the Indianapolis Zoo, provided a matching grant for \$2.5 million to move the plans off the drawing board.

The big squeeze

"Our first concern was to design a space strong enough to hold animals that can grow to 12 feet tall and weigh 12,000 pounds or more," says Olson. "Our second concern was to provide them with a lot of space."

Included in the design will be a barn containing multiple stalls and an elephant "squeeze" to confine an animal while a veterinarian treats it. The zoo's hospital facility, supported in part by a \$2 million Endowment grant in 1995, can handle "patients" that weigh up to 2,000 pounds and will continue as the primary care facility of the baby elephants until they graduate to the "squeeze."

The laboratories of the hospital will support ongoing reproduction research, which will be shared with zoos around the world. Part of that effort will expand to include data about the white rhinos when they arrive in late 2002 or early 2003. Because the Indianapolis Zoo has never had rhinos, the staff will consult with colleagues about how to modify the elephant facility to accommodate its future tenants. Grayson hopes that some of the research already collected on elephants will help the staff in its work with the rhinos, which also are in short supply.

opposite and right:
Newborns Ajani (in August) and Amali (in March) get the feel of zoo territory under watchful maternal eye. "Miracle babies" were first elephants in world conceived with artificial insemination.

