



Lilly Endowment Annual Report

2014

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### About Lilly Endowment

Lilly Endowment Inc. 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.

Gifts of stock in Eli Lilly and Company remain the financial bedrock of the Endowment. We are, however, a separate entity from the company, with a distinct governing board, staff and location.

In keeping with the wishes of the three founders, Lilly Endowment exists to support the causes of community development, education and religion. The Endowment affords special emphasis to projects that benefit young people and that promote the causes of philanthropy and volunteerism.

The Lilly family's foremost priority was to help the people of their city and state build a better life. Although the Endowment also supports efforts of national significance and an occasional international project, we remain primarily committed to our hometown, Indianapolis, and home state, Indiana.

# For the Sake of the Future



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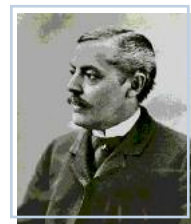


Young children enrolled in Indiana preschools are benefiting from a new statewide initiative to increase access to high-quality preschool programs.

**“Take what you find here and make it better and better.”** – Colonel Eli Lilly

**J.K. Lilly Sr. and his sons J.K. Lilly Jr. and Eli Lilly were intently focused**

on future generations when they established Lilly Endowment in 1937 in the midst of the Great Depression. Their extraordinary generosity in creating a charitable institution that would carry on their philanthropy long after they were gone demonstrated a commitment to improving the quality of life of their contemporaries and successive generations. This commitment derived from Colonel Eli Lilly, the founder of Eli Lilly and Company. In advising his son, J.K. Lilly Sr., about their company in 1882, he said: “Take what you find here and make it better and better.”



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The Indianapolis Museum of Art is expanding offerings for children and families.

The Endowment's founders embedded in the culture of both their company and the Endowment this value of continually striving to make things better for the future. They sought the continued improvement of the human condition both through the life-changing pharmaceutical products made by their company and the grants approved by the Endowment in community development, education and religion – the causes they chose for the Endowment to support.

This annual report features stories about Endowment grants made for the sake of the future. Although it's axiomatic that all grants work prospectively, the grants depicted here will have impact far into the future because they are intently focused on improving the lives of generations to come and strengthening the institutions that will serve them.

The report tells how the Endowment is helping campus ministries support college students across the nation as they imagine lives of purpose and meaning. We also are encouraging young professionals in Indianapolis to explore civic engagement through the charitable and educational programs of the vibrant IndyHub network. And we are helping high school students prepare to become the next generation of skilled workers in advanced manufacturing so they can build prosperous futures here in Indiana.

The Endowment also is concerned about the youngest learners. Through the initiatives of Early Learning Indiana and United Way of Central Indiana, preschool children's lives will be transformed when early learning programs become stronger and more available across the state. Through the Summer Youth Program Fund, low-income elementary students will learn that college is a realistic goal for them.



**For younger generations to flourish in the future,** the communities in which they live will need vital, effective and relevant institutions. To that end, we are helping the Indianapolis Museum of Art invigorate its exhibits, workshops and other offerings to build new and younger audiences. Furthermore, we are pleased to watch communities across Indiana respond enthusiastically to Phase VI of the Endowment's Giving Indiana Funds for Tomorrow (GIFT) initiative for Indiana community foundations. When GIFT began nearly 25 years ago, there were fewer than 12 community foundations in Indiana. Now there is at least one community foundation serving each of Indiana's 92 counties. Largely through the generosity of Indiana residents, the total assets of the community foundations that have regularly participated in GIFT have grown from about \$30 million in 1990 to approximately \$2 billion at the end of 2014. Donors' generosity has established hundreds of endowed funds at Indiana community foundations that will strengthen neighborhoods, towns and cities far into the future.

The Endowment also is concerned about the future vibrancy of congregations around the nation. Through the New Media Project at Christian Theological Seminary and the National Study of Youth and Religion based at the University of Notre Dame, we are helping denominational and congregational leaders understand better the religious beliefs and practices of millennials and the new ways in which they communicate so outreach can be more effective and faith communities more vibrant.

We are grateful for the foresight of our grantees and their conviction that a brighter future is possible for those they serve. We share this conviction and feel privileged to support their strategic and imaginative efforts to foster a better quality of life for future generations.

We also are continually inspired by the commitment of the Endowment's founders to the future well-being of others. Their philanthropic vision in establishing the Endowment has resulted in the disbursement during the past 77 years of more than \$8.5 billion in grants. We take seriously the faith and responsibility that the Endowment's founders placed in its future leadership and are resolute to do all we can to perpetuate their values and ideals for generations to come.

  
Thomas M. Lofton  
Chairman

  
N. Clay Robbins  
President & Chief Executive Officer





When Lilly Endowment unveiled its GIFT initiative to expand Indiana's fledgling network of community foundations, two cities within a dozen miles of each other scrambled to launch competing organizations. The year was 1990, and "thinking 'countywide' was a new concept for Michigan City and La Porte," recalls Maggi Spartz, who advocated for a collaborative approach to philanthropy. "We had two of everything back then – two United Ways, two Realtor Associations, two Red Crosses." The eventual decision to join forces resulted in the Unity Foundation of La Porte County with Spartz as president. The name and its catchphrase, "Friends Helping Friends," say it all. "The foundation helped bring us together," explains Spartz.

Five phases of the GIFT initiative – Giving Indiana Funds for Tomorrow – have served as catalysts for communities like Michigan City and La Porte to come together, reduce rivalries, build assets and generate local solutions to local problems. In the span of 24 years, the number of community foundations in Indiana has grown from fewer than 12 to more than 90. The challenge of raising local dollars to qualify for matching Endowment dollars has helped foundations that have regularly participated in GIFT increase their assets from about \$30 million to

approximately \$2 billion by the end of 2014. This has enabled them to return more than \$915 million in grants to the communities they serve. Each of Indiana's 92 counties now is served by at least one community foundation or affiliate fund.

Gene Tempel, the founding dean emeritus of the Lilly Family School of Philanthropy at Indiana University, is a supporter of community foundations as vehicles of philanthropy. Noting that 2014 marked the 100th anniversary of the establishment of the country's first community foundation, The Cleveland Foundation, Tempel is impressed by the many roles a community foundation can play to improve the quality of life of the people it serves.

"Community foundations inspire and mobilize giving and volunteering. They convene stakeholders to identify critical community issues and marshal resources to address them now and in the future," says Tempel. "I have observed Lilly Endowment's GIFT initiative since its beginning in 1990, and it's clear to me that the quality of life in Indiana communities has been dramatically improved because of the impact GIFT has had on the development of Indiana's community foundations. GIFT has truly helped unleash the generosity of countless Indiana residents, and the endowed funds created by their philanthropy will benefit their communities for generations to come."

In July 2014 the Endowment announced the \$66 million GIFT Phase VI. It offers two basic types of grant support, each with incentives for community foundations to raise additional matching dollars from donors: 1) funds to build unrestricted endow-



Giving Indiana Funds for Tomorrow (GIFT) allows local communities to invest in programs that matter most to them, including the Boys and Girls Club of Elkhart (opposite top and above) and the Wellfield Botanic Gardens in Elkhart (opposite lower and right).



ments and 2) funds to be used for any charitable purpose chosen by the community foundation, such as operating expenses, community programs and capital projects, and endowments for such purposes. The matching incentives are designed to encourage board engagement and giving of unrestricted endowment funds.

Unlike funds that are designated for specific uses, unrestricted gifts are "no-strings" dollars that give a foundation's governing board the flexibility to respond strategically to opportunities or needs that arise unexpectedly. As an example, Spartz cites "Preserve Pine Lake Vista," a project currently under way in La Porte County that



involves a highly visible two-acre waterfront tract that was in dire need of cleanup and restoration.

**"When the property suddenly came up for sale, we were able to use our unrestricted funds to purchase it,"** says Spartz. The community

embraced the effort and contributed time and money to demolish sheds, remove rubble and repair a seawall. Unity Foundation served as quarterback for the project, a role that "put us in touch with people we otherwise wouldn't have met," notes Spartz. The plan is to donate the property to La Porte Parks and Recreation Department within the next two years, and an endowment fund will ensure its upkeep. "We're not there yet," she says of the \$1.2 million endeavor, "but we're getting close."

## Welcome to Columbus

Unlike Unity Foundation, Heritage Fund – the Community Foundation of Bartholomew County – was up and running several years before the introduction of the GIFT initiative. Money left over from America's bicentennial celebration of 1976, coupled with local

donations, created the Heritage Fund's initial pool of \$1.2 million. The community enthusiastically endorsed the concept, and by 1982 the Heritage board set an ambitious goal to build the organization's assets to \$10 million by the end of the century. The number proved to be conservative. "Thanks to the GIFT program, the assets on Dec. 31, 1999, were \$25.6 million," says Tracy Hamilton Souza, president and chief executive officer. "We estimate that participating in GIFT and other Lilly Endowment opportunities has leveraged about \$19 million in total contributions."

