

# Collaboration

Since J.K. Lilly Sr. and his sons, Eli and J.K. Jr., founded Lilly Endowment 83 years ago to further the causes of community development, education and religion, the Endowment often has encouraged collaboration among organizations it has supported. In recent years, however, we have noticed that the issues and contexts relating to these areas of focus have become increasingly complex and that, to achieve meaningful progress, collaborative efforts that generate imaginative, new approaches are more and more needed.

Although aligning the values, missions and ways of operating of parties in a collaboration can be challenging, their interactions can stimulate creativity and reveal the strengths each party can contribute to the achievement of shared goals. In good-faith collaborations, parties are both stretched and supported by one another, and there is trust that each collaborator will bring its talents, connections, resources, knowledge and passions to complement what the others provide.

Featured in this annual report are the following stories about efforts the Endowment has funded that involve significant collaboration:

## Strategic Community Advancement Initiatives

Collaboration is at the center of Endowment-funded regional advancement efforts in three regions of Indiana. The University of Notre Dame, Purdue University and Indiana University are key partners in these efforts in their respective regions, and they are collaborating with community foundations, other educational institutions, area businesses, local governments and others to build regional prosperity and quality of life.

## Lilly Scholars Network

Since 1997, the Endowment has funded the Lilly Endowment Community Scholarship Program, through which community foundations across the state work with Independent Colleges of Indiana (ICI) to nominate promising high school seniors to

receive full tuition scholarships to attend the Indiana college or university of their choice. A 2019 Endowment grant to ICI will help strengthen the Lilly Scholars Network, which was created by Lilly scholar alumni to encourage the some 4,700 current and alumni scholars to connect and work together to give back to their local communities and strengthen the state.

## Indianapolis Neighborhood Housing Partnership

From its inception in 1988, Indianapolis Neighborhood Housing Partnership has collaborated with financial institutions, community-based organizations and local government to help Indianapolis residents prepare for and become successful homeowners and to build stronger neighborhoods. A special \$26.6 million Endowment grant supports two collaborative programs that realized meaningful progress in 2019: the Anchor Housing Program and the Equitable Transit-Oriented Development Loan Fund.

## Global Religion Journalism Initiative

This Endowment-funded initiative is fostering collaboration among The Associated Press, Religion News Service and The Conversation US to expand and strengthen significantly fair and accurate religion reporting worldwide.

## Called to Lives of Purpose and Meaning and NetVUE

The Endowment's Called to Lives of Purpose and Meaning Initiative nurtures collaboration among faith-based organizations that are helping congregations be places where parishioners discover God's call in their own lives. The initiative builds on the experiences of NetVUE, the Network for Vocation in Undergraduate Education, which began 10 years ago to support colleges in their efforts to help students discern their vocations.

In supporting collaborative approaches, the Endowment generally strives not to prescribe the parties to include in a particular collaboration or the design of a collaborative approach. Rather, we seek to identify important issues and opportunities and then encourage a range of organizations to select others with which to

work to address the identified issues and opportunities in ways that fit their unique capacities, needs and missions. We have found that when grantees design their own approaches, they are more likely to be sustained and to have long-term impact.

In addition to the efforts featured in this report, the Endowment in 2019 supported other collaborations that may be highlighted in future reports or on our website. Among them are:

**Enhancing Opportunity in Indianapolis**, an initiative which seeks to encourage the creation and expansion of promising, collaborative strategies to help people in Indianapolis living in or near poverty make progress toward lasting economic self-sufficiency. Through this initiative, the Endowment expects to provide a total of up to \$50 million in grants in 2021.

**Indiana University and Purdue University initiatives**, through which each institution is exploring how their students and faculty can become more aware of and better prepared to address the ethical challenges presented by fast-evolving digital technologies, especially in the context of artificial intelligence and big data management. The universities are working together on these initiatives to leverage their research and academic strengths.

**Charting the Future**, an initiative through which the Endowment is making available grants totaling up to \$108.2 million to help colleges and universities across the state address their key challenges and take advantage of promising opportunities to

enhance their relevance and sustainability, more effectively serve their students and more fully achieve their educational missions. To do so, the Endowment is encouraging Indiana higher education institutions to explore collaborative strategies with one another, with higher education institutions across the country or with other local, regional or national organizations.

**Phase VII of the GIFT Initiative** for Indiana community foundations, through which the Endowment has allocated \$125 million to help Indiana community foundations in all 92 counties in the state collaborate with each other and broad arrays of other community organizations to prioritize key community challenges and opportunities and develop strategies to address them.

We have been impressed with the imaginative and well-developed collaborative proposals we have received from grantees in each of our grantmaking divisions. In virtually every case they prove the maxim: the whole is greater than the sum of its parts. It is a privilege to be able to support their exemplary efforts to further their important aims.

N. Clay Robbins  
Chairman, President & Chief Executive Officer

Reflecting on 2019, we acknowledge with gratitude the following three long-tenured colleagues who retired that year:

**Lynn Heckman**, a financial associate, retired after 28 years of service. Her work included support for many facets of the Endowment's finance division, including assisting with the Endowment's matching gift program that encourages employees, retirees and board members to give generously to the charitable causes that matter most to them. Lynn previously served in the Endowment's education and community development divisions and in its communications office.

**Sue Houk**, the Endowment's grants coordinator for community development, retired after 43 years of service. As the longest-serving employee in the Endowment's history, Sue became an expert and historian on the Endowment's work in community development and shared her knowledge of grantees and of the Endowment itself with new generations of colleagues. She was the last Endowment employee whose tenure overlapped with Mr. Eli Lilly's final years of service at the organization he helped found.

**Sara Cobb**, the Endowment's vice president for education, retired after 22 years of service. For two decades, Sara led the Endowment's broad continuum of grantmaking in pre-K, K-12 and higher education to help improve the educational attainment levels of Indiana's residents, to build the state's intellectual

capital, and to support national initiatives that enhance higher education opportunities for African Americans, Hispanics and Native Americans. She was instrumental in shepherding the success of the Lilly Endowment Community Scholarship Program, which has helped more than 4,700 students representing every one of Indiana's counties receive full-tuition support to attend a college or university in Indiana of their choice.

Throughout their careers here, they reflected their own commitment to collaboration in service to the Endowment's values. We will miss each of these ladies and wish for them much future happiness.