



Lilly  
Endowment  
Annual  
Report  
2016

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## About Lilly Endowment

Lilly Endowment is an Indianapolis-based, private philanthropic foundation created in 1937 by three members of the Lilly family – J.K. Lilly Sr. and sons J.K. Jr. and Eli – through gifts of stock in their pharmaceutical business, Eli Lilly and Company.

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The gifts of stock remain a financial bedrock of the Endowment. The Endowment, however, is a separate entity from the company, with a distinct governing board, staff and location.

In keeping with the founders' wishes, the Endowment supports the causes of community development, education and religion. The Endowment affords special emphasis to projects that benefit young people and that strengthen financial self-sufficiency in the nonprofit, charitable sector.

The Endowment funds programs throughout the United States, especially in the field of religion. Its founders' foremost priority, however, was to help the people of their city and state build better lives. Accordingly, the Endowment maintains a special commitment to its hometown, Indianapolis, and home state, Indiana.

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**M**any 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.

“The first service one owes to others in the community involves listening to them.”

—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  
Chairman, President & Chief Executive Officer



# Through a Wide-Angle Lens

"We respected each other immediately, even though we had different views on theology and how a church should work."

When the Rev. Greg Lee, senior pastor of Suncrest Christian Church, applied for a slot in the Wabash Pastoral Leadership Program, his goal was to expand his circle of colleagues beyond his hometown of St. John in northwest Indiana. "I run in a tribe of evangelical churches that do great work, but it's an insulated tribe," he explains. "The opportunity to talk about meaningful issues with pastors from around the state really appealed to me."



Selected to participate in the program's pilot run in 2009-10, Lee got all that he hoped for ... and then some. His expanded "tribe" included 18 men and women who represented 10 Christian traditions, came from a range of ethnic backgrounds and pastored congregations in locations as tiny as Milroy, population 604, and as large as the state capital, Indianapolis. "We respected each other immediately, even though we had different views on theology and how a church should work," Lee recalls. Respect deepened to friendship during group study trips to Mexico and India, where the clergy delved into complex issues of immigration, criminal justice reform and poverty. "There's a sort of disorientation that happens when you're in a cross-cultural setting, and it was in that context that we really came together."

These pastors in the first decade of their careers began to see themselves as different kinds of leaders. As they gathered to learn from judges, educators and leaders in business and nonprofit sectors about issues facing Hoosiers, the pastors started to discover their gifts and talents beyond the pulpit. And they came together to listen to one another's stories about ministry and leadership.

The Wabash program emerged nearly a decade ago as part of Lilly Endowment's support for efforts that help Indiana pastors strengthen their leadership throughout their careers. But it was a particular response to Endowment-funded research that indicated young pastors are at risk for dropping out of ministry in the early stages of their careers. The research, from Duke University's Pulpit and Pew Project, revealed that in these early

years of ministry a significant number of pastors reported experiencing a profound sense of professional and personal isolation and growing demands on their leadership that left them less time to connect with fellow pastors and mentors to seek support and advice.

By engaging pastors at a critical time in their ministerial careers, the Wabash Pastoral Leadership Program is helping them imagine how they and their congregations contribute to the well-being of their communities while facilitating the development of relationships with a supportive group of peers.

Six years after completing the program, Lee says he still feels its impact and is convinced that Suncrest Christian Church, and its role in St. John, Indiana, will never be the same. Under his leadership, the congregation has developed a heightened awareness of human needs within Lake County. This has led to collaborations with nonprofit organizations that minister to women in crisis, provide housing for low-income families and offer tutoring services to middle-grade students in nearby Merrillville, Indiana. More recently, members voted to contribute 10 percent of all church offerings to local charities that they call their "compassion partners." Lee estimates

The Rev. Greg Lee (opposite top) and the Rev. Mark Thompson (opposite below) are two of the nearly 70 Indiana pastors who have taken part in the Wabash Pastoral Leadership Program at Wabash College. The program inspired Thompson, pastor of First Baptist Church in Brazil, Indiana, to strengthen his congregation's response to hunger and lack of child care options in Clay County, Indiana (below).





## **"This is not about remediation. We don't teach them what they already learn in seminary or in practice."**

donations already exceed a half million dollars, "and I trace it all back to the experience I had with the Wabash Pastoral Leadership Program."

### **View from the balcony**

Launched with an Endowment grant in 2007 and supported by additional grants ever since, the Wabash Pastoral Leadership Program at Wabash College was created to spark the imaginations and advance the skills of high-capacity pastors at a critical early point in their careers. The program was designed to help pastors meet leaders in education, business and government sectors to explore important issues that Indiana communities face. Pastors who have five to 10 years of experience in professional ministry are eligible to apply. Since its first cohort in 2009, 68 Indiana clergy have taken part in the program. Its success has inspired the creation of 16 similar early career programs in communities around the United States. Each has been funded by Endowment grants.

"Flourishing communities need flourishing ministers," says Raymond Williams, professor emeritus of religion at Wabash College, who helped design the Wabash program and lead its first two cohorts of participants. "This is not about remediation. We don't teach them what they already learn in seminary or in practice."

Instead, Wabash program directors select up to 18 gifted pastors whose demographic diversity will generate lively conversation when they gather at the college, located in Crawfordsville, Indiana, to explore issues that concern the people in their pews. Two study tours, usually one to a city within the United States and another to an


international destination, help pastors place local and regional challenges into wider contexts. Sessions are designed to help pastors stretch and begin to reimagine their ministries, their communities and their own leadership.

"To see what is happening in your community, you have to get out of it a bit," says the Rev. Libby Manning, a pastor at Christ the Savior Lutheran Church in Fishers, Indiana, who completed the program and now is its associate director. "You have to get up on the balcony where you can see with a wide-angle lens all of the moving parts. This program gives participants the opportunity to do that and to be with one another as they continue to learn and to grow both personally and professionally."

The intention is to give a "turbo boost" – Manning's term – to careers that are still in formation. "We want these pastors to have many years ahead so they can engage civic leaders on issues that matter deeply to Indiana communities," says Manning. An unanticipated consequence of the program has been the positive response of the civic leaders – mayors, city council members, judges – many of whom are accustomed to angry rhetoric. "They seem to welcome the calm, moral voice that pastors bring to the conversations at Wabash."

### **A work in progress**

Although four cohorts have completed the two-year Wabash program since its launch, the program's 10 on-campus sessions and two study tours are subject to ongoing tweaks and adjustments. "We should be wearing lab coats because this still is an experiment. We keep learning and evaluating," says Derek Nelson, Wabash religion professor who assumed the directorship after Williams retired. As an example, "we used to ask participants to write essays, but that felt too much like another seminary class." Now the emphasis is on participants' interacting with civic leaders and other residents in their hometowns to learn about topics that are on the agenda for discussion by members of their cohort.



Indiana pastors (opposite) gather bimonthly for two years as part of the Wabash Pastoral Leadership Program. They learn together about what it means to lead in their local communities, and they have the opportunity to build a lasting peer network.



One such exchange with a group of public school teachers led a program participant to launch a ministry that reaches out to children who don't get enough sleep because their impoverished homes have no mattresses. "The pastor mobilized the community to meet the need," says Manning. A national mattress manufacturer agreed to donate its products to the cause, an act of generosity that Manning believes can have sweeping effects over time. "When children get enough sleep, they learn better," she says. "When children get the education they need, their families can see a brighter future. Those families help give an entire community hope."

Speakers who address the bimonthly gatherings at Wabash are experts in their fields. A panel about education could include the president of the Indiana Youth Institute or a vice president at Ivy Tech Community College. A session on conflict resolution may feature a former member of the U.S. Congress.

Addressing issues of civil and criminal justice, Sarah Evans Barker, Judge, U.S. District Court for the Southern District of Indiana, has taken part in sessions with three Pastoral Leadership Program cohorts. The experiences have heightened her appreciation for the place of religious leaders in public life.

"Each year, I have found these pastors to be wonderfully thoughtful, intelligent, insightful and highly principled people," Barker says. "Their desire to be helpful, effective advocates on behalf of parishioners or to be more knowledgeable religious leaders in their



denominations and the community or simply to better serve as trustworthy companions is palpable.”

Sometimes a comment by a guest speaker provides a nudge that moves a participant to action after he or she returns home. It happened to the Rev. Mark Thompson, pastor of First Baptist Church, Brazil, Indiana.

“I remember when David Shane (retired chief executive officer at LDI, Ltd.) spoke to us and asked, ‘Is anyone in the group running for local office? School board? Anyone working with the local chamber of commerce?’ When no one replied, he said, ‘Why not?’,” Thompson recalls. “Shortly after that, someone in our community asked me to serve on the Clay County Chamber of Commerce board. I agreed, and at the first meeting they elected me vice president.” In that capacity, Thompson became acquainted with local business leaders and earned their support for faith-based programs that supply child care so teenage mothers can stay in school, provide lunches to children during summer break, and offer back-to-school haircuts and dental screenings to needy students in the fall.

“I normally would have said ‘no’ to the invitation to serve on the chamber board,” says Thompson. “Because of the challenge we received through the Wabash program I said ‘yes,’ and it’s been amazing to see what has happened as a result.”

### **“We’ve got your back”**

Communities aren’t the only beneficiaries of the program. The pastors have benefited from the ongoing support of a statewide network, through which members keep in touch via social media, informal lunches and annual reunions hosted by the Wabash program directors. “Pastors tend to be lonely,” says Raymond Williams. “One of our goals is to create an ecumenical peer group and provide an environment that is supportive and safe for conversation and personal development. These pastors have each other’s back.”

Friendship supersedes denominational differences, as demonstrated by a request for help in 2015 when the Rev. Tracy Paschke-Johannes prepared to leave her pastorate at Holy Trinity Lutheran Church in Muncie to accept a position in Ohio. Her congregation was struggling to come to grips with her departure, so she scheduled a retreat for the lay leaders charged with overseeing the period of transition. She invited two colleagues from the Wabash program to facilitate the retreat. One was the Rev. Jerry Ingalls, senior pastor at First Baptist Church in New Castle; the other was the Rev. Whitney Rice, associate rector at St. Francis-in-the-Field Episcopal Church in Zionsville.

“It was an amazing experience,” says Rice. “Jerry and I come from very different backgrounds and have obviously different styles, but because of the Wabash program we were able to combine our strengths, come together, and help Tracy and the congregation prepare for the changes ahead. Our ability to do that came directly from having met each other and worked together at Wabash.”

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International travel is part of the Wabash Pastoral Leadership Program. In 2014, the third group of pastors in the program traveled to South Africa (below) where they met with Nobel Peace Prize laureate, Anglican Archbishop Desmond Tutu.





# A Community of Learning

**In anticipation of their first session together,** 15 California pastors are preparing videos of themselves, their families, their churches and their communities. “They’ll post them on the Internet so everyone can get acquainted before they gather as a cohort in 2017,” explains Stephanie Cupp, co-director of Communitas Pastoral Leadership Program at Pepperdine University. This will be the second cohort to experience the Communitas program, and Cupp knows the importance of establishing unity at the outset. The purpose of the videos is “to break the ice a bit.”

Communitas borrowed the video idea from a sister program in the Early Career Pastoral Leadership Development Initiative. Launched in 2012, the initiative is a network of 18 programs that received grants from Lilly Endowment. All share common goals: help talented young pastors become better leaders, strengthen their commitment to ministry, support one another and raise the professional and social status of ministry by helping pastors enlarge their circles of influence.

Inspired by the success of the Wabash Pastoral Leadership Program, the early career programs are based at colleges, universities and seminaries in 13 states and the District of Columbia. In 2016, their program directors convened in Indianapolis to trade insights. Designed to identify and share best practices, the meeting was coordinated by leaders of the Wabash Pastoral Leadership Program, which coordinates the national initiative.

“It’s an opportunity to compare notes,” says Donald Ottenhoff, who took part in the gathering. He is executive director of the Collegeville Institute for Ecumenical and Cultural Research in Collegeville, Minnesota, where the Collegeville Institute Fellows Program is based. “We can ask each other, ‘What are you doing? How are you structuring your program?’”

All of the pastoral leadership programs are loosely based on, but aren’t franchises of, the Wabash model. Like Wabash, their goal is to provide leadership development experiences to gifted pastors who are five to 10 years into their ministries while helping them develop relationships with a supportive group of peers. And all programs help pastors explore the significant challenges that their communities are facing. Beyond basic parameters, grantees have the flexibility to shape their programs to reflect the assets of their locations and the unique challenges pastors face in particular regions of the country in which they live. Communitas uses Pepperdine faculty members as presenters and builds in a trip to Washington, D.C., where participants stay at a Pepperdine facility and learn

about Christian initiatives in the nation’s capital. The Collegeville program invites its fellows to explore the bucolic grounds of St. John’s Abbey and join in prayer with the Benedictine monks between sessions that probe such complex issues as Minnesota’s changing demographics, public education and the achievement gap, and the challenges of healthcare in the state.

“We’re not interested in program participants becoming advocates for a certain point of view,” says Ottenhoff. “We want them to think theologically about real issues in the real world. We hope they will hear from all sides of a crucial topic, then step back and make wise discernments about how we should go forth and in what ways our congregations can contribute.”



Austin Presbyterian Theological Seminary	Austin, Tex.
Chautauqua Institution	Chautauqua, N.Y.
Collegeville Institute	Collegeville, Minn.
Emory University	Atlanta, Ga.
Fuller Theological Seminary	Pasadena, Calif.
Gordon-Conwell Theological Seminary	South Hamilton, Mass.
Hendrix College	Conway, Ark.
Marquette University	Milwaukee, Wis.
Messiah College	Mechanicsburg, Pa.
Morehouse College	Atlanta, Ga.
Pepperdine University	Malibu, Calif.
Protestant Episcopal Cathedral Foundation of the D of C	Washington, D.C.
Seattle University	Seattle, Wash.
Union Theological Seminary	New York, N.Y.
University of Chicago	Chicago, Ill.
Wabash College	Crawfordsville, Ind.
Wake Forest University	Winston-Salem, N.C.
Wesley Theological Seminary	Washington, D.C.



# Reaching Young Adults to Build New Ministries

Many people in their 20s are trying to figure out who they are and how their lives can make a difference. They're looking for meaningful work, enduring friendships, and clarity about core values and commitments.

Although some young people join Christian congregations to help them sort out these concerns, many pastors are concerned that too few 20-somethings are connecting with churches. Religious leaders want to reach young people but admit that they aren't sure what to do.