Responding to GIFT VI, Heritage Fund plans to raise \$600,000 in unrestricted funds by March 2016, the end of the challenge period. This will help support a second phase of the "Welcoming Community" initiative to promote understanding between native Hoosiers and newcomers assigned to work at the global headquarters of Cummins Inc. in Columbus, Indiana. Called "Engage Columbus," the new phase will launch early in 2015 from a small building close to Heritage Fund headquarters on the city's historic Franklin Square.

"In the surveys that we conducted, we

kept hearing people say, 'Gee, Columbus is a hard place to get connected,'" says Souza. "This was especially true for folks who didn't grow up here or folks whose first language was not English or who brought religious or cultural diversity to the city." She envisions the "Engage Columbus" office to become the go-to place for anyone who wants help understanding and becoming part of the community. She describes it as "a kind of concierge service" where staff members and volunteers will welcome newcomers, answer questions and provide opportunities to connect with a range of organizations.

**"We're going to offer everything from information on how to enroll your kids in kindergarten to what kinds of activities you can plan when out-of-town guests come to visit,"** says Souza. She explained the

motivation for the "Welcoming Community" initiative in an October 2014 blog-post published by the Council on Foundations. Acknowledging the link between economic development and an environment that embraces diversity, she wrote: "The payoff for this work is a more tolerant, friendly, creative and vibrant community." She anticipates the initiative will make the "recruiting and retention of employees an easier job for our business and industry base."

## Leading from behind

Similar to its counterparts in La Porte and Bartholomew counties, the Elkhart County Community Foundation is well on its way to meeting the GIFT VI challenge that will expand its already sizable unrestricted fund. Local donors learned the importance of "no strings" dollars in 2012 when a single gift swelled the foundation's assets by \$150 million overnight. A former resident, David





Gundlach, died unexpectedly at age 56, leaving the bulk of his estate to the foundation with no restrictions on the money's use. Gundlach had visited with foundation leaders and indicated plans to make a bequest, but no one knew the amount. The gift made headlines across the country and created a sweet dilemma at home. Requests for funds poured in from area nonprofit organizations. But where were the greatest needs? What guidelines should govern grant allocations? Who should prioritize the projects that the windfall would support? The foundation turned to the community for answers.

**"We hosted more than 80 round-table discussions,"** says Pete McCown, president of the foundation. "We called it our listening tour." Week after week he and his leadership team sat down with small groups of residents and invited them to weigh in on the county's problems, priorities, strengths and struggles. The goal was to hear from every segment of the population. They brought sandwiches to the



firehouse and sat down with the firefighters; went to schools to meet with teachers and administrators; visited members of the nearby Amish community; and, with the help of a translator, sought input from Latino immigrants – documented and undocumented. The conversations were recorded and then clustered by

topics. Dominant themes emerged. "The communication really identified the issues the community wanted us to focus on," he says. "The data shaped our thinking." Equally important, "we made a thousand new friends."

As the listening tour unfolded, the foundation wrestled with another question: Was the foundation going to dictate the projects that the community would take on or was it going to respond to projects that the community would propose?

"We decided to take the latter approach," says McCown. "We didn't want to play the godfather role or be the social engineers of Elkhart County. Some people say we should drive the agenda, but we prefer to lead from behind. We want the community to own its ideas and present those ideas to the foundation for funding."

The Gundlach gift and the foundation's thoughtful response to the largesse have had a ripple effect throughout the state. It has piqued interest in community foundations, illustrated the power of local philanthropy and built a case for contributions unhampered by restrictions. McCown reports "a momentum is occurring" that has resulted in donations almost doubling this year over last. He attributes the momentum to the gift and to GIFT.

"During the past quarter century, Lilly Endowment's GIFT initiative has helped create the assets that have enabled us to do our discretionary grantmaking," he says. "If we hadn't had the Endowment's seed investment, we wouldn't have had the opportunity to talk with David Gundlach when he was deciding how he could make a difference in his hometown. We couldn't have told him the foundation's story or explained how his contribution would allow us to expand our grantmaking. So, without Lilly Endowment's GIFT, the Gundlach gift probably wouldn't have happened."



Employees with Church Community Services in Elkhart (opposite) prepare food baskets, which include soup mixes made locally (left). The Humane Society of Elkhart County (below) represents the diversity of programs supported by GIFT through local community foundations across Indiana.







# Capturing the Imagination

## New audiences and the next generation

**Scott Stulen vividly recalls the day he met Rembrandt** at the Minneapolis Institute of Arts. He was 9 years old and on a school field trip when he spotted a painting by the 17th century Dutch master. Mesmerized, “I got a little too close, crossed the invisible line and was aggressively scolded by a guard,” he says. Both encounters – with Rembrandt and the guard – made lasting impressions. Art would become his profession, and making art accessible would become his passion.

As the first-ever curator of audience experiences and performance at the Indianapolis Museum of Art (IMA), Stulen is developing programs that respond to research supported by a \$200,000 planning grant from Lilly Endowment. The study's findings reinforced what IMA leaders had long suspected. To ensure that the institution will continue to thrive for future generations, Stulen says, “We need to reach out and embrace younger audiences. To do that, it can’t be business as usual.”

His plans, unveiled in November 2014, will fully unfold in 2015 and include creative programs on and off the IMA’s 152-acre campus. A truck – Stulen describes it as a “mobile IMA art lab” – will visit fairs, festivals and public schools. “By getting out into the community, we can listen to our neighbors and learn what they want, what they’re interested in and what hurdles prevent them from coming to the IMA,” he says. “My approach is to offer diversity. We’ll continue to have traditional exhibitions and artist talks, but we’re adding activities that mix learning and fun in unique ways.”

Stulen, who joined the IMA staff in March 2014, is exploring partnerships with area arts organizations and creative individuals whom he views as colleagues, not

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Guitarists perform and mark the end of summer at The Virginia B. Fairbanks Art & Nature Park: 100 Acres at the IMA (above). Avant Brunch brings chefs together and food fans inside an IMA gallery (opposite left). Art making is part of Summer Nights Film Series at the IMA (opposite right).



competitors. “We each have a niche or territory, and we reach different segments of the population,” he says. “I haven’t sensed that anyone is stepping on anyone’s toes here. To have a really vibrant local arts community, you need a lot of voices and different types of venues that offer multiple entry points for artists.”

### The partnerships include:

- ▶ Indy Film Fest’s collaboration with the IMA and the Athenaeum for “Cereal Cinema.” The monthly film series features family friendly movies offered on Saturday mornings with a breakfast cereal buffet. The IMA and Athenaeum take turns hosting.
- ▶ Local chefs, who create edible works of art for Avant Brunch, a series of multi-sensory experiences in the museum. Guests eat magnificent food in galleries filled with exceptional paintings, drawings and sculptures while a sound system surrounds them with fresh music from cutting-edge international musicians.
- ▶ Yoga instructors, who lead sun salutations throughout the campus. Yogis practice before “Angel of the Resurrection,” a Tiffany Studios window (c. 1905) within the Hunt Gallery, and outside in the shadow of “LOVE” (c. 1970), the iconic Robert Indiana sculpture on the Sutphin Mall.

These partnerships are opening up the IMA, a 131-year-old pillar of the arts in Indianapolis that is expanding what it means to be a museum, says Charles Venable, the Melvin and Bren Simon Director and CEO of the IMA.

“Like yoga practitioners in our galleries, we truly need to be flexible and balanced in the way we think about everything we do,” Venable says. “Through this planning process we have connected with some exceptional leaders of museums and botanical gardens from around the world who spoke to us about the transitions they have gone through. Over and again, they have talked about relevance, and that has become a lens through which we view our work.”

Even the choice to give Stulen the title of “curator” reflects this commitment to be relevant to people, especially people new to museums. After all, he is tending to

audience experiences, not simply the art they view on a gallery wall.

Venable says the IMA is balancing its commitment to a stellar collection of fine art with family art making in The Virginia B. Fairbanks Art & Nature Park: 100 Acres. It will continue to bring international exhibitions of the likes of Georgia O’Keeffe and Ai Weiwei, while inviting people to learn about sustainable agriculture during events at the museum gardens.

Working on behalf of the next generation of art museum goers, Stulen is mindful of his own childhood experience with that painting by Rembrandt.