"These young people long to make a difference with their lives," says Kenda Creasy Dean, professor of youth, church and culture at Princeton Theological Seminary in New Jersey. "They're envisioning something worthy of a lifetime commitment, but they don't always see churches as part of that vision. It's not that young adults believe churches are bad — many just don't see them as places that can help them make a difference in the world."



The seminary is launching one of 12 innovation hubs around the country that will be helping congregations connect with young adults in lasting, meaningful ways. Supported by \$19.4 million in grants through the Lilly Endowment's Young Adult Initiative, the five-year program will help congregations find new ways to engage adults, ages 23-29.

This isn't a new challenge for Christian communities. Each generation has needed to recognize the emerging passions of young people and reimagine how to engage them, listen to them and work with them to build ministries that support their religious lives.

Today is no different. Many congregational leaders see great possibility with this latest generation of young people. They want to belong, connect and contribute to the well-being



of the world. But they want to have significant involvement in how that happens within religious communities. Rather than be ministered to, they want to be part of shaping their experiences in the church. Pastors recognize that times have changed, yet their congregations are still tethered to old approaches to ministry that no longer work.

The innovation hubs are located in 10 states and Washington, D.C., and include a broad spectrum of Christian traditions: mainline Protestant, evangelical, African-American, Roman Catholic, Orthodox and independent congregations.

Churches that want to engage young adults in ministry must build those ministries with them, says Reuben Davis (opposite), a veteran young adult minister and children's minister at New Era Church in Indianapolis where Erin Austin (right) is a young adult member. Above, an intentional Christian community of people in their 20s is part of Austin Presbyterian Theological Seminary's work with young adults.

**"They're envisioning something worthy of a lifetime commitment, but they don't always see churches as part of that vision ..."**

Each hub will work with 12 to 24 congregations, and the participating churches may request grants of up to \$30,000 to help them design, launch and evaluate these new ministries. And innovation hub leaders will bring together congregational leaders to share what they are learning and support one another.

A big part of the effort will focus on helping congregations understand that they must listen to the desires and hopes of young adults today and identify barriers to young people's participation in congregational life. These range from cumbersome committee structures and membership requirements to lackluster worship and mission programs that discourage young people from taking active roles in shaping and leading congregational ministries.

The Young Adult Initiative builds on the findings from two





Through this grantmaking the Endowment has learned that young adults in their 20s:

- Long for spaces to explore questions of identity and purpose
- Seek to tap into theological traditions as they make life-defining choices about work, friendship, family and service to others
- Value relationships with peers and mentors as they seek religious nourishment and support for understanding their religious identities
- Desire self-sufficiency and religious experiences that reflect personal convictions and diverse cultural, political, social and theological perspectives
- Are part of a “do-it-yourself” culture and seek significant involvement in shaping ministries that nourish their religious lives
- Yearn to be part of communities that gather beyond the perceived boundaries of a local church



**“With this initiative, congregations will grow as places for young adults to deepen their relationships with God.”**

decades of Endowment-supported programs and research projects. Among them is the National Study of Youth and Religion. Launched in 2000 with an initial Endowment grant to the University of North Carolina and supported by four additional grants to the University of Notre Dame, the study included waves of research that has documented the religious beliefs, attitudes and spiritual practices of young people as they have grown from teenagers into young adulthood. Also, the Endowment has made grants to more than 300 colleges and universities, campus ministries and theological schools across the country to help high school youth, college students and young adults discover how God is calling them to fulfilling lives of service, community involvement and work, including careers in ministry. These efforts are sustained through ongoing programs supported by the Endowment and operated by the Council of Independent Colleges’ Network for Vocation in Undergraduate Education and the work of the Atlanta-based Forum for Theological Education.

Research about the religious lives of young adults reveals that many people in their 20s want to be part of communities that gather beyond the walls of a local church (above). At New Era Church in Indianapolis (left and opposite), ministry with children and young adults begins with learning about the lives of young people today.



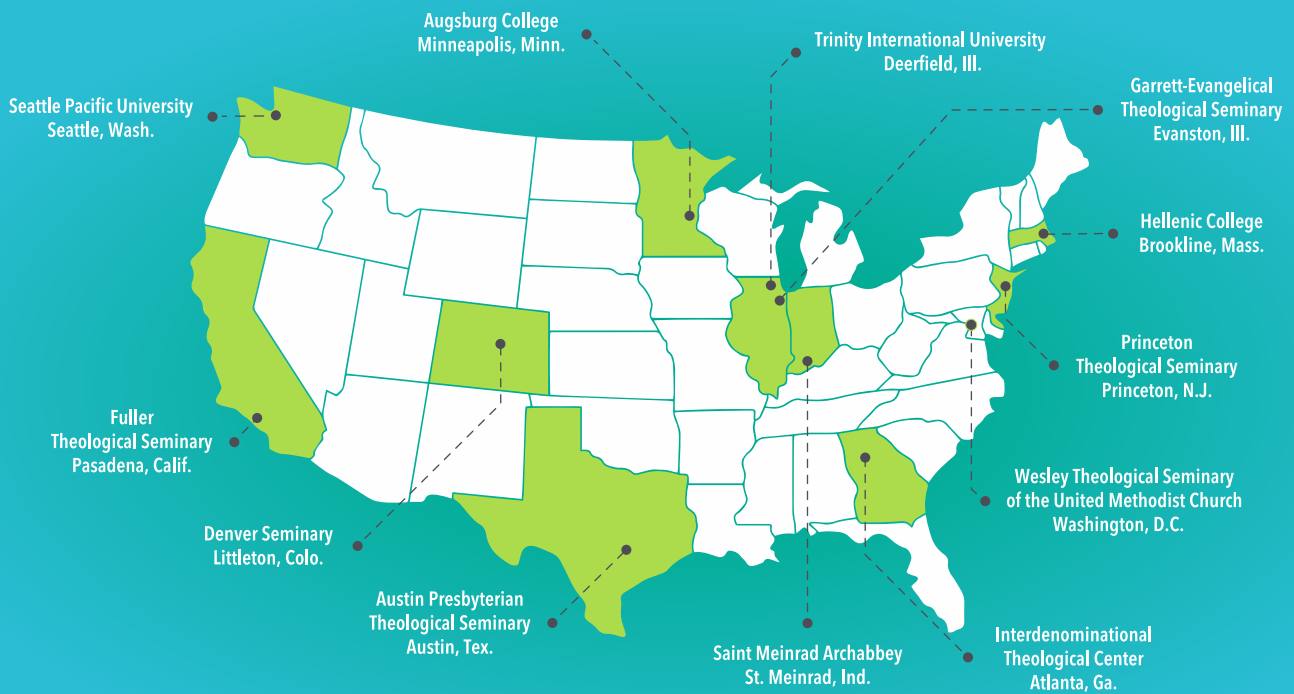


As part of the initiative, an Endowment grant to the Indianapolis Center for Congregations will enable the center to enhance the work of innovation hubs by bringing together project directors for mutual support and learning. The Rev. Timothy Shapiro, the center's president, says congregation leaders are longing for ways to engage young adults, but they need access to research and new ideas to do so. They need encouragement and support, as well.

"Through our work with congregation leaders we know that they want their congregations to be communities where young adults feel they can belong," Shapiro says. "With this initiative, congregations will grow as places for young adults to deepen their relationships with God. As pastors and others in ministry come alongside young adults, they may experience – perhaps for the first time – what it looks like to build enduring relationships with members of the millennial generation."



## The Young Adult Initiative





# Strengthening Students' Pathways to Success

**Across Indiana, too many students face limited earning potential and weak prospects for satisfying careers and lives after high school. Many schools are struggling to help them do better because they lack strong counseling programs that integrate social and emotional support with effective academic, college and career counseling.**

Believing that school counselors who have the time, resources and training to develop strong, one-on-one relationships with their students can significantly improve their life prospects, Lilly Endowment launched the Comprehensive Counseling Initiative for Indiana K-12 Students. The five-year initiative will help public school corporations and charter schools create new approaches to school counseling that address the academic, college and career, as well as social and emotional counseling needs of their students. The Endowment is allocating up to \$30 million for the initiative, which includes a planning grant phase and a competitive implementation phase.

Comprehensive school counseling includes various approaches to advising and supporting students, including digital exploration of academic and career options (above) and strong one-on-one relationships between school counselors and their students (right).

In September, the Endowment announced the initiative and invited public school corporations and charter schools to submit planning grant proposals to help them assess their current counseling programs, identify and study best practice programs, engage community partners and develop a strategy for improving their counseling programs. They can then seek an implementation grant under the competitive phase of the initiative.



In November, the Endowment, in cooperation with the Indiana Youth Institute (IYI), Indiana Chamber of Commerce, Center of Excellence in Leadership of Learning (CELL) at the University of Indianapolis and Fleck Education, held conferences in Indianapolis, Evansville and South Bend so educators could learn more about the initiative and about available resources to help them prepare proposals.



More than 400 representatives from school corporations and charter schools attended the sessions. Together they discussed the challenges and best practices in the counseling field and shared information about good work already taking place in Indiana.

**In December, more than 280 school corporations and charter schools submitted planning grant proposals seeking up to \$50,000 depending on size of enrollment. Although the proposals reflect diverse approaches and concerns, the following themes emerged in several proposals:**

- **School counselors want to spend more time one-on-one with students, learning about their needs and developing plans to help meet those needs.**
- **Superintendents, principals, counselors and teachers are motivated to research what is working in school districts and charter schools beyond their communities and explore whether other approaches could work in their own schools.**
- **School leaders want to connect with business leaders, parents, health professionals and others in their communities to learn how school-community partnerships could improve and magnify the impact of their counseling efforts.**

Strengthening school counseling can help more students complete post-secondary degrees, which also is an objective of the annual College Goal Sunday (below), an Endowment-supported program of the Indiana Student Financial Aid Association.

The stakes are high for students and communities across Indiana. The state's current school counseling challenges are part of a larger landscape of lagging indicators of educational attainment and economic prosperity, which jeopardizes long-term quality of life for students, their families and their communities.

Research conducted by the Indiana Chamber, in partnership with CELL, in 2014 found that too few schools in Indiana use a best practices comprehensive counseling model to prepare students for successful lives beyond high school. Among the findings: school counselors often are burdened with large caseloads, which limit their ability to help students. According to the National Association of College Admission Counseling, Indiana ranks 45th among the 50 states and the District of Columbia in the number of





K-12 students per counselor, with an average of one counselor for every 620 students.

The Indiana Chamber's research also found that Indiana school counselors often are assigned noncounseling responsibilities – such as administering state tests or Advanced Placement exams – that further limit their availability to provide academic, college, career, and social and emotional counseling.

In addition, students in Indiana struggle with mental health issues at a higher rate than their peers in most other states, which negatively affects their ability to learn and thrive. According to the Annie E. Casey Foundation's 2016 Kids Count Profile, Indiana ranks 30th in the nation in the overall well-being of children and youth. And in its 2014 *Issue Brief*, IYI reported that in a national survey of 43 states, Indiana ranked first in the percentage of high school students who had considered attempting suicide and second in the percentage of high school students who attempted to take their own lives.

According to U.S. Census data, in 2014 Indiana ranked 43rd in the nation in the percentage of adults, ages 25 to 64, with at least a bachelor's degree. In 2015, a U.S. Bureau of Economic Analysis report ranked Indiana 39th in the nation in per capita income, having slipped from 29th in the nation since 1995.

**Tami Silverman**, president and CEO of IYI, which has consulted with scores of Indiana public school corporations and charter schools in connection with the Endowment's counseling initiative, says that stronger, more comprehensive counseling programs can help to reverse Indiana's negative trends.



"Enabling more students to develop nurturing, one-on-one relationships with their counselors or other school personnel or community partners in a best practice counseling program is key to putting Indiana students on pathways to success. The current average ratio of students to counselor, however, makes it very difficult for counselors to have an effective one-on-one relationship with their students," Silverman says. "It's encouraging, though, to see the overwhelming response to this initiative from schools across Indiana. Superintendents, principals, counselors, teachers and community partners are working hard to re-imagine their approach to helping their students thrive."

The Endowment plans to make grants under the competitive, implementation grant phase of the initiative in the fall of 2017. Public school corporations and charter schools can request grants ranging from \$100,000 to more than \$3 million, based on a formula of \$100 per student enrolled. The grants can be used during a four-year period.

Under the initiative, the Endowment in 2017 also will offer grant opportunities to Indiana colleges and universities to enhance their counselor education programs so that their



graduates are better prepared to work in a comprehensive counseling program and to enhance their principal education programs so their graduates are prepared to supervise and support comprehensive counseling programs in their schools.

The counseling initiative is encouraging schools to partner with community organizations, such as the Center for Leadership Development (above).

## "A Little Bit of Home"

# Outreach Gives New Hope to Homeless Youth

A typical morning brings a hungry crowd to Outreach, a faith-based nonprofit that reaches out to homeless youth, on the near-eastside of Indianapolis.

Every week, nearly 100 teenagers and young adults walk through the door of the drop-in center, gathering with volunteers and staff for a hot breakfast. They can check for mail, wash their clothes, use a computer to search for a job, and visit food and clothing pantries.

More importantly, they have a safe, family like environment, more like home than anyplace that some have ever experienced in their lives.

They include Lawrence Dean, who became homeless at age 17 when his mother kicked him out of her house. He had dropped out of school and was alone, without resources. Although he found hourly work on a janitorial and grounds crew that paid for cheap motels many nights, life was anything but stable; he became an alcoholic. Friendly and outgoing in the familiar setting of Outreach, Dean describes himself at age 23 as "sensitive. I care too much, so I get hurt a lot."

"There has been a lot of trauma in my life," he says. "I've experienced a lot of bad things."



Three years ago, his older brother recommended Dean visit Outreach, where staff worked with him to begin to repair his life. A case manager listened to his story and worked with him to obtain a birth certificate that made him eligible for other services, including the mental health treatment he desperately needed. Within the past year, Outreach helped Dean get a driver's license, begin a high school equivalency diploma program, and earn technology and vocational certifications.

In 2016, he moved into a new apartment, the first permanent address he has had in nearly six years.

"Outreach and the people who work here changed my life," Dean says.

From a house on East New York Street in Indianapolis (above), staff and volunteers at Outreach strive to build family like connections with homeless youth.

## Offering hope

Dean is one of up to 29,000 youth in Indiana who have experienced homelessness, based on an estimate by the National Alliance to End Homelessness, according to Eric Howard, founder and CEO of Outreach.

That number includes young people sleeping on friends' couches, in shelters, hotel rooms, abandoned buildings, under bridges and on streets. The Coalition for Homeless Intervention and Prevention revealed in its most recent annual homeless count that 24 percent of those reported as homeless in Indianapolis were between the ages of 14 and 24.

clients sort through the basics of life, including proper identification, transportation, jobs, housing leads, referrals to medical programs and job-training programs. But Outreach also "journeys with them" on a deeper level, sometimes over a period of years, Howard says.

"We try to build authentic relationships with our youth and help them cast a vision for their lives and align their dreams with the services that can help make them a reality," he says.



Homelessness is a complicated issue, and homelessness among young people – defined simply as a lack of fixed, nighttime shelter – is even more complicated, Howard says. Being a teenager or young adult is difficult in the best of circumstances as young brains are still developing higher reasoning skills. Without security and support, homeless youth are especially ill-equipped to cope with issues like joblessness, mental and physical illness, school failure, unhealthy relationships and sexual exploitation. Estranged from their families or aged out of the foster care system, they are most vulnerable because of their inexperience and lack of resources.

"Homeless youth are dealing with abuse, neglect, hunger and, of course, housing insecurity," Howard says. "We operate under the 'trauma inferred' model for all our clients. Homelessness is traumatizing."

For the past 20 years, the mission of Outreach has been to show homeless youth "the compassion of Jesus Christ," and instill in them the hope they need to move toward a life off the streets. Outreach offers hope through the practical – helping

## A new "home" in 2017

The only direct provider in Indianapolis for homeless youth, ages 14-24, Outreach served 400 youth in 2016, says Howard. For the past nine years, Outreach operated out of a modest, and increasingly cramped, house on East New York Street.

In 2017, after a successful \$3.3 million building campaign that included a \$1.27 million grant from Lilly Endowment, Outreach expects to move just a few blocks away into a new, 11,000-square-foot facility that will greatly improve the way the organization serves its clients.

With its white picket fence and front porch, the old facility offered youth

Nearly 100 homeless teenagers and young adults come to Outreach each week – to share breakfast, do laundry, and receive counseling and other support. Outreach leaders are building a new facility to grow Outreach's capacity to help young people build stable lives.



"a little bit of home," according to Anthony Dumas, Outreach's in-house manager.

Dumas says the new facility will offer that same sense of comfort, safety and so much more: an expansive, functional kitchen, more bathrooms, showers, laundry facilities, counseling space, a chapel and more space for staff. The larger facility also will enable Outreach to engage more effectively the mental health services of Adult and Child Mental Health and the legal services of Neighborhood Christian Legal Clinic.

"It's really going to be wonderful," he says.

For veteran volunteer Erin Becker, making breakfast for

A three-year, \$150,000 grant in 2005 helped strengthen staff and board capacity, technology and fundraising efforts. Two additional grants in 2010 and 2013 supported marketing awareness and development. In November 2015, the Endowment awarded a \$50,000 grant to help Outreach refine its service model and build capacity in its staff as it moved toward construction of the new facility.

Meeting the needs of homeless



40 or more in a new, modern kitchen with an industrial dishwasher is a big plus, but so is the ability to reach more homeless youth.

While she refills plates at weekly breakfasts, Becker also makes connections with the young people who come to Outreach. If she's learned one thing over more than three years of weekly volunteer service, it is that these youth are lacking more than housing.

"People sometimes forget that they have spiritual needs, that they have never had families that encouraged them, or maybe even smiled at them. In many cases, they've been more or less homeless and hurting their entire lives," Becker says. "My hope is that we will be able to reach more people and eventually break this cycle of hopelessness and poverty."

The 2016 Endowment grant for the new facility follows more than a decade of support to help leaders at Outreach continue to understand homelessness among young people in Indianapolis and assess strategies to alleviate the problem.

youth is an ongoing challenge, but Outreach now is better equipped for the future in every way, according to Howard.

"We aren't saying we get it right all the time, but we are pushing the boundaries of what has been done previously for homeless youth," Howard said. "We're grateful that Lilly Endowment has been willing not only to provide capital funding but also funding for capacity building and evaluation. To serve this population well we must have a deep understanding of their needs and know what strategies work and which don't."



# A New Testimony of a Past Holocaust for Future Generations

**HOLOCAUST SURVIVOR** Eva Mozes Kor has told her story many, many times.

About her childhood in the tiny village of Portz, Romania, with her parents, older sisters, and identical twin, Miriam, and their observant Jewish household. How life abruptly changed in 1944 when she was 10 years old, as Nazi soldiers forced the family to leave their home and travel by cattle car to the Auschwitz-Birkenau death camp. What it was like to arrive at Auschwitz, after 70 hours without food or water, and watch her father and sisters disappear forever on the selection platform. The final sight of her mother's outstretched arms as she and Miriam were forcibly taken from her. How she and Miriam were selected to be two of 3,000 twin children used in horrific experiments under the direction of Dr. Josef Mengele.

How, on her first night in the camp, she saw corpses of children on the dirty barracks floor, and her vow that she and Miriam would not share their fate.

With Miriam, Eva Kor was put through many surgeries and experiments directed by Mengele. Once, she was given injections and developed a very high fever and swollen arms and legs. She remembers Mengele laughing, "Too bad, she is so young. She has only two weeks to live."

Of course, Kor did not die. She and Miriam were two of approximately 200 children found alive when Auschwitz was liberated in 1945. They were reunited with an aunt in Romania and, eventually, immigrated to Israel. She graduated from agricultural school and went on to attain the rank of sergeant major in the Israeli army. In 1960, she met Michael "Mickey" Kor in Israel. A Holocaust survivor, too, he was visiting Israel from his adopted hometown of Terre Haute, Indiana. They married and Mickey brought his wife to the western Indiana city where they raised a daughter and son.

In 1984, Kor founded the organization CANDLES (Children of Auschwitz Nazi Deadly Lab Experiments Survivors) with Miriam, who remained in Israel. Through CANDLES, they tracked down other twin survivors and traveled to Auschwitz and to Jerusalem for a mock trial for Mengele. Eighty of the twins participated. CANDLES eventually connected 122 individual twins living in 10 countries across four continents.



When her sister died in 1993, Kor needed a focus for her grief. She created the CANDLES Holocaust Museum and Education Center in Terre Haute. It opened in 1995 with a small collection of Holocaust artifacts. In 2003, an arsonist burned the museum to the ground, but Kor rebuilt it with the help of a generous public outpouring of support. Her determination to rebuild was also fueled by a lesson she learned from Auschwitz:

"I told myself that I would never, ever give up," Kor said.

### The story continues

Fifty years after the liberation of Auschwitz, Kor returned to the camp with a Nazi doctor who knew Mengele. She read aloud his signed witness statement to contradict those who denied the Holocaust, which resulted in the deaths of 6 million Jews between 1933 and 1945. Then, to the surprise of many, she announced to the world that – in her name alone – she forgave the Nazis. For Kor, the act of forgiveness lifted an incredible weight of suffering.

"It was very controversial," Kor recently acknowledged. "Very controversial, but logically, I asked myself: Do I have the right to be free of what the Nazis imposed on me? And if so, how do I accomplish this?"

Kor marked her 82nd birthday in 2016, but showed little sign of slowing down. She had 135 speaking engagements in the United States and Europe, including leading 90 people on a tour of Auschwitz. Documentary filmmaker Ted Green is partnering with WFYI Public Media to produce a film

about Kor's life, and a camera crew accompanied her on many of her trips. These efforts are dedicated to telling audiences – especially young people – about the Mengele twins, her belief in the power of forgiveness, and the importance of respect, equality and peace. Indiana Gov. Eric Holcomb honored Kor's life and work when he awarded her the 2017 Sagem, the state's highest award, which recognizes a lifetime of excellence that has brought honor to Indiana.

In 2016, more than 10,000 people, including 7,000 school-aged youth, made their way to Terre Haute to learn her story.



Eva Kor (opposite and below) created CANDLES Museum and Holocaust Education Center in Terre Haute, Indiana, to preserve memories of the Holocaust (above), and teach young people about the need for compassion, understanding and justice.



**"I told myself that I would never, ever give up ...."**

"People ask for more, but there is no more of me to give," Kor said.

"That's a nice problem to have. People still want to hear what I say."

Kor will not be able to tell her story forever. It's a fact that was part of a strategic planning process CANDLES leadership launched in 2011 with the





**"... and preserve Eva's story and her dedication to sharing it so personally with others far into the future."**

support of a Lilly Endowment grant. The process helped CANDLES clarify its unique value as a Holocaust institution: to deliver an inspirational message of hope and healing rooted in Kor's life. But it also helped leaders begin to explore how the museum will share Kor's story after she is no longer able to tell it in person. They needed to reimagine how CANDLES could preserve the founder's legacy.

The exploration led to fruitful conversations with filmmakers at New Dimensions in Testimony (NDT), an initiative of the University of Southern California (USC) Shoah Foundation. Founded by film director Steven Spielberg, the USC Shoah Foundation has filmed the testimonies of thousands of survivors of the Holocaust. But NDT is a new approach to preserving the stories of survivors. It uses three-dimensional imaging and natural language

processing to create life-sized, interactive testimonies. With the use of complex algorithms, the technology allows viewers to engage in virtual conversations with Holocaust survivors.

Funding from a \$500,000 Endowment grant to CANDLES in 2015 helped Kor become one of only 13 Holocaust survivors to be interviewed using NDT.

In spring 2016, Kor traveled to Los Angeles to record her story. She answered more than 1,000 questions during five days of interviews inside a soundstage surrounded by thousands of LED lights and 116 specially equipped cameras.

Kor's testimony is an important part of the NDT project, according to Kia Hays, project manager of NDT in the Collections Department at USC Shoah.

"Her perseverance and will to survive as a young child during the Holocaust alongside her twin sister, Miriam, is a narrative that engages and inspires many students today," Hays said.

Eva Kor recorded her story at New Dimensions in Testimony in Los Angeles and became one of 13 Holocaust survivors from around the world to use the new technology to preserve their experiences. The recording and that of another survivor, Pinchas Gutter (above right), will be available at CANDLES.



## A new dimension for CANDLES

In November 2016, the unassuming one-story brick CANDLES Holocaust Museum and Education Center in Terre Haute became only the fourth location in the world to become a pilot site of the USC Shoah Foundation's NDT project. USC Shoah Foundation representatives brought the pilot to CANDLES so visitors could have a "conversation" with Pinchas Gutter, who was 7 years old when World War II began. He spent three years in the Warsaw Ghetto and survived six Nazi concentration camps. Gutter was the first Holocaust survivor to be recorded with NDT.

Visitors to CANDLES quickly adapted to the technology, according to Dorothy Chambers, interim executive director for CANDLES museum.

"It has been interesting to watch how visitors, at first, are a bit hesitant to ask Pinchas questions," she said. "After all, how should one approach a life-sized image of a man sitting in a chair, smiling and nodding his head encouragingly at you? But then they quickly ease into conversation. They soon forget about the technology, and they focus on learning about Pinchas' life.

"Pinchas is providing us with an unexpected opportunity for discussion and debate: his views on forgiveness and justice differ markedly from Eva's, and students in particular seem eager to talk about it."

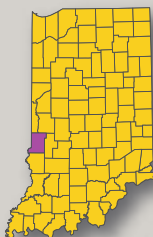
In 2017, CANDLES will be able to share with visitors Kor's NDT experience. As part of its agreement with USC Shoah Foundation, CANDLES holds the copyright to her recordings and has received the rights to exhibit the testimonies of the other 12 survivors, as well. The NDT project will allow

CANDLES to expand its reach, creating a larger, long-term platform to share the stories of men and women who survived the Holocaust. Most importantly, the museum will preserve and share its founder's voice, her remarkable rapport with young people, and her commitment to peace, equality and justice.

"We feel fortunate to be a part of this important project to develop a creative, engaging way to share survivor testimonies," Chambers said, "and preserve Eva's story and her dedication to sharing it so personally with others far into the future."

## COMMUNITY DEVELOPMENT

# At Home in Indiana



**Terre Haute may seem an unlikely place** for a Holocaust museum, but this city on the western edge of Indiana became home to CANDLES because of the universal experiences of friendship and love.

In April 1945, Michael "Mickey" Kor was 19 years old when he escaped a death march of slave laborers from Buchenwald near Weimar, Germany.

As Allied forces approached, Mickey emerged from hiding and met soldiers of the 250th Engineer Combat Battalion of the U.S. Army, commanded by Lt. Col. Andrew J. Nehf of Terre Haute, Indiana.

Members of the battalion treated Mickey as one of its own, according to Dorothy Chambers, interim executive director of CANDLES. Mickey built a particularly close friendship with Lt. Col. Nehf, who promised to help the teenager should he ever need it.

After the war, Mickey needed a fresh start. A native of Latvia, he considered moving to the new nation of Israel. Instead, he chose to follow Lt. Col. Nehf to the United States. Nehf arranged for a Terre Haute family to provide Mickey a home and support for his pursuit of U.S. citizenship. He graduated from the former Wiley High School and attended classes at what was then known as Indiana State Teachers College. Mickey graduated from Purdue University, became a pharmacist and returned to Terre Haute to build a career.

In 1960, Mickey met a fellow Holocaust survivor, Eva Mozes, while visiting his brother in Israel. Within a few weeks they married, and Eva moved to Terre Haute. There they raised a son and daughter before Eva created CANDLES.

In 1945, Michael "Mickey" Kor (right) escaped a Nazi death march and was liberated by a battalion of U.S. soldiers led by a Terre Haute native.



Here Today ... Here Tomorrow

# Building Sustainability

**When students arrive at Concord Neighborhood Center, some as early as 6 a.m., they're greeted with warm smiles and a hot breakfast.**

**Menu items are diverse** – multigrain muffins one morning, French toast the next – and are prepared by staff members with decades-long connections to the center. During the course of the day, Concord will deliver on its tagline's promise to reach out to "people ages 3 to 103." It seeks to build enduring relationships with neighborhood residents and families. Preschoolers will participate in early childhood education activities. Older kids will board the center's bright purple buses for the commute to local elementary schools. Senior citizens will stop by the tiny Dynki Deli, where the day's special is available – carry out or eat in – for \$3. Later, high school equivalency classes will meet in the computer lab, after-school tutoring sessions will get under way, and the gym will reverberate with the thump, thump of basketballs.

"We're a community gathering place," explains Niki Girls, executive director of the historic facility on the near south side of Indianapolis. "It's not uncommon for us to host weddings, baby showers, retirement parties and even funerals."