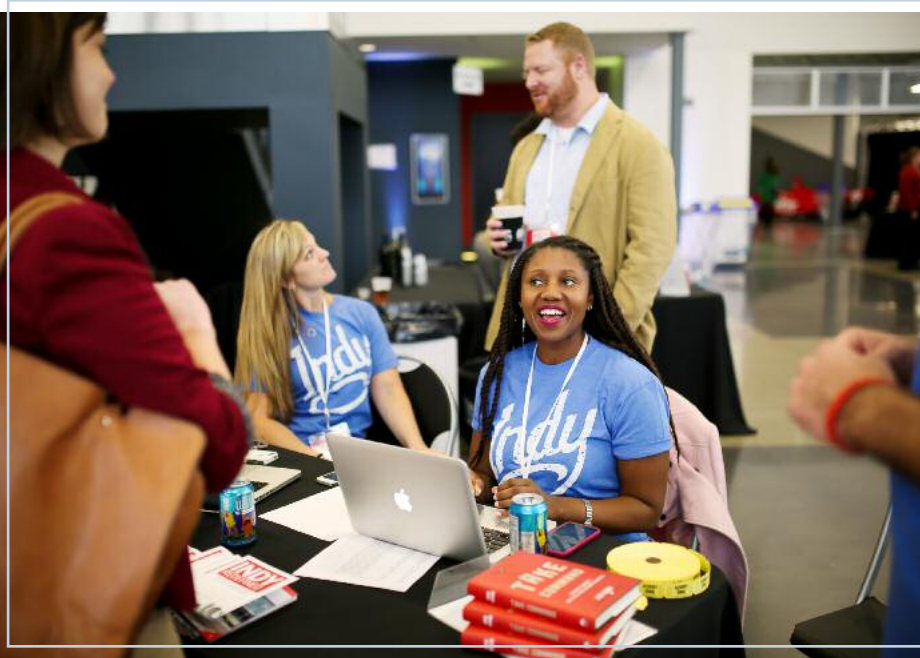
**“My hope is that young visitors will find their curiosity embraced, nurtured and rewarded by the museum,”** he says. “I hope that the museum will be a place they want to bring their friends, and when they grow up it will still be part of their lives.”



# IndyHub Works to Engage a Generation

**Young marketing entrepreneur and Indianapolis native Brent Lyle** has lived and worked in New York, Mexico and Spain since he graduated from Ball State University in 2009. Tough competition for his hometown.

Lured back to Indianapolis by its affordability, Lyle has discovered more than reasonable apartment rents. He has found IndyHub, an organization nurturing the next generation of creative, dynamic leaders.



**IndyHub's monthly events** at local venues and volunteer opportunities weren't "stuffy or boring," according to Lyle. After getting more involved, he was tapped for 1828, IndyHub's professional development group for 18- to 28-year-olds and has continued to strengthen his ties to Indianapolis.

"IndyHub helped me put myself out there and get involved in the city," he says.

Lyle represents a success story for Indianapolis which, like many mid-size American metro areas, is eager to attract the young talent that cities need to thrive.

In fact, young workers with four-year college degrees are the most mobile part of the American workforce. A 2014 national study by City Observatory describes the current generation of 25- to 34-year-olds as the "young and the restless," both "up for grabs" and economically important. Young workers are critical to meet labor needs of fast-growing and technology-based companies, as well as an indicator of the overall health and attractiveness of a metropolitan area.

BioCrossroads, the life sciences initiative of the Central Indiana Corporate

Partnership, recognized the challenge for Indianapolis in 2005 and launched IndyHub as a strategy to attract and retain millennials (a term for the 86 million or so Americans born between 1980 and 2000). "We clearly heard from our members that it was critical for them to attract and retain talented younger workers," said David Johnson, president and CEO of the Central Indiana Corporate Partnership and BioCrossroads. "We knew that engaging these young people in the life of our community was a key way to address this need. We wanted them to know they belong here."



Organizers originally conceived of it as an online resource, but they realized early on that there was much more to do, according to Molly Wilkinson Chavers, executive director of IndyHub.

"An online presence is great, but you also need face-to-face interactions. People were – and are – hungry to see what Indianapolis offers," Chavers says.

During a decade of growth, IndyHub's presence has expanded to monthly meetings, professional development op-

IndyHub tailors messages and programming in a way that other organizations just aren't able to do. Its focus on that core demographic is so important."

As IndyHub's efforts have expanded, its reputation has brought increasing attention from leaders in business, the arts, local government and civic affairs, along with frequent requests to collaborate. Recently, city government leaders asked IndyHub to spearhead a comprehensive, multi-year effort to

"We're looking at what we need for the next 10 years to build our capacity and do even more."

The goal is to build loyalty and commitment to Indianapolis among people like Lyle.

"We really need IndyHub," Lyle says. "It has partnered with so many industry, government and arts groups in ways that allow people to become integrated quickly into the city and get excited about living here and staying here."



portunities and networking events. Through its outreach, IndyHub is introducing a new generation to local arts organizations, nonprofits, businesses and neighborhoods. In the process, it is tapping young men and women for deeper community engagement and future leadership.

"IndyHub truly complements what we do," says Melissa Cotterill, chief operating officer of the Indy Chamber. "Indianapolis has a healthy pipeline of young people, but the number one thing we hear from our Chamber members is 'How can we attract and keep young talent?'

communicate the opportunities and benefits of living in Indianapolis.

Recognizing the important role IndyHub plays in helping young professionals connect to Indianapolis in meaningful ways, Lilly Endowment provided a \$50,000 grant in 2014 to support a strategic planning process through the charitable and educational foundation serving IndyHub.

"The strategic planning process is helping us look at important issues for our organization so that we can take our mission to a whole new level," Chavers says.



IndyHub is engaging young Indianapolis leaders through professional networking events, including 2014 Indy Redefined at the Dallara IndyCar Factory in Indianapolis (opposite left), and through critical conversations, including a Spirit & Place Festival event about race relations held at the Phoenix Theatre (opposite right and above).

# Faith in the Field

## An hour before Sunday worship begins

at Pres House, on the campus of the University of Wisconsin-Madison, fifth-year senior Chelsea Cornelius is busy rearranging the furniture. "We don't sit in rows," she explains. "It's too easy to become passive if you're sitting on a pew in the back of the room. We create clusters of four or five chairs, with little tables in the middle." Sometimes she puts props on the tables – pens, notecards, pictures – that invite participants to respond to questions the preacher asks as part of the weekly message. "Worship isn't a performance here. It's something we all do together."

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Weekly worship at Pres House in Madison, Wisconsin (below) and at St. Thomas Aquinas Catholic Church in West Lafayette, Indiana (above) is just one part of multi-dimensional approaches to campus ministry.



Cornelius and her fellow students have found at Pres House not only a vibrant worshipping community but also an active place to discover how God is calling them to live their deepest commitments in the classroom and beyond graduation. Pres House is one of more than 50 Christian

organizations around the nation participating in Lilly Endowment's Campus Ministry Theological Exploration of Vocation initiative (CMTEV). They are inviting students at some of the biggest public universities to question, reflect and engage. Along the way these young people are becoming a new generation of Christian leaders.

Cornelius stumbled upon Pres House three years ago when she was looking for a place where she could ask questions about faith. She hadn't grown up belonging to a church, yet after spending one summer at a Christian camp she had become a believer, but one with "a lot of big questions about God," she recalls. "Pres House struck me as a place that invited questions and would listen to me even when I didn't have everything figured out."

**After moving into the Pres House apartment building** that adjoins the church, she became part of the campus ministry's leadership team, serving as an intern. She credits the experience with helping prepare her for the future, which likely includes attending seminary and pursuing ordination in the Presbyterian

Church. "We talk about large schools such as the University of Wisconsin as being so secular," she says. "But that's a bad rap. I think God is alive and well on this campus."

## Discerning a call to serve

Others agree, and they detect new interest among 21st century students in exploring the connection between faith and fields of study. "I don't know when it began," says the Rev. Patrick Baikauskas, O.P., pastor and director of campus ministry at St. Thomas





Aquinas – The Catholic Center at Purdue in West Lafayette, Indiana. Known affectionately as St. Tom’s, the parish serves some 13,000 Catholic students. “We’ve always preached about the importance of students asking themselves, ‘Where is God calling me to be?’ But now that question seems to be resonating with them in different ways.”

To encourage growth among faith-based organizations such as Pres House and St. Tom’s, Lilly Endowment launched the CMTEV initiative in 2012. What began with grants to faith groups serving students at five public universities grew to 21 programs in 2013. In 2014, a total of 52 ministries were working in 27 states nationwide, reflecting a diversity of Christian traditions – Baptist, Catholic, Lutheran, Presbyterian, Reform and United Methodist. The grants of up to \$100,000 each are helping religious groups build their capacities to identify and nurture future leaders for the church and society. The hope is that some students will experience a call to pastoral ministry and that many others will discern God’s call to a variety of professions where their actions, on and off the job, will reflect their faith.

“Someone described millennials as a generation that wants to become millionaires and also save the world,” says Mark Elsdon, executive director of Pres House, a ministry of the Presbyterian Church USA. “There’s a lot of truth in that. Young people today want to succeed financially, and they want their work to have a positive impact on others. They don’t see the two things in conflict. But they need encouragement to find their way.”

Recent scholarly research about college students confirms this insight, says Barbara Wheeler, former president of Auburn Theological Seminary in New

York and director of Pathways to Seminary, a project that explored the factors that inspire young people to consider religious leadership.

Funded by the Endowment, Wheeler and her Pathways to Seminary research team learned that strong faith communities that tend to the lives of college students are instrumental in forming new leaders. “Students who find resources to sustain their faith during the college years have a distinctive profile,” says Wheeler. “They are more likely than others seriously to consider seminary and ministry or to choose some other helping profession that they define as a faith-based call. Often, they find the resources to help them make these serious, sometimes sacrificial, choices in campus ministry programs that offer role models, mentors, theological grounding and – very importantly – peers with similar commitments who support and encourage them.”

### From landing place to launching pad

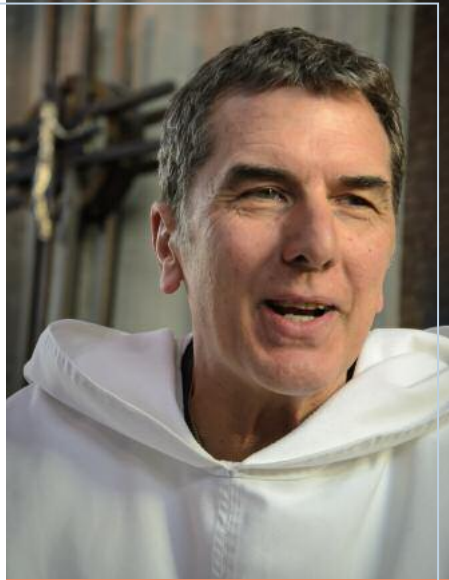
Campus ministers are seeing the research play out first-hand. Working with students at the University of Virginia, the Center for Christian Study is strengthening its intimate afternoon study groups that blend faith and vocation. With funds

from the Endowment, the Center is nurturing small-group discussions on the Charlottesville campus. Sessions focus on specific academic fields: “Faith, Reason and Science;” “Politics and Theology;” and “Faith, Economics and the Environment.” The vibe is casual in the Center, a converted house near campus. Snack



Michael Kuhn, a Purdue University student (above), takes part in a small-group discussion a St. Thomas Aquinas’ campus ministry in West Lafayette, Indiana. Mallory Chua (below), a Purdue student, attends mass at St. Thomas Aquinas.





breaks invite interaction among participants from different groups.

"There's a kind of hum in the study center with people talking about important things in a variety of rooms in the house," says Bill Wilder, executive director of the Center. "We schedule these meetings on Friday, when students are coming off a week of classes but haven't gotten into full relaxation mode yet. It's a nice tail end to the academic week."

More random are the weekly teas at the University of Wisconsin's Pres House. Ginger Morgan, director of residential community, hosts the afternoon events and invites any of the apartment building's 250 residents to stop by for refreshments and conversation that she describes as "totally unprogrammed." With a clientele that is culturally, religiously and ethnically diverse, she facilitates discussions that range from the superficial to the intense. "We walk alongside students as they wrestle with everything from nitty-gritty daily stuff to

bigger questions about what to do with the rest of their lives," says Morgan. "One of the appealing pieces of being at a large state university like this is that we offer a place apart from the secular classroom where students can have those important, faith-related conversations. We give them a place to land."

Sometimes the landing place becomes a launching pad that takes students to unexpected destinations. When Joe Robaidek, a senior at the University of Wisconsin, was looking for an apartment last year he chose Pres House simply because some of its residents had a spare room to rent. An email from Morgan introduced him to the opportunity of an internship at a nearby church. He decided the internship would be a welcome distraction from the grind of classes and resume-building activities.

But the assignment – helping immigrants transition into American society – has proven to be life-changing for this microbiology major. Robaidek is rethinking life after graduation. Ministry is on the table; missionary work is a possibility; lay leadership in a local congregation is highly likely. "I want to explore my options," he says.

Regardless of whether or not a student discerns a call to full-time religious work, the message from the campus experience is clear: ministry is no spectator sport; it can play out in any field. Indeed, the future of the church depends on a new generation of young leaders bringing diverse perspectives and gifts, creative commitment and innovation to faith communities.

## Breaking through the chatter

These are lessons that the CMTEV initiative is exploring further as it builds on the Endowment's earlier initiative, Programs for the Theological Exploration of Voca-

tion. Launched in 2000, it provided grants to 88 church-related colleges and universities to help their campuses become places where students discover faith-filled lives of purpose and meaning. Out of that initiative, the national Network for Vocation in Undergraduate Education emerged in 2009. The network of 187 private colleges and universities links like-minded campus ministries, professors and administrators in the ongoing work of exploring faith and calling at their schools.

Like these earlier efforts, CMTEV is supporting programs that keep students in touch with their faith during the pivotal undergraduate years. The projects are providing mentors, hosting retreats, creating living communities and offering internships for exploring careers in churches and other faith-based settings. "It's very difficult for students to take steps toward ministry or faith-based nonprofit work if they've never been able to try it," says Elsdon.

Because public institutions tend to have large enrollments, the number and variety of activities vying for attention on these campuses are daunting. This translates into a major challenge for campus ministries that must break through the chatter and ignite interest. "We have to be constantly on our toes looking for new ways to engage students," says Baikauskas, who estimates the number of Purdue's clubs and organizations at 600. "Our programming can't be static because the situation is so dynamic."

Ministry staffs also need to be flexible enough to retool programs that aren't working. For example, St. Tom's used a portion of its Endowment grant to restructure a series called "Exploring Faith" that had been minimally successful. The funds enabled the ministry to bring in a nationally known speaker who laid the foundation for "Show Me the



There's new energy among students to discover how God is calling them to live, study, work and serve, says the Rev. Patrick Baikauskas (above), campus minister at St. Thomas Aquinas.



Way,” an eight-week series of gatherings that links scripture and vocational reflection. “It turned into a wonderful conversation,” says Dee Bernhardt, assistant director of campus ministry. “We’ve learned that the more personal we can make the conversations, the more successful they are.”

There’s a powerful opportunity here for congregations, parishes and other faith communities to learn what it means to be a Christian community today. But just as importantly, this generation of young people needs to step in and lead transformation for the sake of the church’s future, says Baikauskas.

“What makes me sad is when a former student calls me after graduation to say that he’s settled in his first job but he can’t find a church as welcoming as St. Tom’s,” he says. “My response is: ‘Then make it like St. Tom’s! Don’t sit in the back pew and do nothing. Take the experiences that you’ve had on campus and put them into practice wherever you are. That’s what you are called to do.’”



Pres House, a ministry serving University of Wisconsin students in Madison, is rooted in an apartment complex that builds community around conversation, faith and service.

## To Be Continued: The Religious Lives of Young People



For more than a decade, University of Notre Dame sociologist Christian Smith (left) has been following American

millennials. His mission: to chart the landscape of their religious lives and offer insights to church leaders who must reach and engage them to keep their communities vibrant in the decades to come.

**The National Study of Youth and Religion (NSYR)** began in 2002 when Smith led a team of sociologists in surveying and interviewing adolescents (ages 13 to 17) and their parents. They followed up with the same cohort in late adolescence (ages 16 to 20) and again when the young people were entering early adulthood (ages 18 to 23). In 2013 Smith and his team wrapped up field work with those men and women in their mid- and late-20s, an age when people have historically moved into careers and formed families of their own. In 2014 the team began analyzing the results of this fourth and final wave of surveys and interviews, and in 2015 researchers plan to release results.

“In this fourth wave, a major focus of ours is on understanding how family formation – settling into a career, having children, etc. – affects their religious faith and practice,” Smith says. “We want to learn whether or not transitioning from emerging adulthood into ‘real’ adulthood is accompanied by greater religious commitment and practice. In short, can communities of faith count on young people returning for greater involvement when they begin to settle down or not?”

**Funded by Lilly Endowment** from the start, the NSYR is the first broad, nationally representative mapping of the religious and spiritual practices and commitments of contemporary young people in America. Some 3,300 young people have participated in the project, which strives to reflect the nation's economic, racial, ethnic and geographic diversity.