The oldest neighborhood center in the state, Concord has a 142-year tradition of offering programs that Girls says "remove barriers and level the playing field" for residents of one of

the city's most impoverished areas. Operating on a modest budget of \$1.2 million, the center focuses on preschool education, youth development and a range of social services for adults. Although Girls admits that raising funds to support the programs is "a steep hill to climb," she and her board do it annually. Their success has enabled the center's staff to respond to neighborhood needs and report encouraging outcomes. Recently, they revamped the daycare and preschool programs to focus more on

closing the achievement gap for underprepared preschoolers.

"In July, our early childhood education program received its national accreditation," says Cindy Wood, chair of Concord's board of directors. "We completely upgraded the learning center's classrooms, and the staff adopted and implemented a new curriculum and a new style of teaching. It's been a game changer." As proof: "This past year, 100 percent of our preschool students tested as 'kindergarten ready.'"





## Here today and here tomorrow

Concord is among 15 Indianapolis-based human service agencies to receive Lilly Endowment grants in 2016 aimed at building long-term financial sustainability. The \$100 million initiative reflects the Endowment's ongoing commitment to help charitable agencies that strive to improve the lives of low-income individuals and families. The scale of the initiative is similar to that of a 2015 Endowment initiative to promote the long-term sustainability of selected arts and cultural organizations. Through the 2015 initiative, 14 central Indiana arts and cultural institutions received grants to create or bolster endowments and engage in other projects or activities designed to improve their financial conditions.

Ten of this year's grant recipients are neighborhood community centers – like Concord – that provide comprehensive services to help children, families and senior citizens thrive. The other grantees, which frequently work in partnership with the community centers, include a



counseling organization; two hunger-relief agencies (see sidebar); an organization that provides a range of services during the daytime to help homeless individuals and families; and a regional organization that offers employment opportunities as well as education and health programming to residents of central and southern Indiana.

Grant amounts ranged from \$5 million to \$10 million depending on the size of each agency's annual operating budget, among other criteria. The Endowment asked each grantee in preparing its proposal to assess carefully its financial condition and to describe the challenges it faces in developing a sustainable future. It invited each grantee to propose strategies to address the challenges. Fourteen of the organizations have earmarked major portions of their grants either to establish permanent endowments or to strengthen existing ones. The purpose of these endowments is not to reduce or eliminate the need for ongoing donor support. Instead, it is to help "smooth out changes in income streams, give stability through difficult times, and encourage the growth and development

of sustainable new programs," explains Eugene Tempel, founding dean emeritus of the Indiana University Lilly Family School of Philanthropy and professor of philanthropic studies.

Tempel says that ideally, a nonprofit organization should receive 20-25 percent of its budget from its endowment and have a "rainy day" fund to cover six months of expenses without making painful cuts. He admits, however, that few organizations, especially those that serve low-income and vulnerable populations, are able to achieve such ambitious goals. The reason: "Most



Concord Neighborhood Center on Indianapolis' southside is one of 15 Indianapolis-based organizations to receive grants of between \$5 million and \$10 million to promote their long-term financial stability. Concord's programs for children (opposite, left and above) are a cornerstone of the center's neighborhood-based approach to providing social services.

human service agencies spend every dollar they have to meet the current needs of their communities. They have trouble attracting gifts to their endowments because donors typically want to support specific programs.”

### Investing in the future

This has been the challenge at the John H. Boner Community Center on the near east side of Indianapolis, even as it demonstrates extraordinary reach to the 15,000 residents it serves with strategies to help them find long-term success. Boner Center has a unique set of partnerships through which it helps its neighborhood and others across Indianapolis. Since 2015, it has served as a lead implementation agency in the IndyEast Promise Zone, one of 22 communities in the nation to receive this designation. The IndyEast Promise Zone engages local organizations along with city, state and federal partners to increase affordable housing and redevelopment, boost economic activity, improve educational options, decrease serious and violent crime, and spur job creation. The IndyEast Promise Zone designation has helped secure \$78 million in federal funds to help 23 local organizations achieve these goals.

Boner Center also operates a Center for Working Families, one of nine such programs across Indianapolis supported by the United Way of Central Indiana. Developed by the Annie E. Casey Foundation, the Center for Working Families model uses an evidence-based, case-management approach to help low-income families overcome poverty and build financially stable lives. The model arrived in Indianapolis in 2006 with significant encouragement and financial support from Annie E. Casey Foundation, LISC (Local Initiatives

Support Corp.), the Indianapolis Foundation and the Clowes Fund.

“A lot of our donors want to see where their gifts go and how those gifts have a positive impact on the people we serve,” says Lynn Smith, director of resource development at Boner Center. Of the center’s annual budget of approximately \$12 million, only \$600,000 is unrestricted and is used to fill gaps for programming or other expense. To ensure continuity during lean times, 10 years ago the staff set a goal to create a reserve fund ample enough to cover operating costs for three months.

“We had that goal for a decade, but we didn’t make much progress toward achieving it,” says James Taylor, chief executive officer. “Organizations such as ours definitely aspire to long-term sustainability, but we have to balance that aspiration with our mission and demands for our services. When the economy collapsed in 2008, demand for services went up and funding went down.” The choice was easy to make: Meeting neighborhood needs took

priority, and plans to set aside rainy-day dollars were put on hold.

Until now.

Recipient of a \$10 million Endowment grant, Boner Center has made the long-anticipated contingency fund a reality and is taking several steps toward securing a sustainable financial future. Salary adjustments will help attract and retain skilled employees; upgrades to the energy system will reap savings that can be invested in program enhancements; and technology improvements will make the center’s East 10th Street office more efficient by streamlining its business practices. “This means our staff can spend more time serving our neighbors rather than tending to back-office chores,” says Taylor.

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Programs for seniors (below and opposite) is one aspect of the John H. Boner Community Center’s comprehensive support for the eastside Indianapolis neighborhoods it serves. A grant to foster long-term sustainability promises to strengthen that commitment.





Concord Neighborhood Center, like Boner Center, will use the bulk of its grant to establish a permanent endowment. Concord's executive director has pledged to use Concord's \$5 million grant to build the kind of financial stability that will fortify the center against dips in the economy. "We're going to break a sweat to achieve sustainability," says Niki Girls. "We won't rest on our laurels. Our goal is for this place to be here for the community for another 141 years."

Taylor is adamant that earnings from the new endowment won't become another line item in the budget used to cover routine expenses. Rather, it will use earnings from the endowment to address – on a short-term basis – unanticipated changes in funding streams and to test and evaluate new approaches to serve residents. Taylor says, "We'll be asking ourselves, how can we use the resources from the endowment to deepen and improve our work in a sustainable way?"

### **Housing, health, hunger and hope**

A key to ongoing success for all the grant recipients is their ability to forge partnerships with a range of organizations, including each other. Community center executive directors meet monthly to discuss common issues and ways to work together. Concord collaborates with more than 100 agencies and relies on partners to deliver specialized services it doesn't provide. "We're kind of a meat-and-potatoes place," says Girls. "We handle the basics, but if a client has a particular health issue, an addiction problem or wants to learn a certain job skill, we act as a broker and make referrals."



Collaboration is important, as well, for Boner Center and Shepherd Community Center because they serve adjoining neighborhoods on the near east side. Frequently they support each other's initiatives. One such effort, Shepherd's Shalom Project, which was launched in 2015, is a comprehensive plan to curb crime, renovate homes and alleviate hunger in one of the city's most troubled areas. "We're focusing on housing, health, hunger and hope," says Jay Height, executive director at Shepherd, a faith-based community center. "We define hope as a job and the promise that life can change for the better."

Bringing the project to fruition will require time, which is why the Endowment grant of \$7.5 million to Shepherd is significant. "It makes sure that we're going to be here in 30 years to help the grandchildren of the folks we're working with today," says Height. The challenges facing the project are great. Some 39 percent of residents live below the poverty line; 35 percent of the homes are abandoned; the area is considered a food and medical desert;

and incidents of gun violence exceed the city's average by almost 400 percent.

"We measure progress in inches," says Height, listing recent successes that help to offset the sobering statistics. A mobile clinic from Eskenazi Health now rolls into the neighborhood twice a week; a full-time police officer regularly patrols the streets; construction crews are set to rehab 80 houses in 2017; urban gardens are in the works; and Shepherd recently opened a spacious kitchen equipped with individual work stations. "We're teaching basic cooking skills to help families eat healthier and make their budgets go further," says Height.

Then there are the personal success stories. Because Height and his wife and children live in the community that Shepherd serves, they view residents not as clients but as neighbors. "We've been here more than 20 years – long enough to see the kids we once worked with moving back to their old neighborhood. They tell us they want to make sure that their kids are touched by Shepherd just like they were."



# Confronting Hunger in the Heartland

**Every morning**, the “cut-up” crew at Second Helpings chops and dices enough fresh produce to ensure that the more than 4,000 meals distributed daily by the organization are balanced and nutritious. “We do more scratch cooking here than many restaurants in Indianapolis,” says Jennifer Vigran, chief executive officer.



**Second Helpings is part of a complex network** of hunger-relief agencies working to reduce the number of food-insecure Hoosiers. “There isn’t any magic bullet for eradicating hunger in Indiana,” explains Vigran. “This is an effort that requires a communitywide focus. No single group has all the answers or can address all the needs.”

Volunteers and chefs-in-training are part of the hunger-relief efforts at Second Helpings (above and opposite). Together, they provide thousands of meals each day and support efforts to help underemployed people gain skills to succeed in the culinary industry.

And the needs are enormous. According to Gleaners Food Bank of Indiana, the proportion of hungry Hoosiers has risen to almost 15 percent in 2016, which is 2 percent higher than the national average. Among the troubling trends: “The senior citizen population that we serve is growing,” says John Elliott, president and chief executive officer of Gleaners. “Some seniors didn’t recover from the 2008 economic downturn. Another reason is the increase in the number of grandparents who are raising grandchildren, often on fixed incomes.”

Two Endowment grants – \$7.5 million to Second Helpings and \$10 million to Gleaners – will help the agencies build financial sustainability, establish permanent endowments and strengthen their fundraising efforts. In addition, Second Helpings will upgrade its fleet of food recovery and delivery vehicles so it can continue to transport prepared meals to organizations across the city. The grants will not reduce the need for public support, but they will add a degree of security during challenging times. "As a nonprofit organization we're subject to the

The bulk of Gleaners food goes to pantries and other nonprofit organizations making food available to people in need. As a partner agency of Gleaners, Second Helpings receives regular deliveries of food. It also rescues food through cooperation with grocers, restaurants and caterers. In 2016, Second Helpings turned that food into more than 1 million prepared meals and delivered them to 85 social service agencies – including several organizations that received major financial sustainability grants. And Second Helpings leverages its relationships with chefs and other restaurant and



same financial cycles as the rest of the economy," says Vigran. "Unfortunately, when money gets tight, more people come to us for help."

Efforts to conserve funds and simultaneously address the alarming rise in childhood obesity and diabetes have led to key partnerships with retail grocery stores. Perishable donation programs are adding fruit, vegetables, meat, seafood and dairy to the mix of available foods. "More recently we're seeing farmers commit a share of their crop to hunger-relief efforts," says Elliott, whose agency has set a goal of almost doubling the volume of fresh produce it distributes.

catering professionals across the city to run a training program that helps individuals prepare for and land jobs in the culinary industry. "We work with students on cooking skills, life skills and employability skills," says Vigran. "We also have a job-placement component."

Both Second Helpings and Gleaners are part of Indy Hunger Network, a coalition of anti-hunger organizations dedicated to creating a system that is efficient and effective. "We each have our niche," says Vigran. "Everybody plays a really important role, and with that, any competition fades away and turns into collaboration and cooperation."

# Finances & Grantmaking 2016

**During 2016 Lilly Endowment distributed grant payments of \$452.8 million and approved \$368.3 million in new grants.**

## Cumulative figures

The generosity of the Endowment's founders has enabled it to disburse since 1937 more than \$9.4 billion in grants to 9,492 charitable organizations, most of them in Indiana. Of that \$9.4 billion, \$3.7 billion supported education (40 percent), \$3.2 billion supported community development (34 percent), and \$2.5 billion supported religion (26 percent). At the end of 2016 the Endowment's assets totaled \$10.3 billion.

## Grants paid [Chart1, top]

In 2016 the Endowment paid grants of \$452.8 million. In this category, community development grants accounted for \$208.9 million or 46 percent of the total; religion grants totaled \$149.4 million or 33 percent; education grants added up to \$94.5 million or 21 percent.

As in previous years, most grants were paid to organizations in Indiana – a total of \$305.8 million (68 percent). Of the payment total of \$452.8 million, \$139.1 million (31 percent) was paid to non-Marion County grantees in Indiana and \$166.7 million (37 percent) to Marion County (Indianapolis) grantees. Organizations outside Indiana received \$147 million or 32 percent, mostly from religion grants.

## Grants approved [Chart2, bottom]

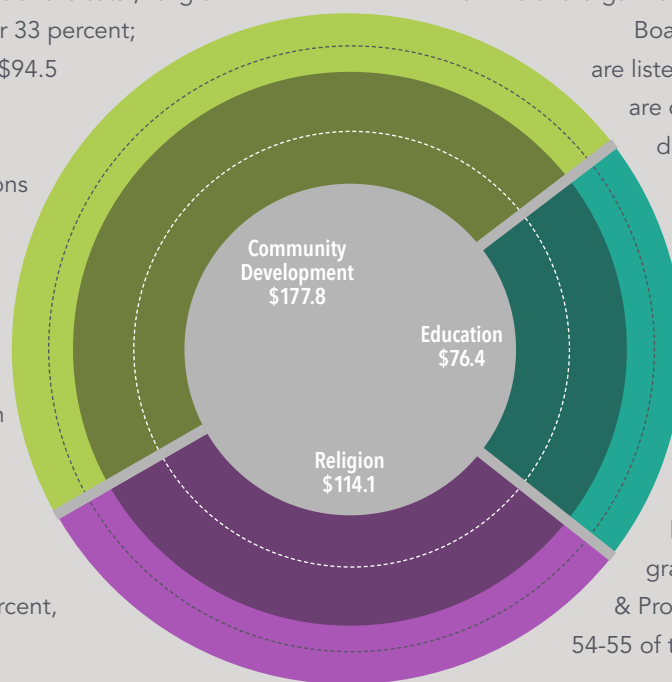
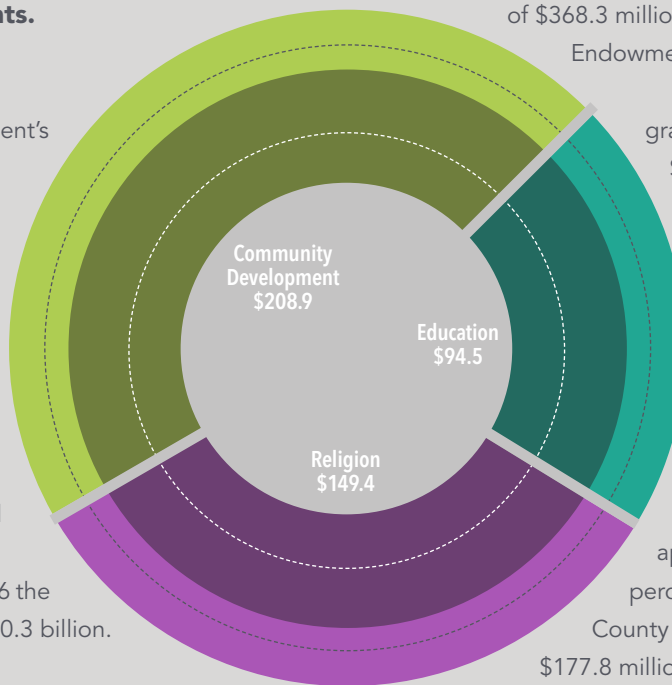
During 2016 the Endowment approved 705 grants for a total of \$368.3 million to 529 grantees, 12 new to the Endowment.

Community development grants totaled the most dollars at \$177.8 million or 48 percent of the total. Approvals for religion grants totaled \$114.1 million or 31 percent, while approvals for education grants totaled \$76.4 million or 21 percent.

Sixty-seven percent of grants approved in 2016 went to Indiana organizations. Of the \$368.3 million in grants approved, \$71.4 million (19 percent) was approved for non-Marion County grantees in Indiana and \$177.8 million (48 percent) to Marion County (Indianapolis) grantees. Indiana organizations thus were awarded \$249.2 million (67 percent) of grants approved. \$119.1 million (33 percent) in grants was approved for non-Indiana organizations.

Board-approved and officers' grants are listed in the back of this report and are divided into community development and philanthropy, education and youth, and religion. Discretionary grants of up to \$7,500, authorized by the officers, are listed as a single line item for each division.

The Endowment's match for the charitable contributions of staff, retirees and Board members is reported as a single line item before the total of all grants approved. "Grant Guidelines & Procedures" are outlined on pages 54-55 of this report.







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## Report of Independent Auditors

The Board of Directors  
Lilly Endowment Inc.

We have audited the accompanying financial statements of Lilly Endowment Inc., which comprise the statements of financial position as of December 31, 2016 and 2015, and the related statements of activities and changes in unrestricted net assets and cash flows for the years then ended, and the related notes to the financial statements.

### Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in conformity with U.S. generally accepted accounting principles; this includes the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of financial statements that are free of material misstatement, whether due to fraud or error.

### Auditor's Responsibility

Our responsibility is to express an opinion on these financial statements based on our audits. We conducted our audits in accordance with auditing standards generally accepted in the United States. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free of material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. Accordingly, we express no such opinion. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

### Opinion

In our opinion, the financial statements referred to above present fairly, in all material respects, the financial position of Lilly Endowment Inc. at December 31, 2016 and 2015, and the changes in its unrestricted net assets and its cash flows for the years then ended in conformity with U.S. generally accepted accounting principles.

*Ernst & Young LLP*

March 16, 2017

## Statements of Financial Position

As of December 31	2016	2015
<b>Assets</b>		
Cash and equivalents . . . . .	\$ 49,831,314	\$ 53,153,768
Other receivables . . . . .	14,361,093	18,873,326
Investments — at fair value:		
United States government and agency, bank, and corporate interest-bearing obligations . . . . .	-	22,436,993
Eli Lilly and Company common stock (cost — \$83,381,398 at December 31, 2016, and \$83,702,131 at December 31, 2015) . . . . .	9,236,100,384	10,773,551,345
Diversified equity investments . . . . .	989,139,724	911,719,909
Other assets . . . . .	4,398,884	5,213,469
	<u>\$ 10,293,831,399</u>	<u>\$ 11,784,948,810</u>
<b>Liabilities</b>		
Amounts appropriated for future grants . . . . .	\$ 46,167,500	\$ 144,621,069
Deferred tax liability . . . . .	180,331,317	209,606,228
	<u>226,498,817</u>	<u>354,227,297</u>
Unrestricted net assets . . . . .	10,067,332,582	11,430,721,513
	<u>\$ 10,293,831,399</u>	<u>\$ 11,784,948,810</u>

See accompanying notes.

## Statements of Activities and Changes in Unrestricted Net Assets

Year Ended December 31	2016	2015
Income:		
Dividends . . . . .	\$ 281,043,970	\$ 280,923,758
Interest . . . . .	644,970	566,913
Total income . . . . .	281,688,940	281,490,671
Deductions:		
Grants approved . . . . .	359,678,504	558,998,132
Expenses:		
Program support . . . . .	7,028,602	6,861,265
Operational support . . . . .	6,424,563	7,078,577
Federal excise tax related to realized gains . . . . .	4,530,116	5,556,531
Federal excise tax related to unrealized gains . . . . .	(29,274,911)	33,790,627
Total grants approved and expenses . . . . .	348,386,874	612,285,132
Realized gain on sale of investments . . . . .	179,240,996	286,032,772
Unrealized gain (loss) on investments . . . . .	(1,473,400,413)	1,676,388,994
Other deductions . . . . .	(2,531,580)	(2,128,665)
Increase (decrease) in unrestricted net assets . . . . .	(1,363,388,931)	1,629,498,640
Unrestricted net assets:		
Balance at beginning of year . . . . .	11,430,721,513	9,801,222,873
Increase (decrease) in unrestricted net assets . . . . .	(1,363,388,931)	1,629,498,640
Balance at end of year . . . . .	\$ 10,067,332,582	\$ 11,430,721,513

See accompanying notes.



## Statements of Cash Flows

Year Ended December 31	2016	2015
Operating activities		
Increase (decrease) in unrestricted net assets . . . . .	\$ (1,363,388,931)	\$ 1,629,498,640
Adjustments to reconcile change in unrestricted net assets to net cash used in operating activities:		
Investment expenses . . . . .	279,517	288,490
Unrealized (gain) loss on investments . . . . .	1,473,400,413	(1,676,388,994)
Realized gain on sale of investments . . . . .	(179,240,996)	(286,032,772)
Changes in assets and liabilities:		
Other receivables . . . . .	4,512,233	7,975,474
Other assets . . . . .	814,585	(4,868,965)
Amounts appropriated for future grants . . . . .	(98,453,569)	120,016,319
Deferred tax liability . . . . .	(29,274,911)	33,790,627
Net cash used in operating activities . . . . .	(191,351,659)	(175,721,181)
Investing activities		
Purchases of investments . . . . .	(254,985,868)	(483,896,944)
Proceeds from sale and maturity of investments . . . . .	443,294,590	583,902,217
Investment expenses . . . . .	(279,517)	(288,490)
Net cash provided by investing activities . . . . .	188,029,205	99,716,783
Net decrease in cash and equivalents . . . . .	(3,322,454)	(76,004,398)
Cash and equivalents at beginning of year . . . . .	53,153,768	129,158,166
Cash and equivalents at end of year . . . . .	\$ 49,831,314	\$ 53,153,768

See accompanying notes.

# Notes to Financial Statements

December 31, 2016

## 1. Significant Accounting Policies

### Description of Organization

Lilly Endowment Inc. (the Endowment) is an Indianapolis based, private philanthropic foundation created by three members of the Lilly family through gifts of stock in their pharmaceutical business, Eli Lilly and Company. The stock of Eli Lilly and Company continues to be the Endowment's most significant asset. The Endowment supports the causes of religion, education and community development. The Internal Revenue Service has determined that the Endowment is exempt from federal income tax under Section 501(a) of the Internal Revenue Code. It remains a private foundation subject to federal excise tax on net investment income.

### Basis of Presentation

The accompanying financial statements have been prepared in accordance with accounting principles generally accepted in the United States (U.S. GAAP). Preparation of the financial statements requires management to make estimates and assumptions that affect the reported amounts of assets, liabilities, income, expense and related disclosures at the date of the financial statements and during the reporting period. Actual results could differ from those estimates. Subsequent events have been evaluated through March 16, 2017, the date these financial statements were issued. There were no subsequent events that required recognition or disclosure in the financial statements.

### Cash and Equivalents

Investments with original maturities of three months or less at the time of purchase are considered to be cash equivalents.

### Investments

Investments are stated at fair value in accordance with the Financial Accounting Standards Board (FASB) Accounting Standards Codification (ASC) Topic 958, *Not for Profit Entities*. Investments comprise equity and fixed income securities, which are recorded at market-quoted fair values. Changes in fair value are recorded in the statement of activities and changes in unrestricted net assets. There are no restrictions on investments.

Realized gains and losses from the sales of Eli Lilly and Company common stock are calculated using the first-in, first-out method of allocating cost.

### Facilities and Equipment

Expenditures for facilities and equipment are expensed as incurred. The amounts expensed during 2016 and 2015, are not material to the financial statements.

### Grants

The Endowment primarily makes grants to organizations that qualify as public charities under the Internal Revenue Code (the Code). When distributions are made to organizations other than public charities, the Endowment assumes expenditure responsibility as required under applicable federal law. All grants are approved by the Board of Directors or its authorized representatives and are accrued when approved. Amounts appropriated for future grants at December 31, 2016, are expected to be paid to grantees as follows: \$40,817,500 in 2017 and \$5,350,000 in 2018.

### Income Recognition

Income is recognized when amounts are realizable and earned. Interest income is recorded on the accrual basis and dividends are recorded on the ex-dividend date.

### New Accounting Pronouncement

In August 2016, the FASB issued Accounting Standards Update 2016-14, *Not for Profit Entities* (Topic 958): *Presentation of Financial Statements of Not-for-Profit Entities*. This new standard on presentation of financial statements for not-for-profit entities makes targeted improvements to the current financial reporting model for not-for-profit entities. The standard imposes changes to net asset classification requirements and information about liquidity, financial performance and cash flows. The standard is effective for fiscal years beginning after December 15, 2017, and early adoption is permitted. The Endowment is evaluating the impact of the new guidance on the financial statements.

## 2. Required Distributions

The Code provides that the Endowment generally must distribute for charitable purposes 5% of the average market value of its investment assets. The Endowment must make additional qualifying distributions of approximately \$444,000,000, before January 1, 2018, to meet the 2016 minimum distribution requirements.

## 3. Other Receivables

Other receivables represent the fair value of future cash flows to be received from the Endowment's split-interest agreement held by third parties. Amounts recorded are subject to subsequent changes in fair value, which are recorded in the statements of activities and changes in unrestricted net assets under other deductions. These changes totaled a deduction of \$2,531,580 and \$2,129,142 during 2016 and 2015, respectively.

## 4. Fair Value of Financial Instruments

The Endowment determines fair values based on the framework for measuring fair value under ASC Topic 820, *Fair Value Measurements*. The following table summarizes fair value information at December 31, 2016 and 2015.

Description	Cost	Quoted Prices in Active Markets for Identical Assets (Level 1)	Observable Inputs (Level 2)	Unobservable Inputs (Level 3)	Fair Value (Carrying Value)
<b>December 31, 2016</b>					
Cash equivalents	\$ 40,966,757	\$ 40,974,552	\$ —	\$ —	\$ 40,974,552
Marketable securities	883,669,565	10,225,240,108	—	—	10,225,240,108
	924,636,322	10,266,214,660	—	—	10,266,214,660
Other receivables	—	—	—	14,361,093	14,361,093
	\$ 924,636,322	\$ 10,266,214,660	\$ —	\$ 14,361,093	\$ 10,280,575,753
<b>December 31, 2015</b>					
Cash equivalents	\$ 49,088,338	\$ 49,091,071	\$ —	\$ —	\$ 49,091,071
Fixed income securities	22,570,259	—	22,436,993	—	22,436,993
Marketable securities	870,167,031	11,685,271,254	—	—	11,685,271,254
	941,825,628	11,734,362,325	22,436,993	—	11,756,799,318
Other receivables	—	—	—	18,873,326	18,873,326
	\$ 941,825,628	\$ 11,734,362,325	\$ 22,436,993	\$ 18,873,326	\$ 11,775,672,644

Transfers between levels, if any, are recorded at the beginning of the reporting period. There were no transfers between Levels 1, 2, and 3 during the years ended December 31, 2016 and 2015.

The fair value for marketable securities is determined based on the regular trading session closing price on the exchange or market in which such securities are principally traded on the last business day of each period presented (Level 1).

For fixed income securities that are not based on quoted prices in active markets (Level 2), the fair value is determined by pricing models, quoted prices of securities with similar characteristics, or discounted cash flows. Fair values for these fixed income securities are obtained primarily from third-party pricing services.

Other receivables, which is a split-interest agreement, are valued using significant unobservable inputs (Level 3). The need to use unobservable inputs generally results from the lack of an active market or marketplace with respect to the split-interest agreement. The split-interest agreement is recorded at the estimated fair value based on the present value of the Endowment's future cash flows from the related trust. Future cash flows are based on an income approach (present value techniques), the inputs of which include the initial value of the Endowment's split-interest agreement, the Endowment's interest percentage in the split-interest agreement, annuity percentage per the split-interest agreement, estimated rate of return and discount rate.

## 5. Federal Excise Taxes

The Endowment is subject to federal excise taxes imposed on private foundations at 2%, or at 1% if certain conditions are met. The excise tax is imposed on net investment income, as defined under federal law, which includes interest, dividends, and net realized gains on the sale of investments. The Endowment qualified for a 1% excise tax rate for the years ended December 31, 2016 and 2015. Federal excise tax expense on realized amounts was \$4,530,116 and \$5,556,531 for the years ended December 31, 2016 and 2015, respectively. The Endowment made estimated excise tax payments totaling \$8,929,000 and \$10,770,000 during 2016 and 2015, respectively. Due to estimated tax overpayments during these years, the Endowment recorded a receivable of \$4,398,884 and \$5,213,469 at December 31, 2016 and 2015, respectively.

The deferred tax liability recorded on the statements of financial position is for deferred federal excise taxes related to unrealized gains on investments. The Endowment recorded a decrease in the deferred tax liability of \$29,274,911 for the year ended December 31, 2016, and an increase of \$33,790,627 for the year ended December 31, 2015.

The Endowment is subject to routine audits by taxing jurisdictions. The Endowment believes it is no longer subject to income tax examinations for years prior to 2013 due to three-year statute of limitations.