There's a widespread sense across many religious traditions that religious communities lack connection to these young people, according to Smith. By understanding long-term trends from NSYR, pastors, youth ministers, theological educators and parents will have a better understanding of the deep social and cultural transformations affecting young people, their families and larger communities, he says.

Each set of findings from the influential project has challenged assumptions religious leaders have about young people. For example, the first phase challenged the notion that American youth were not particularly religious. In fact, NSYR teens were quite religiously active and typically reflected the beliefs and practices of their parents. But subsequent research phases have caused faith leaders to question how they can keep those affiliations going through turbulent college years and young adulthood.

The second and third phases of NSYR revealed some "ungluing" of faith in later adolescence, Smith says.

"During the years 13 to 17, most teenagers we interviewed were fairly closely tied to the religious tradition in which they were raised. The way they talked about religion reflected a certain assurance about what they thought, even if the assurance was not terribly articulate or even reflected doubt," Smith says. "As they got older, however, their attachment to the faith of their families of origin grew weaker, and their assurance seemed to become more tenuous. I interpret that as their having more experience with the difficulties and ambiguities of emerging adult life, forcing them to get more complex, perhaps more confused."

In the fourth wave, researchers want to know if young adults are returning to religious practices or religious communities in their mid- to late-20s as their lives enter a stage that has traditionally meant increased stability. Smith and his team know from earlier waves of their research that rapid social change will likely influence what the participants reveal about their journey. The insights will be important for religious leaders and the future of faith communities.

"What's worked in the past is probably not going to work in the future. The world is changing dramatically and more rapidly than ever before. Some people in church circles want to create programs to fix the problem, but that's too shallow an approach," Smith says.

**"It's important to understand the depth of challenges so as not to come up with solutions that are not really solutions. It's going to take some real rethinking, and I hope our research provides the information needed for that."**



.....  
Christian Smith with students at the University of Notre Dame, where his work includes the study of the religious and spiritual lives of young people ages 13 to 29.

# New Media Project Mixes Technology and Theology



## There's no shortage of practical advice

on how to build a better website, start a blog or manage a Twitter feed. But there are few resources to help religious leaders assess the impact of these technologies on their ministries.

The New Media Project is filling the gap, helping congregations and other ministers navigate the digital and social media landscape. Based at Christian Theological Seminary (CTS) in Indianapolis, it challenges Christian communities to articulate the gospel in fresh ways using new media in both public discourse and community proclamation.

## "Today, there is barely a religious leader who doesn't acknowledge the need to use digital communication,"

says the Rev. Verity Jones, director of the New Media Project and executive vice president at CTS. "But it's not enough to know how to use these tools. We need to consider how new media affect how we understand our relationship to God and how new media influence the way we share and practice our faith and traditions."

Founded in 2010, the

New Media Project encourages religious leaders to consider how their beliefs, traditions and practices affect their use of new forms of communication. Through its website ([www.cpx.cts.edu/newmedia](http://www.cpx.cts.edu/newmedia)) and national conferences, the New Media Project shares case studies, online theological essays and, yes, some practical advice. Along the way, clergy, theologians and others are learning how digital communication influences society and the church.



.....  
The Rev. Verity Jones (above) directs the New Media Project, which tracks how the latest media technology, like smartphone apps for scripture study (right), affect the way people think about and practice faith.



Since the project began, there's been a noticeable uptick in interest in how technology influences church work and relationships, thanks in part to wider use of social media, according to Jones. She has witnessed the rapid shift in communication up close since making the leap from pastoral ministry to editing a national magazine for the Christian Church (Disciples of Christ) and then to the New Media Project.

media and engage it thoughtfully.

That space is needed, according to Keith Anderson, pastor at Upper Dublin Lutheran Church in Ambler, Pennsylvania. He is co-author of "Click2Save: The Digital Ministry Bible" and author of the forthcoming book "The Digital Cathedral: Networked Ministry in a Wireless World."

"The New Media Project has always been ahead of the curve in discussing how these tools influence the way we think about God. They named it early on, helping people like me understand that new media tools reflect new patterns of living," he says. "These patterns

In addition to Anderson's blog, the New Media Project is tracking other innovations that include:

◀ **"Lent Madness,"** part Lenten devotion, part online game about Christian saints through the ages. Inspired by college basketball's March Madness, the Rev. Tim Schenck, an Episcopal priest in Massachusetts, created the website to build a community that is "passionate about taking their faith but not themselves too seriously."

**"We want religious leaders to be thought leaders in the digital square," she says. "We want them to shape it for present and future generations in a loving, kingdom-building sort of way."**



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# Big Plans for the Littlest Learners

## Early learning advocates lead the way for quality



**With so many curious hands and busy bodies, it could be chaos.** But at the Center for Infants and Toddlers just west of downtown Indianapolis, calm reigns.

Toddlers climb on soft play structures, color with fat, washable markers at the pint-sized tables, or reach for brightly colored toys and blocks on low shelves. Teachers sing songs, gently defuse tempers and offer small snacks. Wide windows let in natural light and offer a view of an enclosed, grassy playscape specially designed for young children.

The center serves 56 infants and toddlers in six classrooms. There is a full kitchen to prepare hot meals. Teachers post photos and frequent updates on a touch-screen computer so parents can see what their children are up to during the day with the swipe of a smartphone application.

This is early learning done right, and many of its qualities could be – and should be – available to more of Indiana’s young children, according to Ted Maple, president and CEO of Early Learning Indiana, which operates this center and nine others in central Indiana.

“Parents want their children to be safe and in an environment where learning is possible, even at the very youngest ages,” Maple says.



.....  
Ted Maple (right) is president and CEO of Early Learning Indiana, which is working statewide to strengthen preschool programs. Early Learning’s oldest center is Day Early Learning Lilly Family Center (above).

With more than a century of experience in providing high-quality child care and learning programs for young children in Indianapolis, Early Learning Indiana (formerly Day Nursery Association) is widening its sphere of influence with a \$20 million grant from Lilly Endowment.

The 2014 grant will enable Early Learning Indiana to increase the quality and quantity of early childhood education opportunities across Indiana, helping at least 400 early childhood education providers in a variety of settings, including congregations and homes.

Early Learning Indiana will help providers improve curriculum, build new classrooms, strengthen business practices, support professional development for teachers, and engage parents about the importance of high-quality child care and preschool programs.

In addition, a \$2.5 million Endowment grant to United Way of Central Indiana (UWCI) will support its efforts to strengthen early childhood programs in Indianapolis and the surrounding six counties. The grant will support the creation of new classrooms and high-quality spaces for young children and help centers invigorate staff development and strengthen curriculum.

## A strong case for investment

Evidence shows that children who have a good start in life before age 5 enter school as stronger students, Maple says, and they tend to thrive in elementary school. In addition, he says, their parents learn to value education as a long-term proposition, which can lead to better outcomes for families, a better workforce and better communities.

"There's enough research out there that points to long-term benefits to make a strong case for early childhood education," Maple says.



The reality of the modern workforce also points to the importance of high-quality early childhood experiences. The state of Indiana's Early Learning Advisory Committee reports that:

- ▶ Nearly 350,000 Indiana children age 5 years and younger come from families in which all parents in the household are in the labor force.
- ▶ More than 136,000 children of these ages are from families with incomes below the federal poverty level.
- ▶ More than 200,000 Indiana children are cared for by relatives or by unlicensed or unregistered providers while their parents work.
- ▶ Many children from low-income families start kindergarten and first grade at least one to two years behind children from more affluent families.

**But children in high-quality preschool programs are another story.** Compared to children who do not attend these programs, they gain about one-third of a year in additional learning in language, reading and math skills. They exhibit reduced aggressive behavior and demonstrate higher levels of attentiveness and classroom engagement, according to the state's Early Learning Advisory Committee report.

Early care and education can support families and communities, as well, by

helping reduce workplace absenteeism among parents and increase parents' productivity on the job. There is evidence that strong early learning programs also support education across generations, as 80 percent of parents who attend community college report that availability of high-quality child care is very important in their decision to pursue continuing education.

Indiana needs to expand the accessibility and affordability of early childhood education, but it also needs to improve overall quality, according to Kevin Bain, appointed by Indiana Gov. Mike Pence to lead the Early Learning Advisory Committee.

Bain is chief executive officer of the Welborn Baptist Foundation in Evansville, which seeks to fund lasting, positive change in southwestern Indiana. More than a decade ago when the foundation looked at issues facing citizens, many problems seemed rooted in early childhood, Bain says.

"We determined that those first five years of life were critical. If things went well, it put a child on the road to future success."