If incurred, any interest and penalties would be recorded as a component of excise tax.



# 2016 Grant Approvals







# Community Development and Philanthropy

Dollar amount approved in 2016

## American Cabaret Theatre

Indianapolis, IN

General operating support and capital needs	167,500
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## American Enterprise Institute for Public Policy Research

Washington, DC

General operating support	100,000
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## American National Red Cross

Washington, DC

Disaster response	3,000,000
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## American Pianists Association

Indianapolis, IN

Public relations for classical competition	25,000
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## Arts Council of Indianapolis

Indianapolis, IN

Art & Soul at the Artsgarden	52,000
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Arts education research project	50,000
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Creative Renewal Fellowship Program	420,000
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General operating support	300,000
---------------------------	---------

U.S. Conference of Mayors 2016 annual conference in Indianapolis	17,000
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## Asante Children's Theatre

Indianapolis, IN

Organizational assessment and marketing	50,000
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## Athenaeum Foundation

Indianapolis, IN

Capital campaign	250,000
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## Atlas Economic Research Foundation

Washington, DC

General operating support	500,000
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## Career Learning & Employment Center for Veterans

Indianapolis, IN

Continued support for Operation: Job Ready Veterans	450,000
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## Central Indiana Community Foundation

Indianapolis, IN

Support for IN Light IN festival	100,000
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## Children's Museum of Indianapolis

Indianapolis, IN

U.S. Conference of Mayors 2016 annual conference in Indianapolis	50,000
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## Christamore House

Indianapolis, IN

Establish an endowment and fund capital improvements, transportation equipment, staff retention and debt reduction	5,000,000
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**Coalition for Homeless Intervention and Prevention of Greater Indianapolis**

Indianapolis, IN

General operating support	260,000
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**Concord Center Association**

Indianapolis, IN

Establish an endowment and fund capital improvements, fundraising initiative and employee retention	5,000,000
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**Crossroads Rehabilitation Center**

Indianapolis, IN

Respite program	791,863
Speech and Hearing Resource Center	902,806

**Dance Kaleidoscope**

Indianapolis, IN

General operating support	100,000
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**Domestic Violence Network of Greater Indianapolis**

Indianapolis, IN

General operating support	225,000
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**Dove Recovery House for Women**

Indianapolis, IN

Capital campaign	267,000
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**Economic Club of Indiana**

Indianapolis, IN

General operating support and strategic planning implementation	50,000
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**Edna Martin Christian Center**

Indianapolis, IN

Establish an endowment, fund working capital and program development, and strengthen development capacity and financial management	5,000,000
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**Eiteljorg Museum of American Indians and Western Art**

Indianapolis, IN

Eiteljorg Contemporary Art Fellowship	470,000
General operating support	1,147,500

**Families First Indiana**

Indianapolis, IN

Establish an endowment and fund capacity building	7,500,000
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**Federalist Society for Law and Public Policy Studies**

Washington, DC

General operating support	150,000
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**Flanner House of Indianapolis**

Indianapolis, IN

Establish an endowment and fund operating reserves, debt reduction and facility improvements	5,000,000
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**Foundation Against Companion Animal Euthanasia**

Indianapolis, IN

Support for capital campaign	500,000
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**Fraser Institute**

Vancouver, BC

General operating support	300,000
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**Freedom House**

Washington, DC

General operating support	100,000
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**George Mason University Foundation**

Fairfax, VA

Law and Economics Center judicial education programs	100,000
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**Gleaners Food Bank of Indiana**

Indianapolis, IN

Establish an endowment and fund development initiative, technology and fleet expansion	10,000,000
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**Goodwill Industries of Central Indiana**

Indianapolis, IN

Program expansion and capacity building relating to merger	10,000,000
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**Grouseland Foundation**

Vincennes, IN

Campaign feasibility study	36,000
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**Harrison Center for the Arts**

Indianapolis, IN

Brand analysis and marketing projects	30,000
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**Hawthorne Social Service Association**

Indianapolis, IN

Establish an endowment and fund capacity building	5,000,000
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**Heartland Actors' Repertory Theatre**

Indianapolis, IN

Production of <i>The Winter's Tale</i>	25,000
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**Heartland Film**

Indianapolis, IN

General operating support	300,000
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**Horizon House**

Indianapolis, IN

Establish an endowment and fund operating reserves, mortgage elimination and capacity building	5,000,000
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**Indiana Association for Community Economic Development**

Indianapolis, IN

Branding and marketing	50,000
General operating support	175,000

**Indiana Association of School Principals**

Indianapolis, IN

Support for generationOn Indiana project	250,000
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**Indiana Association of United Ways**

Indianapolis, IN

General operating support	1,240,000
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**Indiana Historical Society**

Indianapolis, IN

Campaign feasibility study	50,000
Debt retirement and endowment campaign	10,000,000
Workshops for Indiana's bicentennial textbook	50,000

**Indiana Humanities Council**

Indianapolis, IN

General operating support	100,000
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**Indiana Legal Services**

Indianapolis, IN

Indiana Legal Services Disability Project	50,000
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**Indiana Philanthropy Alliance**

Indianapolis, IN

General operating support	298,750
Supplemental support for market research and capacity building	13,750

**Indiana Philanthropy Alliance Foundation**

Indianapolis, IN

GIFT technical assistance for 2017	640,000
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**Indiana Repertory Theatre**

Indianapolis, IN

General operating support	300,000
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**Indiana Sports Corp.**

Indianapolis, IN

General operating support	500,000
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**Indiana Symphony Society**

Indianapolis, IN

General operating support	1,237,000
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**Indiana University Foundation**

Bloomington, IN

Research study to understand better the connection between philanthropy and the growth of regional economies	50,000
Research study to understand better the funding landscape on youth philanthropy	35,323

**Indianapolis Art Center**

Indianapolis, IN

General operating support	200,000
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**Indianapolis Chamber Orchestra**

Indianapolis, IN

Capacity building	50,000
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**Indianapolis Children's Choir**

Indianapolis, IN

General operating support	150,000
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**Indianapolis Jazz Foundation**

Indianapolis, IN

Audience research, fundraising assessment and strategic planning	50,000
Indy Jazz Fest	42,000

**Indianapolis Junior Tennis Development Fund**

Indianapolis, IN

Support for capital campaign and facility planning	50,000
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**Indianapolis-Marion County Public Library Foundation**

Indianapolis, IN

African American Literature Center and digitization projects	3,125,000
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**Indianapolis Museum of Art**

Indianapolis, IN

General operating support	500,000
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### Indianapolis Neighborhood Housing Partnership

Indianapolis, IN

General operating support	5,300,000
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### Indianapolis Neighborhood Resource Center

Indianapolis, IN

General operating support	250,000
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### Indianapolis Opera Company

Indianapolis, IN

General operating support	80,000
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### Indianapolis Zoological Society

Indianapolis, IN

Association of Zoos and Aquariums annual conference 2017	50,000
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General operating support	1,116,720
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### Indy Hub Foundation

Indianapolis, IN

Passport to the Arts	50,000
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### Intercollegiate Studies Institute

Wilmington, DE

General operating support	125,000
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### International Center

Indianapolis, IN

General operating support	500,000
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### John H. Boner Community Center

Indianapolis, IN

Establish an endowment and fund operating reserves, staff capacity building and technology, and increase energy efficiency	10,000,000
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### Keep Indianapolis Beautiful

Indianapolis, IN

General operating support	325,000
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### Kurt Vonnegut Memorial Library

Indianapolis, IN

Capital campaign fundraising counsel	50,000
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### La Plaza

Indianapolis, IN

Establish an endowment, reduce employee turnover, and fund operating reserves, technology and fixtures	5,000,000
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### Learning to Give

Grand Haven, MI

Enhancing the teaching of philanthropy curricula	375,000
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### Local Initiatives Support Corp.

New York, NY

Indianapolis LISC program	500,000
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### Madame Walker Urban Life Center

Indianapolis, IN

Transitional support	540,000
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### Manhattan Institute for Policy Research

New York, NY

General operating support	200,000
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### Mary Rigg Neighborhood Center

Indianapolis, IN

Establish an endowment and fund capacity building	7,500,000
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### Metropolitan Indianapolis Public Broadcasting

Indianapolis, IN

Strategic and succession planning	50,000
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### New Harmony Project

Indianapolis, IN

General operating support	50,000
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### Northwest Central Indiana Community Partnerships

Lafayette, IN

Consulting services for Greater Lafayette regional planning, phase II	40,000
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Greater Lafayette regional planning grant, phase II	30,000
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### Pacific Research Institute for Public Policy

San Francisco, CA

General operating support	175,000
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### Pattern

Indianapolis, IN

Capacity building	50,000
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### Phoenix Theatre

Indianapolis, IN

Capital campaign to build a new Phoenix Theatre	1,000,000
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### Political Economy Research Center

Bozeman, MT

General operating support	50,000
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### Sagamore Institute

Indianapolis, IN

General operating support	300,000
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### Salvation Army

Alexandria, VA

Disaster relief	1,000,000
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### Salvation Army, Indiana Division

Indianapolis, IN

Development capacity building	48,145
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### Second Helpings

Indianapolis, IN

Establish an endowment and fund development initiative and facilities and equipment upgrades	7,500,000
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### Shepherd Community

Indianapolis, IN

Establish an endowment and fund debt reduction, operating reserves, development initiative, and facilities and technology upgrades	7,500,000
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### 16 Tech Community Corp.

Indianapolis, IN

Phase I startup funding	1,700,000
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### Social Philosophy and Policy Foundation

Bowling Green, OH

General operating support	100,000
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### Southeast Community Services

Indianapolis, IN

Establish an endowment and fund facility and technology upgrades, operating reserves, employee retention, fundraising and facility acquisition	5,000,000
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### Stanford University

Stanford, CA

General operating support	125,000
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### Steward Speakers

Indianapolis, IN

Support for lecture series	45,000
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### Tabernacle Presbyterian Church

Indianapolis, IN

Capital project	500,000
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### Tax Foundation

Washington, DC

General operating support	110,000
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### Tourism Tomorrow

Indianapolis, IN

U.S. Conference of Mayors 2016 annual conference in Indianapolis	50,000
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### United Way of Central Indiana

Indianapolis, IN

Continuation of Agency Capital Projects Fund	10,000,000
Continuation of Human Services Professional Renewal Program	592,800
Continuation of Jump IN for Healthy Kids	500,000
Facilities Maintenance Fund	1,400,000
Homelessness Targeted Initiatives Fund	590,625
Near Eastside early childhood needs assessment	18,920
Staff leadership development initiative	50,000
Support for 2016 annual fundraising	4,300,000

### University of Southern Indiana

Evansville, IN

General operating support for the Historic New Harmony project	125,000
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### USA International Harp Competition

Bloomington, IN

2016 International Harp Competition	20,000
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### Vietnam Veterans Memorial Fund

Arlington, VA

Education Center at the Vietnam Veterans Memorial Wall campaign	10,000,000
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### Westminster Neighborhood Services

Indianapolis, IN

Capital campaign feasibility study	42,750
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### YMCA of Greater Indianapolis

Indianapolis, IN

Veteran-specific facilities and services in Pike Township	3,500,000
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### Young Audiences of Indiana

Indianapolis, IN

General operating support	200,000
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### Holiday Assistance Fund

(25 grants ranging from \$2,500 to \$125,700)	475,000
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Catholic Charities Indianapolis

Christ Emmanuel Missionary Baptist Church

Community Action of Greater Indianapolis

Flanner House

Gleaners Food Bank of Indiana

Hall Temple Church of God in Christ

Healing Place

Indiana F.O.P. Foundation

Indianapolis Housing Agency

Indianapolis Urban League

Kingsley Terrace Church of Christ

La Plaza

Latino Community Development Corp.

Life Line Community Center

Lutheran Child & Family Services of Indiana

Metro Baptist Center

Miracle Place

Mozell Sanders Foundation

New Covenant Church

Rev. Richard Hunter Ministries

Salvation Army, Indiana Division

Sow One Foundation

United Way of Central Indiana (2)

Westminster Neighborhood Services

## PHILANTHROPY

### Council on Foundations

Arlington, VA

2016 membership support	23,500
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Community foundation convening	15,000
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Support for community foundation programming at the 2016 annual conference	50,000
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### Forum of Regional Associations of Grantmakers

Washington, DC

Support for the 2016 annual conference	10,000
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### Foundation Center

New York, NY

General operating support	125,000
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### GuideStar

Williamsburg, VA

2016 membership support	25,000
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### Independent Sector

Washington, DC

2016 membership support	17,500
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### National Center for Family Philanthropy

Washington, DC

Family foundation leadership	150,000
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### Philanthropy Roundtable

Washington, DC

General operating support	100,000
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Website redesign	50,000
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### Subtotal

Community Development Grants	177,193,452
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### Subtotal

Philanthropy Grants	566,000
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### Subtotal

Community Development and Philanthropy Discretionary Grants	72,000
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### Total

Community Development and Philanthropy Grants	177,831,452
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# Education and Youth

Dollar amount approved in 2016

## Central Indiana Community Foundation

Indianapolis, IN

Latino Scholarship Fund dinner	10,000
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## Chalkbeat

New York, NY

Indiana education news service	200,000
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## CICP Foundation

Indianapolis, IN

Central Indiana Workforce Development Initiative	5,000,000
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Conexus charitable and educational programming	6,000,000
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Continued assessment of challenges and opportunities for an aligned strategy for STEM education in Indiana	50,000
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I-STEM Resource Network project	725,518
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## College Mentors for Kids

Indianapolis, IN

Organizational support during the CEO transition, strategic planning and search process, and mentor-matching research project	50,000
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## Early Learning Indiana

Indianapolis, IN

Capacity building	2,200,000
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## Grace Schools

Winona Lake, IN

Center for Lakes and Streams at Grace College	2,500,000
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## Greater Indianapolis Literacy League

Indianapolis, IN

Implementation of new strategic plan	50,000
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## Independent Colleges of Indiana

Indianapolis, IN

Administration of the Lilly Endowment Community Scholarship Program 2016-17	1,520,000
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Lilly Endowment Community Scholarship Program for 2017	19,000,000
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Realizing the Dream: A program to recognize achievement by first-generation college students	416,158
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Support for Indiana College Costs Estimator	250,000
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## Indiana State Chamber of Commerce Foundation

Indianapolis, IN

Information gathering on counseling practices, part II	50,000
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## Indiana State University