Welborn explored successful early childhood education programs in Fort Wayne. In 2000, the Early Childhood Alliance in Fort Wayne piloted Paths to QUALITY (PTQ), a child care quality rating system, in northeastern Indiana. Welborn was pleased that PTQ had helped programs improve and that it helped parents learn about high-quality early learning. In 2005 Welborn turned to 4C of Southern Indiana Inc. (4C) to provide family coaching about early learning and to bring PTQ to southwestern Indiana.

In 2008, Indiana adopted PTQ as its official statewide early learning rating and improvement system. The voluntary system helps early learning providers

demonstrate ongoing efforts to achieve higher standards of quality. The levels serve as guidelines for child care providers, families and others to know about the quality of care provided.

In addition to helping families find high-quality early learning programs in the Evansville area, 4C and Welborn have helped child care and preschool providers, particularly faith-based ministries and those in private homes, improve safety,

state. It's going to really turbocharge our efforts," Bain says.

The latest Endowment grants build on previous work. In 2012 Lilly Endowment helped launch UWCI's 10-year plan to increase the quality and quantity of early childhood education programs with a \$1 million grant. That same year, the Endowment granted \$1 million to the YMCA of Greater Indianapolis to create a high-quality preschool in Avondale



Rene Withers (below) is coach coordinator for Child Care Answers, a program of Early Learning Indiana that trains preschool teachers (opposite).



strengthen child learning and achieve national accreditation, according to Bain.

Similar gains can happen statewide, Bain says.

"All the research shows that if you want to show results in terms of school readiness, it is a high-quality early childhood education experience that makes the difference."

"The Endowment grant builds capacity to strengthen quality levels across the

Meadows, an Indianapolis neighborhood with a high percentage of families living in poverty. In 2013 the Endowment approved a \$1 million grant to Early Learning Indiana to expand its early child care training programs.

**In 2014 state lawmakers** strengthened standards that child care providers must meet to receive public vouchers and increased the amount of voucher payments to families who choose

## PTQ What is it?

In 2007 Indiana adopted the PTQ system, which is overseen by the Indiana Family and Social Services Administration. The system uses the following four-level scale for rating the quality of early childhood education providers:

- ◀ **level one: health and safety needs of children met**
- ◀ **level two: environment supports children's learning**
- ◀ **level three: planned curriculum guides child development and school readiness**
- ◀ **level four: national accreditation (the highest indicator of quality) is achieved**





Teachers, with their children at Early Learning Lilly Family Center, are receiving mentoring and training, which are critical if Indiana providers are to improve.

programs with the strongest standards. The state also announced funding in 2014 for a \$10-million pilot program targeting 4-year-olds from low-income families in Allen, Jackson, Lake, Marion and Vanderburgh counties. UWCI is administering the Marion County pilot.

In addition, the city of Indianapolis in 2015 plans to embark on a five-year, \$40 million initiative to expand access to preschool in Marion County. City officials expect to commit \$20 million and businesses and nonprofits intend to raise another \$20 million. The initiative provides low-income families with scholarships to high-quality preschools and helps more preschools improve.

Eli Lilly and Company has played a leading role in mobilizing support for the city's initiative. According to Rob

Smith, president of Eli Lilly and Company Foundation, innovation-based companies like Lilly have a stake in improving education in Indianapolis. They must recruit, retain and engage great talent, and that becomes easier to accomplish when the city is strong and vibrant.

"Our corporate headquarters, our largest R&D footprint and more than 10,000 employees are in Indianapolis. Our success, therefore, is very much tied to the success of Indy," says Smith. "We believe one of the best ways we can strengthen the long-term prospects of our home city is to help more and more children gain access to a great education, including high-quality pre-k."

Demand for the highest levels of early childhood programs is only expected to increase as efforts to educate families about the importance of early learning take hold across the state.

## Reaching providers

One strategy that works: training teachers and other providers and mentoring parents so they understand what quality looks like in early childhood settings.

On a Monday morning at Day Early Learning Lilly Family Center on the near-north side of Indianapolis, a class of 3- and 4-year-olds is starting the day with circle time. Teacher Nikkia Owens offers her hand to one nonconformist in the group. "Come stand next to me. Be my hand buddy," Owens says. "You're not in trouble, you're just keeping my hand warm."

It's a brief, positive interaction, but Owens' reassuring manner doesn't go unnoticed by Rene Withers, coach coordinator for Child Care Answers, part of the Indiana Child Care Resource and Referral network operated by Early Learning Indiana.

Withers is providing feedback to Owens as part of Child Care Answers'

support for early childhood education providers. She works in nine central Indiana counties, visiting homes, day care centers and child care ministries. Providers invite Withers to help them improve, whether they are starting at level one or, like Indianapolis' Day Early Learning Lilly Family Center, are already at level four on the PTQ system.

"We try to meet providers where they are," Withers says. "We look for their strengths, then offer them tools and resources they need. The goal is for every child to have a good early learning experience."

Withers has seen every kind of child care setting, from places that use television instead of teaching to others that insist on rigorous academic preparation using lots of worksheets for 3- and 4-year-old students.

She encourages providers to understand what is developmentally appropriate and adopt hands-on learning activities, using games instead of flash cards, for example, and small groups that allow teachers to spend more quality time with children. As a mentor, Withers helps child care providers with teacher-training resources, curricula and parent handbooks.

Providers and teachers are receptive, she says. "They want the knowledge and we are reaching them. I only see things getting better for everyone."

That's the goal, says Maple of Early Learning Indiana.

**"The nature of this grant is to partner with organizations and communities to build and enhance great work," he says. "We need to make the most of our resources by working together."**

# Working Together for a Better Workforce



**As a sophomore at Brownstown Central High School in Brownstown, Indiana, Levi Hinderlider thought he knew what a manufacturing job would be like.**

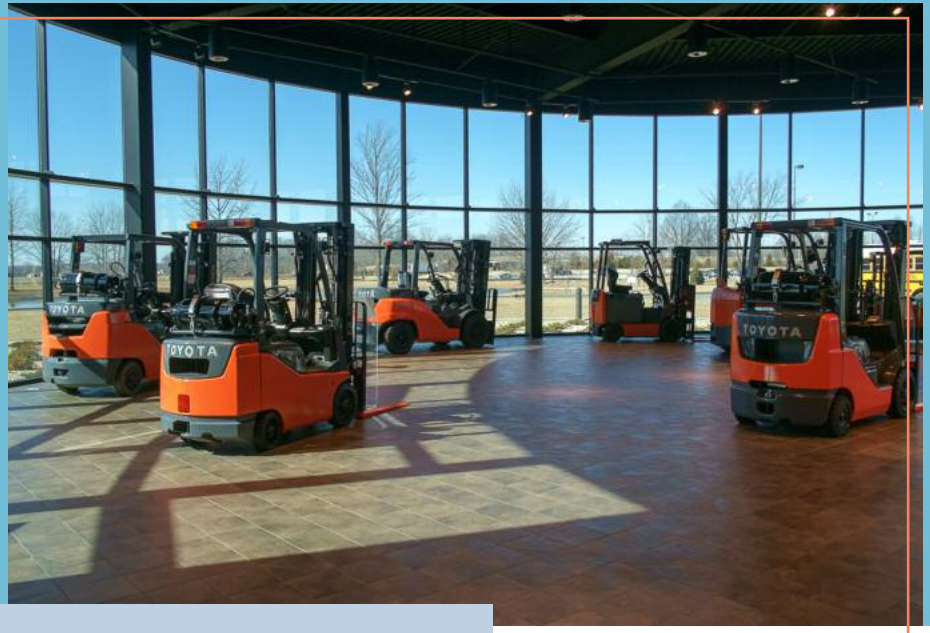
**"I basically thought it was people standing in a factory on the same spot doing the same thing every day," he says.**

**But Brownstown Central teacher Dan Schwartz helped change that through Hire Technology, a two-year course that prepares students to work in the growing fields of advanced manufacturing and logistics.**

Students from Brownstown Central High School's Hire Technology class visit with a Brownstown Central graduate, Levi Hinderlider, as they tour his workplace, the Toyota Industrial Equipment factory near Columbus, Indiana.







By the end of his senior year in 2014, Hinderlider had earned six college credits, gained hands-on, industry-related training, and landed a job offer from Toyota Industrial Equipment Manufacturing Inc. in nearby Columbus, Indiana.

A year later, Hinderlider is working for Toyota. He is part of the company's leadership-trainee program and he has a new view of manufacturing. "It is way different from what I thought. Every day is a different challenge," he says.

Hire Technology was created by Conexus Indiana, an initiative of the Central Indiana Corporate Partnership (CICP). In 2014 Lilly Endowment awarded a \$3.6 million grant to the CICP Foundation so that Conexus could expand programs to provide training and information about Indiana's advanced manufacturing and logistics companies through education and outreach.

Hire Technology, created in partnership with Ivy Tech Community College and the Indiana Department of Education, is developing a pipeline of talent for industry. Launched in 2012 with nine high schools, Hire Technology plans to reach 186 schools in 110 locations throughout Indiana by fall 2015. So far, approximately 2,000 students have earned college credit toward a degree or certificate with Ivy Tech Community College.

At Brownstown Central, all 26 students who have completed the Hire Technology course have earned college credit. In addition to Hinderlider, a second student was hired directly out of high school, and others have gone on to internships or are continuing their education, according to Schwartz, an industrial technology teacher.

A veteran of 35 years in the classroom, Schwartz says Hire Technology is a curriculum that works.

**"It's helped me be the teacher I always wanted to be because I am helping students gain skills they can begin using right away," Schwartz (left) says. "We're seeing students at the end of their senior year ready for job interviews. The end result is very positive."**





More than a curriculum, Hire Technology trains teachers, too, as they engage students and inspire success. Instructional guides help teachers connect content to what companies want in career-ready workers. And teachers have “industry partners,” Indiana companies whose staff share the real world of advanced manufacturing and logistics.

“When students leave high school with opportunities waiting for them, it’s clear you’ve got a winning program, supported by dedicated teachers and industry,” says Claudia Cummings, vice president of Workforce and Education at Conexus Indiana. “We are pleased that these opportunities include options: good-paying jobs right after high school, internships, or the opportunity to continue an education in college or certificate programs.”

## Closing the skills gap

Conexus Indiana has developed Hire Technology and other student-focused programs to help fill the skills gap in advanced manufacturing and logistics. At issue: The next generation of workers needs more than a high school diploma

in order to work in emerging fields of alternative energy, green vehicle production, nanotechnology and aerospace. An associate’s degree or specialized high-tech certificate can make the difference, Cummings says. Advanced courses during high school, such as those provided through Hire Technology, prepare students for these next steps.

The situation is critical for Indiana, which ranks 35th in the nation in the number of adults holding associate’s degrees, the group most likely to succeed in advanced manufacturing and logistics jobs. And nationwide, more than 75 percent of manufacturers report a moderate to severe shortage of skilled workers, according to a 2014 study by the Manufacturing Institute.

“Help wanted” is a nearly constant theme at Toyota Industrial Equipment Manufacturing, where Hinderlider landed his job. The facility has been manufacturing forklifts for 25 years but in recent years has found it difficult to find skilled workers, according to Steve Pride, senior manager of human resources, training and compliance at the Toyota facility in Columbus.



The Toyota facility is one of 10 industry partners in the Hire Technology program at Brownstown Central. The new strategy for developing leaders for a new, better-skilled workforce is already paying off, Pride says, adding, “Individuals like Levi have hit the ground running.”

As for Hinderlider, he plans to continue his education by enrolling in a manufacturing technology degree program in fall 2015 while continuing to work at Toyota. “I just want to try my best to make it as far as I can here,” he says.

.....

Students earn college credit by completing the Hire Technology course, which at Brownstown Central High School includes field trips to advanced manufacturing facilities.



**"Yes, I Can Do This!"**

**For the 120 kids enrolled in the Summer Discovery program sponsored by La Plaza Inc. in Indianapolis, Fridays are field-trip days. Destinations vary – a dairy farm one week, the Indianapolis Zoo the next – but when Lydia Salinas heard that a visit to Ball State University was on the agenda, she had her doubts. "Mommy, why do I have to go to college? I'm only 8!" she asked.**

"I told her that she would be going to college soon enough, so she might as well learn about it now," recalls Emily Salinas, a third-generation Mexican-American who has taught English, Spanish and Latino studies to public school youth and Summer Discovery participants. "Many of the students that La Plaza serves are either immigrants or the children of first-generation immigrants," says Salinas. "La Plaza's work focuses on helping kids figure out their interests, develop their skills and set goals for the future."



A field trip to a college campus sends a positive message, according to Miriam Acevedo Davis, president and CEO of La Plaza. "It shows them the do-ability of post-secondary education; it says that it's within their reach. Yes, they'll have to work hard, and yes, there will be challenges, but we want them to start thinking at an early age: I can do this. It's possible."

## Staying in the loop

La Plaza, which celebrated its 10th anniversary in 2014, is among the 155 Marion County organizations that received grants from the Summer Youth Program Fund, a collaboration of Lilly Endowment and nine philanthropic partners. In 2014 the Fund partners awarded more than \$2.3 million to support programs that blend academic activities with enrichment experiences. Many grant recipients are based in low-income neighborhoods, close to the families they serve. Program content varies but typically reinforces what students have learned during the school year. This "keeps them in the loop for when they return to the classroom in the fall," explains Aisha Shaw, whose two children, both honor roll students, have attended back-to-back Summer Discovery programs. "They loved it," she says. "I plan to enroll them next year as well."

Because Summer Discovery is limited to students in grades one through six, La Plaza created a second summer program, the Leadership Institute for Latino Youth (LILY), for students in grade seven and beyond. Also supported by an Endowment grant, LILY addresses La Plaza's top strategic goal: to increase the number of Latino students who complete high school and pursue post-secondary education. Program participants entering 11th and 12th grades are called "ambassadors" and concentrate on mapping the path that will take them to their chosen careers. They learn about college admission requirements, scholarship opportunities, portfolio preparation and internships. They fill out financial aid documents, visit companies, interact with community leaders and engage in job shadowing.

"Education is paramount for our families," says Davis. "It's the best vehicle for moving up the economic ladder."

## Overcoming obstacles

There are obstacles along the way, of course, but there also are numerous victories to celebrate. These are most evident in April when La Plaza hosts its annual Night of the Americas dinner and recognizes its college-bound scholarship recipients.

"The vast majority of the winners are kids who have come through our educational programs," says Davis. "We know them from Summer Discovery and from LILY. To see these young people who started with us as grade school students and now are graduating at the top of the class and are going on to become engineers or teachers or accountants...that's when we know we've done what we set out to do. That's when we know we've accomplished our mission."



Elementary school students find summer fun and academic enrichment through La Plaza's Summer Discovery program, which met in 2014 at Gambold Preparatory, an Indianapolis Public Schools magnet high school (opposite, below).





# 2014 Finances & Grantmaking

**During 2014 Lilly Endowment distributed grant payments of \$328.6 million and approved \$344.4 million in new grants.**

## Cumulative figures

**The generosity of the Endowment's founders** has enabled it to disburse since 1937 \$8.5 billion in grants to 9,164 charitable organizations, most of them in Indiana. Of that \$8.5 billion, \$3.5 billion supported education (41 percent), \$2.8 billion supported community development (33 percent), and \$2.2 billion supported religion (26 percent). At the end of 2014 the Endowment's assets totaled \$10.1 billion.

## Grants paid [Chart 1]

**In 2014 the Endowment paid** grants of \$328.6 million. In this category, community development grants accounted for \$125.9 million or 38 percent of the total; education grants totaled \$116.9 million or 36 percent; religion grants added up to \$85.8 million or 26 percent.

As in previous years, most grants were paid to organizations in Indiana – a total of \$253.2 million (77 percent). Of the payment total of \$328.6 million, \$197.6 million (60 percent) was paid to non-Marion County grantees in Indiana and \$55.6 million (17 percent) to Marion County (Indianapolis) grantees. Organizations outside Indiana received \$75.4 million or 23 percent, mostly from religion grants.

## Grants approved [Chart 2]

**During 2014 the Endowment approved** 691 grants for a total of \$344.4 million to 535 grantees, 132 new to the Endowment.