Terre Haute, IN

Extending Teacher Creativity 2017: A Summer Workshop for Teacher Creativity Fellows	100,287
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## Indiana Student Financial Aid Association

Bloomington, IN

College Goal Sunday 2017 events	50,000
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## Indianapolis Public Schools Education Foundation

Indianapolis, IN

Indianapolis parent engagement strategy	505,000
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## Martin University

Indianapolis, IN

Assessment of student needs and community collaborations to address them	50,000
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Institutional development and capacity building	1,943,118
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## Purdue Research Foundation

West Lafayette, IN

Continuing support for the Military Family Research Institute project	4,821,906
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## Starfish

Indianapolis, IN

Program and transitional support	50,000
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## The Mind Trust

Indianapolis, IN

Continued support for Innovation Network Schools program	3,750,000
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Continued support for Teach for America (Indianapolis) and other teacher and principal quality initiatives	3,420,000
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## United Negro College Fund

Washington, DC

Support for the UNCF Indiana Campaign	85,000
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## Comprehensive Counseling Initiative for Indiana K-12 Students

A statewide initiative to promote and support innovative comprehensive counseling models that address the academic, college, career and social/emotional counseling needs of K-12 students in Indiana public school corporations and charter schools – technical assistance phase

(3 grants ranging from \$200,000 to \$213,620)	613,620
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Indiana State Chamber of Commerce Foundation

Indiana Youth Institute

University of Indianapolis

## Teacher Creativity Fellowship Program

Competitive summer program for renewal of Indiana schoolteachers, principals and assistant principals, guidance counselors and library media specialists

(100 grants of \$12,000 each)	1,200,000
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## YOUTH

### AYS

Indianapolis, IN

Continued support for the Youth Professionals Fellowship Programs	1,254,025
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### Big Brothers Big Sisters of Central Indiana

Indianapolis, IN

Strategic planning, capacity building and evaluation	600,000
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### Boys & Girls Clubs of Indianapolis

Indianapolis, IN

Development audit	21,500
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Measurement and evaluation capacity building	50,000
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Program management and resource development capacity	500,000
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### Center for Leadership Development

Indianapolis, IN

CLD College Prep Institute	300,000
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Operating support	2,000,000
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### Damar Services

Indianapolis, IN

Feasibility study for a specialized adult community-living services facility	45,646
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### Fathers and Families Resource Research Center

Indianapolis, IN

Operating support	600,000
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Program evaluation and strategic planning	50,000
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### Freewheelin' Community Bikes

Indianapolis, IN

Strategic planning and capacity building	21,000
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### Indiana Afterschool Network

Indianapolis, IN

Building capacity and alignment of out-of-school-time programs	723,630
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### Indiana Amateur Baseball Association

Indianapolis, IN

Capacity building	50,000
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**Indiana Association of Resources  
and Child Advocacy (IARCA) Institute  
for Excellence**

Indianapolis, IN

Capacity building/outcome project 537,847

**Indiana Black Expo**

Indianapolis, IN

Youth education and family programs 600,000

**Indiana Connected by 25**

Indianapolis, IN

Stakeholder assessment 25,000

**Indiana FFA Foundation**

Trafalgar, IN

Learn-Lead-Succeed program 399,213

**Indiana Philanthropy Alliance Foundation**

Indianapolis, IN

Youth Philanthropy Initiative of Indiana (YPHI) 140,000

**Indiana Youth Institute**

Indianapolis, IN

Operating support and technology updates 5,650,000

**Indianapolis Private Industry Council**

Indianapolis, IN

Continuing support for the Youth Employment  
Services (YES) program 1,095,000

**Marion County Commission on Youth**

Indianapolis, IN

Operating support 230,000

**National Boy Scouts of America Foundation**

Irving, TX

Indiana major gift specialist 725,000

**National FFA Foundation**

Indianapolis, IN

National FFA organization conferences, 2016-18 1,500,000

**National Junior Tennis League of Indianapolis**

Indianapolis, IN

Office relocation 9,206

**National Urban Fellows**

New York, NY

Support for fellowships in Indianapolis and  
matching grant support 120,000

**100 Black Men of Indianapolis**

Indianapolis, IN

Operating support 193,500

**Outreach, Inc.**

Indianapolis, IN

Capital campaign and evaluation 1,275,000

**Planned Parenthood of Indiana and Kentucky**

Indianapolis, IN

Evidence-based sexuality education 50,000

**Ronald McDonald House of Indiana**

Indianapolis, IN

Masonry repair and conference room  
technology upgrade 50,000

**Shepherd Community**

Indianapolis, IN

Systemization of data 50,000

**Summer Youth Program Fund 2016**

Grants for organizations to provide summer  
activities for youth

(172 grants to support 205 programs  
ranging from \$1,200 to \$321,605)

2,022,265

Adult and Child Center

Aftercare for Indiana Through Mentoring

Agape Therapeutic Riding Resources

Always Making Progress

American Diabetes Association, Indiana Affiliate

American Foundation for Preventive Medicine

Anglican Church of Resurrection

ArtMix

Art With a Heart

Asante Children's Theatre

AYS

Benjamin Harrison Presidential Site

Big Brothers Big Sisters of Central Indiana

Big Car Media

Bosma Industries for the Blind

Boy Scouts of America Council

Boys & Girls Clubs of Indianapolis

Brebeuf Preparatory School

Brightwood Community Center

Broadway United Methodist Church

Brooke's Place for Grieving Young People

Burmese American Community Institute

Butler University  
 Calvary Temple Assembly of God  
 Camptown  
 Catholic Charities Indianapolis  
 Catholic Youth Organization  
 Center for Interfaith Cooperation  
 Center for Leadership Development  
 Charitable Allies  
 Children's Bureau  
 Children's Museum of Indianapolis  
 Christamore House  
 Christel House Academy  
 Circle City Frontiers Club  
 Claude McNeals Musical Theatre Training Program  
 Coburn Place Safe Haven  
 Community Alliance of the Far Eastside (CAFÉ)  
 Community Health Network Foundation  
 Concord Center Association  
 Cosmo Knights Scholarship Fund  
 Damar Services  
 Dance Kaleidoscope  
 Dayspring Center  
 Diabetic Youth Foundation of Indiana  
 DirectEmployers Association Foundation  
 Dyslexia Institute of Indiana  
 Early Learning Indiana  
 Earth Charter Indiana  
 East Tenth United Methodist Children  
 and Youth Center  
 Edna Martin Christian Center  
 Englewood Christian Church  
 Englishton Park Presbyterian Ministries  
 Entrepreneurial Ventures in Education  
 Family Promise of Greater Indianapolis  
 Fay Bickard Glick Neighborhood Center  
 at Crooked Creek  
 Felege Hiywot Center  
 First Samuel Missionary Baptist Church  
 Flanner House  
 Fletcher Place Community Center  
 Forest Manor Multi-Service Center  
 Freetown Village  
 Freewheelin' Community Bikes  
 Girl Scouts of Central Indiana  
 Girls Inc.  
 Girls Rock! Indianapolis



Gleaners Food Bank of Indiana (2)  
 Good News Mission  
 Great Commission Church of God  
 Greater Gethsemane Missionary Baptist Church  
 Groundwork Indy  
 Guidance Life Skills and Mentoring (G.L.A.M.)  
 Happy Hollow Children's Camp  
 Harrison Center for the Arts  
 Hawthorne Social Service Association  
 Health and Science Innovations  
 Hear Indiana  
 Hemophilia of Indiana  
 Hispanic Latino Minority Health Coalition  
 of Greater Indianapolis  
 Honor Without End  
 libada Dancers  
 Immanuel Presbyterian Church  
 Indiana Annual Conference of the United Methodist Church  
 Indiana Deaf Camps Foundation  
 Indiana Golf Foundation  
 Indiana Latino Institute  
 Indiana Performing Arts Centre  
 Indiana School for the Deaf  
 Indiana State Museum Foundation  
 Indiana University Foundation  
 Indiana Writers Center  
 Indianapolis Algebra Project  
 Indianapolis Art Center  
 Indianapolis Ballet  
 Indianapolis Children's Choir

Indianapolis Housing Agency  
Indianapolis-Marion County Public Library Foundation  
Indianapolis Parks Foundation  
Indianapolis Soap Box Derby Association  
Jackson Center for Conductive Education  
James Whitcomb Riley Memorial Association  
Jameson Camp  
John H. Boner Community Center  
Julian Center  
Just the Beginning  
Keep Indianapolis Beautiful  
Kids Dance Outreach  
La Plaza  
Latino Youth Collective of Indiana  
Lawrence United Methodist Church  
Lillian Davis Foundation  
Little Red Door Cancer Agency  
Lutheran Child & Family Services of Indiana  
Madame Walker Urban Life Center  
Marian University  
Marion County Commission on Youth (2)  
Martin Luther King Multi-Service Center  
Mary Rigg Neighborhood Center  
Metropolitan School District of Lawrence  
Township Foundation  
Metropolitan School District of Pike Township  
Miracle Place

Mission Indy  
Montessori Educational Charity  
Mt. Moriah Missionary Baptist Church  
Muscular Dystrophy Association  
Music for All  
National Association of Black Accountants,  
Greater Indianapolis Chapter  
National Junior Tennis League of Indianapolis  
Net Literacy Corp. (dba Senior Connects Corp.)  
New Beginnings Church  
New Covenant Church  
Nine 13  
Noble  
Northside New Era Community Outreach  
Oaks Academy  
100 Black Men of Indianapolis  
Paramount School of Excellence  
Partnership for Lawrence  
Pathway Resource Center  
Peace Learning Center  
Peoples Burn Foundation of Indiana  
Philharmonic Orchestra of Indianapolis  
Pro 100 (dba Teen Works)  
Project Endure  
Promise Land Christian Community Church  
Purdue University  
St. Richard's School





Saint Florian Center  
Salvation Army  
Sanctuary Outreach  
School on Wheels  
Shepherd Community  
Social Health Association of Indiana  
Southeast Community Services  
Sow One Foundation  
Speedway Baptist Church  
Starfish  
Stop the Violence Indianapolis  
Storytelling Arts of Indiana  
Symphonic Youth Orchestra of Greater Indianapolis  
Teachers' Treasures  
Trinity House Academy  
Wayne Township Education Foundation  
Westminster Neighborhood Services  
YMCA of Greater Indianapolis  
Young Actors Theatre  
Young Audiences of Indiana  
Young Life Indianapolis Urban  
Youth Outdoor Exploration Academy  
Zion Hill Missionary Baptist Church

Summer Youth Program Fund

Capital project grants for organizations to improve capacity to conduct summer programs (37 competitive grants ranging from \$1,390 to \$30,000)	777,735
Agape Therapeutic Riding Resources	
Art With a Heart	
Big Brothers Big Sisters of Central Indiana	
Boys & Girls Clubs of Indianapolis	
Brightwood Community Center	
Burmese American Community Institute	
Children's Museum of Indianapolis	
Christel House Academy	
Concord Center Association	
Damar Services	
East Tenth United Methodist Children and Youth Center	
Edna Martin Christian Center	
Englishton Park Presbyterian Ministries	
First Samuel Missionary Baptist Church	
Forest Manor Multi-Service Center	
Great Commission Church of God	
Happy Hollow Children's Camp	



Harrison Center for the Arts  
Health and Science Innovations  
Indiana Annual Conference of the United Methodist Church  
Indiana State Museum Foundation  
Indiana University Foundation  
Indianapolis Parks Foundation  
Jameson Camp  
Keep Indianapolis Beautiful  
La Plaza  
Martin Luther King Multi-Service Center  
Mt. Moriah Missionary Baptist Church  
New Beginnings Church  
Northside New Era Community Outreach  
Partnership for Lawrence  
Peace Learning Center  
Promise Land Christian Community Church  
Purdue University  
St. Richard's School  
Social Health Association of Indiana  
TeenWorks

Subtotal	
Education Grants	54,610,607
Subtotal	
Youth Grants	21,665,567
Subtotal	
Education and Youth Discretionary Grants	87,750
Total	
Education and Youth Grants	76,363,924



# Religion

Dollar amount approved in 2016

## Asociacion Para La Educacion Teologica Hispana

Orlando, FL

Project to Expand Theological Education for Hispanic Pastors Through Online Seminary Courses 50,000

## Association of Theological Schools in the United States and Canada

Pittsburgh, PA

New Century Project 10,000,000

## Austin Presbyterian Theological Seminary

Austin, TX

Continued partial support for Sustaining Fellowships in Pastoral Leaders for Public Life project 249,028

## Calvin College

Grand Rapids, MI

Continued support for the Calvin Institute of Christian Worship project 6,500,000

## Center for Interfaith Cooperation

Indianapolis, IN

Building Interfaith Networking Capacities in Central Indiana project 150,000

## Christian Theological Seminary

Indianapolis, IN

Continued support for institutional renewal projects 826,500

Support for Lilly Endowment National and Indiana Clergy Renewal Programs for 2018 7,500,000

## Christianity Today

Carol Stream, IL

Creating a Future for Christian Thought journalism project 2,060,720

## Conversation US

Boston, MA

Support for project to strengthen journalism in religion and philanthropy 1,268,470

## Duke University

Durham, NC

Support for the fourth wave of the National Congregations Study 1,500,000

## Emory University

Atlanta, GA

Continued support for project to examine the basic aims and purposes of theological education 605,469

## Fund for Theological Education

Decatur, GA

Continued support for strategic initiatives to build networks for cultivating a new generation of Christian leaders 6,500,000

## Indiana University Foundation

Bloomington, IN

Partial support for Spirit & Place Civic Festival 650,000

Planning to design a national study of congregational finances and a new estimate of U.S. religious giving 104,102

### Indianapolis Center for Congregations

Indianapolis, IN

Continued support for Congregational Resource Guide project 1,480,800

Continued support for project to strengthen evaluation practices and communication strategies of religion division grantees 1,978,970

General operating support 9,200,000

### Institute for Ecumenical and Cultural Research

Collegeville, MN

Continued partial support for The Collegeville Pastoral Fellows Program 250,000

### Interfaith Youth Core

Chicago, IL

Continued support to expand partnerships with colleges and universities 1,500,000

### Krista Tippett Public Productions

Minneapolis, MN

Support for *On Being* public radio and multimedia project 1,500,000

### Metropolitan Indianapolis Public Broadcasting

Indianapolis, IN

Support to produce special concert for television broadcast featuring Carrie Newcomer 19,500

### Pennsylvania State University

University Park, PA

Continued support for Association of Religion Data Archives project 1,419,967

### Princeton Theological Seminary

Princeton, NJ

Support for the Hispanic Theological Initiative Doctoral Fellowship Program 1,560,200

### St. John's University

Collegeville, MN

Continued support for Lilly Youth Theology Network 525,000

### Union Presbyterian Seminary

Richmond, VA

Continued support for Resources for American Christianity project 287,975

### Union Theological Seminary

New York, NY

Women of Color in Ministry project 1,000,000

### Wesley Theological Seminary of the United Methodist Church

Washington, DC

Continued partial support for Lewis Community Leadership Fellows project 250,000

### WNET

New York, NY

Support for the 20th season of *Religion & Ethics NewsWeekly* 3,254,735

### Campus Ministry Theological Exploration of Vocation

Programs that help campus ministries at public universities develop and expand their vocational discernment work with undergraduate students

(15 sustainability grants ranging from \$45,000 to \$50,000) 742,733

Catholic Newman Center, Seattle, WA

Chesterton House, Ithaca, NY

Christian Study Center of Gainesville, Gainesville, FL

Cooperative Christian Ministry in Higher Education, Charlotte, NC

Geneva Campus Ministry at the University of Iowa, Iowa City, IA

Grace Evangelical Presbyterian Church, Lawrence, KS

Holy Trinity Lutheran Church, Chapel Hill, NC

Purdue Christian Campus House, West Lafayette, IN

St. Paul Catholic Center, Bloomington, IN

St. Paul University Catholic Foundation, Madison, WI

St. Thomas Aquinas at Purdue University, West Lafayette, IN

Synod of Lakes and Prairies of the Presbyterian Church (U.S.A.), Eagan, MN

United Campus Ministry at the University of Maryland, College Park, MD

University Presbyterian Church, Seattle, WA

Wesley Foundation Unit, Cedar Falls, IA





## High School Youth Theology Institutes at Colleges and Universities

Support to encourage colleges and universities to cultivate a new generation of leaders for Christian communities through enrichment and discernment programs for high school students

(11 grants ranging from \$299,000 to \$600,000) 5,491,474

Fund for Theological Education, Decatur, GA  
Grand View University, Des Moines, IA  
Hampton University, Hampton, VA  
Messiah College, Mechanicsburg, PA  
Monmouth College, Monmouth, IL  
Newberry College, Newberry, SC  
Ohio Wesleyan University, Delaware, OH  
Our Lady of the Lake College, Baton Rouge, LA  
Philander Smith College, Little Rock, AR  
University of Evansville, Evansville, IN  
University of Indianapolis, Indianapolis, IN

## National Initiative to Address Economic Challenges Facing Pastoral Leaders

Support to help national and regional church-related organizations undertake innovative projects designed to reduce or alleviate the economic challenges that impair the ability of pastors to lead congregations effectively

(35 planning and implementation grants ranging from \$14,370 to \$1,000,000) 19,432,371

Baptist General Convention of Texas, Dallas, TX (2)  
Catholic Bishop of Chicago (Archdiocese of Chicago), Chicago, IL (2)  
Christian Church in Ohio (Disciples of Christ), Columbus, OH (2)  
Christian Reformed Church in North America, Grand Rapids, MI (2)  
Christianity Today, Carol Stream, IL  
Church of God, Cleveland, TN (2)  
Church of the Nazarene, Lenexa, KS (2)  
Garrett-Evangelical Theological Seminary, Evanston, IL  
General Council of the Assemblies of God, Springfield, MO (2)  
Greek Orthodox Archdiocese of America, New York, NY (2)  
Ministers and Missionaries Benefit Board of the American Baptist Churches, USA, New York, NY (2)  
Minnesota Annual Conference of the United Methodist Church, Minneapolis, MN (2)  
National Association of Evangelicals, Washington, DC (2)

North Park University, Chicago, IL

Pension Boards-United Church of Christ, New York, NY

Rocky Mountain Synod Evangelical Lutheran Church in America, Denver, CO (2)

Roman Catholic Archdiocese of Atlanta, Atlanta, GA

Roman Catholic Bishop of Louisville, Louisville, KY (2)

Roman Catholic Diocese of Lafayette-in-Indiana, Lafayette, IN (2)

Seton Hall University, South Orange, NJ

Villanova University, Villanova, PA

## Theological School Initiative to Address Economic Challenges Facing Future Ministers

Programs that help theological schools examine and strengthen their financial and educational practices to improve the economic well-being of future pastoral leaders

(45 grants ranging from \$58,875 to \$1,195,000) 6,811,297

Anabaptist Mennonite Biblical Seminary, Elkhart, IN

Andover Newton Theological School, Newton Centre, MA

Aquinas Institute of Theology, St. Louis, MO

Ashland University, Ashland, OH

Association of Theological Schools in the United States and Canada, Pittsburgh, PA

Baylor University, Waco, TX

Bethany Theological Seminary, Richmond, IN

Biola University, La Mirada, CA

Calvin Theological Seminary, Grand Rapids, MI

Central Baptist Theological Seminary, Shawnee, KS

Concordia Seminary, St. Louis, MO

Cornerstone University, Grand Rapids, MI

Denver Seminary, Littleton, CO

Duke University, Durham, NC

Earlham College, Richmond, IN

Eastern Cluster of Lutheran Seminaries, Gettysburg, PA

Eden Theological Seminary, St. Louis, MO

Episcopal Theological Seminary of the Southwest, Austin, TX

Fuller Theological Seminary, Pasadena, CA

Ilf School of Theology, Denver, CO

Lexington Theological Seminary, Lexington, KY

Louisville Presbyterian Theological Seminary, Louisville, KY

Luther Seminary, St. Paul, MN

Lutheran School of Theology at Chicago, Chicago, IL

Nazarene Theological Seminary, Kansas City, MO



New Brunswick Theological Seminary of the Reformed Church in America, New Brunswick, NJ

New Orleans Baptist Theological Seminary, New Orleans, LA

New York Theological Seminary, New York, NY

North American Baptist Seminary, Sioux Falls, SD

Northern Baptist Theological Seminary, Lombard, IL

Oblate School of Theology, San Antonio, TX

Payne Theological Seminary, Wilberforce, OH

Seattle University, Seattle, WA

Southern Methodist University - Perkins School of Theology, Dallas, TX

Trinity International University, Deerfield, IL

Trustees of Boston University, Boston, MA

United Theological Seminary, Dayton, OH

United Theological Seminary of the Twin Cities, New Brighton, MN

University of the South, Sewanee, TN

Vanderbilt University, Nashville, TN

Wake Forest University, Winston-Salem, NC

Wartburg Theological Seminary, Dubuque, IA

Western Theological Seminary of the Reformed Church in America, Holland, MI

Winebrenner Theological Seminary, Findlay, OH

Yale University, New Haven, CT

### Young Adult Initiative

Support for programs to help congregations engage young adults and work with them to design innovative ministries that support and enrich their religious lives

(13 grants ranging from \$1,380,620 to \$1,500,000)      19,447,242

Augsburg College, Minneapolis, MN

Austin Presbyterian Theological Seminary, Austin, TX

Denver Seminary, Littleton, CO

Fuller Theological Seminary, Pasadena, CA

Garrett-Evangelical Theological Seminary, Evanston, IL

Hellenic College, Brookline, MA

Indianapolis Center for Congregations, Indianapolis, IN

Interdenominational Theological Center, Atlanta, GA

Princeton Theological Seminary, Princeton, NJ

Saint Meinrad Archabbey, St. Meinrad, IN

Seattle Pacific University, Seattle, WA

Trinity International University, Deerfield, IL

Wesley Theological Seminary of the United Methodist Church, Washington, DC

<b>Subtotal</b>	
Religion Grants	114,116,553
<b>Subtotal</b>	
Religion Discretionary Grants	22,500
<b>Total</b>	
Religion Grants	114,139,053
<b>Grand Total – All Divisions</b>	
Incentive Grants for Employee Giving	5,738,097
Total – All Grants Approved *	374,072,526
* Reconciliation to Financial Statements	
To reconcile the total of all grants approved with the financial statements, the following adjustments must be made:	
Adjustments for decommitments	(14,004,000)
Adjustments for refunds	(390,022)
Net Total – Grant Approvals	359,678,504

# Grant Guidelines & Procedures

**Lilly Endowment receives a few thousand grant requests each year, but we can fund only a small percentage of many worthwhile proposals. These guidelines, formulated over the years by our founders and the Endowment's Board of Directors, govern our grantmaking decisions.**

## Areas of Interest

We consider proposals in three program areas: community development, education and religion. We also are interested in initiatives that benefit youth and promote the causes of philanthropy and volunteerism.

### Community Development

Our community development grantmaking focuses primarily on enhancing the quality of life in Indianapolis and Indiana. We grant funds for human and social needs, central-city and neighborhood revitalization, low-income housing, and arts and culture in Indianapolis. On a statewide level, we routinely offer initiatives to support community foundations and United Ways.

We also support on an invitational basis programs that enhance higher education opportunities for African-Americans, Native Americans and Latino Americans throughout the country.

### Religion

Our primary aim in this field is to deepen and enhance the religious lives of American Christians, principally by supporting efforts that enrich the vitality of congregations and parishes and strengthen their pastoral leadership. We believe that the long-term health of churches depends, in part, on excellent pastoral leadership, and our grants seek to ensure that congregations have a steady stream of wise and well-prepared leaders. We also support efforts that seek to help Christians draw on the wisdom of their scriptural and theological traditions as they strive to understand and respond to contemporary challenges and live out their faith more fully and well. Much of this work centers on the theological concept of vocation and focuses on helping Christians, especially youth and young adults, discover how God calls them to lead lives of meaning and purpose.



Nationally, the Endowment also occasionally provides support on an invitational basis for compelling causes that are consistent with our areas of interest, such as disaster relief and recovery efforts, and programs for veterans' affairs and their families.

### Education

Our education grantmaking primarily revolves around objectives to enhance and increase educational attainment and meaningful economic opportunities of residents in Indiana with the overall aim of improving the quality of life of all of the state's residents. We support programs in Indiana on an invitational basis to promote high-quality early childhood education; strengthen K-12 education; prepare students for education and careers beyond high school; connect college students and graduates with meaningful employment opportunities in Indiana; enhance the effectiveness of Indiana colleges and universities to prepare their students for successful lives and careers; and build the state's intellectual capital.

In addition, we believe that religion has long played a critical role in shaping American life. Through grants to major cultural organizations and nonprofit news and media organizations, we seek to foster public understanding of religion as well as lift up the contributions of religious communities to our greater civic well-being.

### Youth and Philanthropy

Besides grantmaking in our three principal areas of community development, education and religion, the Endowment also awards grants in support of youth development and to advance and study philanthropy and the nonprofit sector. Our youth grants support direct service organizations in Marion County, Ind., build the capacity of intermediary organizations throughout the state, and provide professional development for the staffs and volunteer leadership of these organizations. Regarding philanthropy, we seek to support and nurture good stewardship among the trustees and executives of charitable organizations by providing occasional funding for research on the



governance and effectiveness of nonprofit organizations. We also support efforts to advance philanthropy by supporting selective research projects and educational programs focused on charitable giving and fundraising.

## Geographic priorities

In keeping with the founders' wishes, the Endowment gives priority to efforts that improve the quality of life in Indianapolis and Indiana.

This priority applies to grants for community development and elementary/secondary education. Exceptions include occasional funding for national programs that complement or relate to our work in Indiana.

The Endowment's interest in higher education extends to Indiana colleges and universities and nationwide to historically black colleges and universities, Native American colleges and programs to increase access to college by Latino Americans. Grants to institutions of higher learning outside Indiana generally are restricted to programs offered by the Endowment on an invitational basis. Similar to our work in religion, our support relating to philanthropy and the nonprofit sector is national in scope. Grants for international purposes are limited to a few United States-based economics and public policy programs affecting North and South American countries.

## Limitations

The Endowment generally does not support the following:

- Loans or cash grants to private individuals. Most grant money is awarded to charitable entities. We do not assist individuals with personal or business-related finances.
- Requests to discharge pre-existing debts of individuals or organizations.
- Healthcare projects.
- Mass media projects. The Endowment does not typically fund mass media projects and limits consideration to projects that fall squarely within our specific program areas.
- Endowments or endowed chairs. The Endowment targets its grants for specific purposes. Except in unusual cases involving longstanding grantees or special initiatives, we do not contribute to endowments or endowed chairs.
- Libraries. Except for special initiatives, the Endowment regularly declines grants to public libraries outside Marion County, Ind.
- Outside Indianapolis. Requests usually are declined for building campaigns, elementary/secondary education, arts and culture, human service projects, general operating funds and neighborhood projects (except as part of invitational grant programs).

## Application process

If you believe your charitable organization has a request that fits within our guidelines, we suggest that you write us a preliminary letter of no more than two pages.

The letter should tell us about your organization, the project you have in mind and the amount of support you will need from us. We respond in writing to all preliminary inquiries. In cases that warrant further consideration, we may ask you to furnish a full proposal. Emailed or faxed requests will not be considered.

## For arts and cultural organizations in Marion County, Ind.:

Several local grantmaking foundations have collaborated on the development of a shared grant application form. This form was developed in consultation with leaders of local arts and cultural organizations with a goal of making fundraising efforts more efficient. The Shared Grant Application Form may be used to apply for general operating support. For specific project requests, the Project Grant Attachment Form may be completed along with the Shared Grant Application Form. While Lilly Endowment will accept these shared forms from local arts and cultural organizations, applicants are not required to use them, and the Endowment reserves the right to request additional information. Links to the forms are on the Endowment's website.

## Approval process

A program director generally reviews grant proposals. Those that meet the criteria for consideration proceed to the appropriate division for review, then to the corporate officers, and finally to the Endowment's Board of Directors. The Board of Directors considers grants in March, June, September, November and December. The grant review process takes three to six months. All grantseekers receive written notification of our decisions.

Please direct correspondence to:



Program Office  
Lilly Endowment Inc.  
2801 N. Meridian St.  
Post Office Box 88068  
Indianapolis, IN 46208-0068

Telephone: 317-924-5471  
Website: [lillyendowment.org](http://lillyendowment.org)



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Taye Gutwein, 10, receives spoken language therapy with Ellyn McCall, an auditory-based deaf educator at Hear Indiana's Speech and Hearing Resource Center. Born deaf, Taye was 3 years old when his parents chose cochlear implants to restore the sense of sound. A \$902,806 Endowment grant in 2016 to Easterseals Crossroads in Indianapolis is helping the organization contract with Hear Indiana to operate the center. It provides a one-stop shop for pediatric audiology, listening and spoken language therapy, parent education and wrap-around support services.

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