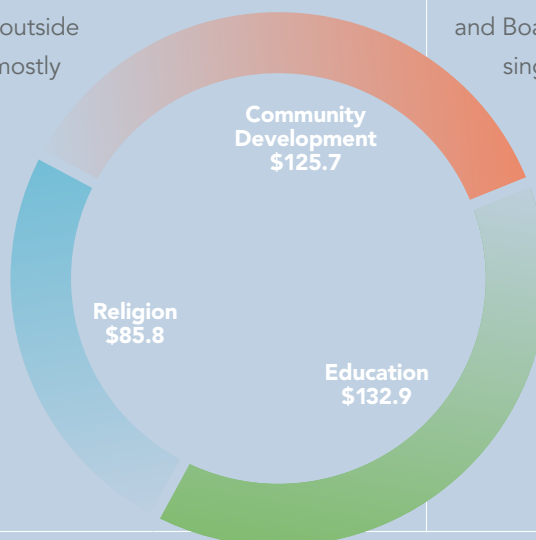
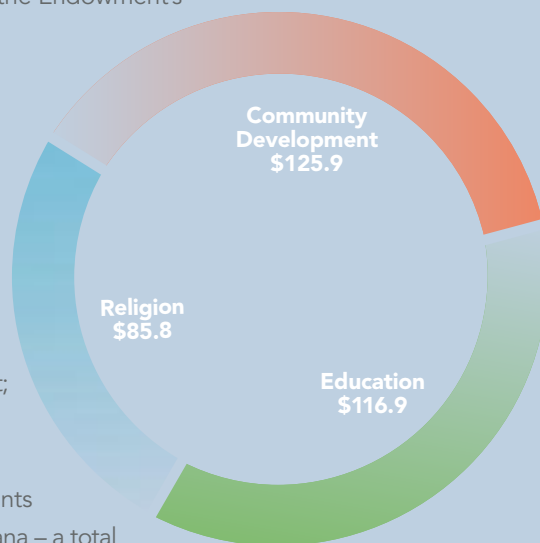
Education grants totaled the most dollars at \$132.9 million or 39 percent of the total. Approvals for community development grants totaled \$125.7 million or 36 percent, while

approvals for religion grants totaled \$85.8 million or 25 percent.

Similar to the geographic distribution of the grants paid in 2014, over three-fourths (78 percent) of grants approved went to Indiana organizations. Of the \$344.4 million in grants approved, \$213.6 million (62 percent) was approved for non-Marion County grantees in Indiana and \$55.4 million (16 percent) to Marion County (Indianapolis) grantees. Indiana organizations thus were awarded \$269 million (78 percent) of grants approved. \$75.4 million (22 percent) in grants was approved for non-Indiana organizations.

Board-approved and officer 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 50-51.





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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, 2014 and 2013, 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, 2014 and 2013, and the changes in unrestricted net assets and cash flows for the years then ended in conformity with U.S. generally accepted accounting principles.

*Ernst & Young LLP*

March 17, 2015

## Statements of Financial Position

As of December 31	2014	2013
<b>Assets</b>		
Cash and equivalents . . . . .	\$ 129,158,166	\$ 18,432,179
Dividend receivable . . . . .	65,702,902	66,478,694
Other receivables . . . . .	26,848,800	31,975,423
Investments — at fair value:		
United States government and agency, bank, and corporate interest-bearing obligations . . . . .	92,502,243	49,938,712
Eli Lilly and Company common stock (cost — \$84,199,724 at December 31, 2014 and \$84,798,379 at December 31, 2013) . . . . .	9,065,686,418	6,919,211,004
Diversified equity investments . . . . .	687,103,093	613,022,235
Other assets . . . . .	344,504	152,869
	<u>\$ 10,067,346,126</u>	<u>\$ 7,699,211,116</u>
<b>Liabilities</b>		
Amounts appropriated for future grants . . . . .	\$ 24,604,750	\$ 8,849,750
Deferred tax liability . . . . .	175,815,601	132,113,781
	<u>200,420,351</u>	<u>140,963,531</u>
Unrestricted net assets . . . . .	9,866,925,775	7,558,247,585
	<u>\$ 10,067,346,126</u>	<u>\$ 7,699,211,116</u>

See accompanying notes.



## Statements of Activities and Changes in Unrestricted Net Assets

Year ended December 31	2014	2013
Income:		
Dividends . . . . .	\$ 277,189,779	\$ 278,065,418
Interest . . . . .	293,519	219,125
Total income . . . . .	277,483,298	278,284,543
Deductions:		
Grants approved. . . . .	348,911,642	265,259,072
Expenses:		
Program support . . . . .	6,440,442	6,194,058
Operational support . . . . .	6,181,099	5,780,931
Federal excise tax . . . . .	54,375,073	12,593,799
Total grants approved and expenses. . . . .	415,908,256	289,827,860
Gain on sale of investment . . . . .	269,535,571	—
Increase in unrealized appreciation of marketable securities. . . . .	2,176,915,149	352,208,280
Other income. . . . .	652,428	5,752,288
Increase in unrestricted net assets. . . . .	2,308,678,190	346,417,251
Unrestricted net assets:		
Balance at beginning of year . . . . .	7,558,247,585	7,211,830,334
Increase in unrestricted net assets . . . . .	2,308,678,190	346,417,251
Balance at end of year . . . . .	\$ 9,866,925,775	\$ 7,558,247,585

See accompanying notes.

## Statements of Cash Flows

Year ended December 31	2014	2013
Operating activities		
Increase in unrestricted net assets . . . . .	\$ 2,308,678,190	\$ 346,417,251
Adjustments to reconcile change in unrestricted net assets to net cash used in operating activities:		
Investment expenses . . . . .	272,117	257,055
Gain on mark-to-market adjustments on investments . . . . .	(2,176,915,149)	(352,208,280)
Gain on sale of investment . . . . .	(269,535,571)	—
Changes in assets and liabilities:		
Dividend and other receivables . . . . .	5,902,415	145,846
Other assets . . . . .	(191,635)	66,727
Amount appropriated for future grants . . . . .	15,755,000	(11,878,750)
Deferred federal excise tax liability . . . . .	43,701,820	7,046,668
Net cash used in operating activities . . . . .	(72,332,813)	(10,153,483)
Investing activities		
Purchases of investments . . . . .	(311,327,574)	(192,787,279)
Proceeds from sale and maturity of investments . . . . .	494,658,491	213,270,277
Investment expenses . . . . .	(272,117)	(257,055)
Net cash provided by investing activities . . . . .	183,058,800	20,225,943
Net increase in cash . . . . .	110,725,987	10,072,460
Cash and equivalents at beginning of year . . . . .	18,432,179	8,359,719
Cash and equivalents at end of year . . . . .	\$ 129,158,166	\$ 18,432,179

See accompanying notes.

# Notes to Financial Statements

December 31, 2014

## 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 17, 2015, the date these financial statements were issued.

### 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 are comprised of 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 paid. The amounts expensed during 2014 and 2013, 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 and are accrued when approved.

### Income Recognition

Income is recognized when amounts are realizable and earned.

## 2. Required Distributions

The Code provides that the Endowment generally must distribute for charitable purposes 5% of the average market value of its assets. The Endowment must make additional qualifying distributions of approximately \$391,000,000, before January 1, 2016, to meet the 2014 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 agreements. Amounts recorded are subject to subsequent changes in fair value, which would be recorded in the statement of activities and changes in unrestricted net assets.



#### 4. Fair Value of Financial Instruments

The Endowment determines fair values based on the framework for measuring fair value under ASC 820, *Fair Value Measurements*. The following table summarizes fair value information at December 31, 2014 and 2013.

Description	Cost	Quoted Prices in Active Markets for Identical Assets (Level 1)	Observable Inputs (Level 2)	Fair Value (Carrying Value)
<b>December 31, 2014</b>				
Cash equivalents	\$ 82,500,410	\$ 82,422,800	\$ –	\$ 82,422,800
Fixed income securities	92,787,318	–	92,502,243	92,502,243
Marketable securities	613,922,474	9,752,789,511	–	9,752,789,511
	789,210,202	9,835,212,311	92,502,243	9,927,714,554
Other receivables	–	5,817,442	21,031,358	26,848,800
	\$ 789,210,202	\$ 9,841,029,753	\$ 113,533,601	\$ 9,954,563,354
<b>December 31, 2013</b>				
Cash equivalents	\$ 10,999,479	\$ 10,999,469	\$ –	\$ 10,999,469
Fixed income securities	50,054,553	10,005,000	39,933,712	49,938,712
Marketable securities	570,450,585	7,532,233,239	–	7,532,233,239
	631,504,617	7,553,237,708	39,933,712	7,593,171,420
Other receivables	–	5,775,989	26,199,434	31,975,423
	\$ 631,504,617	\$ 7,559,013,697	\$ 66,133,146	\$ 7,625,146,843

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, 2014 and 2013.

The fair value for marketable securities is determined using quoted market values. Fair values of fixed income securities are based on quoted market prices, where available. These fair values are obtained primarily from third-party pricing services. United States Government securities represent Level 1 securities, while Level 2 securities primarily include corporate securities. For fixed income securities that are not based on quoted market values, the value is determined by pricing models, quoted prices of securities with similar characteristics, or discounted cash flows. The fair value of other receivables is based on observable inputs using quoted market values and a combination of a market and income approach determined based on future cash flows. Inputs in this valuation methodology include the initial value of the 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 2% excise tax rate for the years ended December 31, 2014 and 2013. Federal excise tax paid on realized amounts was \$10,673,253 and \$5,547,131 for the years ended December 31, 2014 and 2013, respectively.

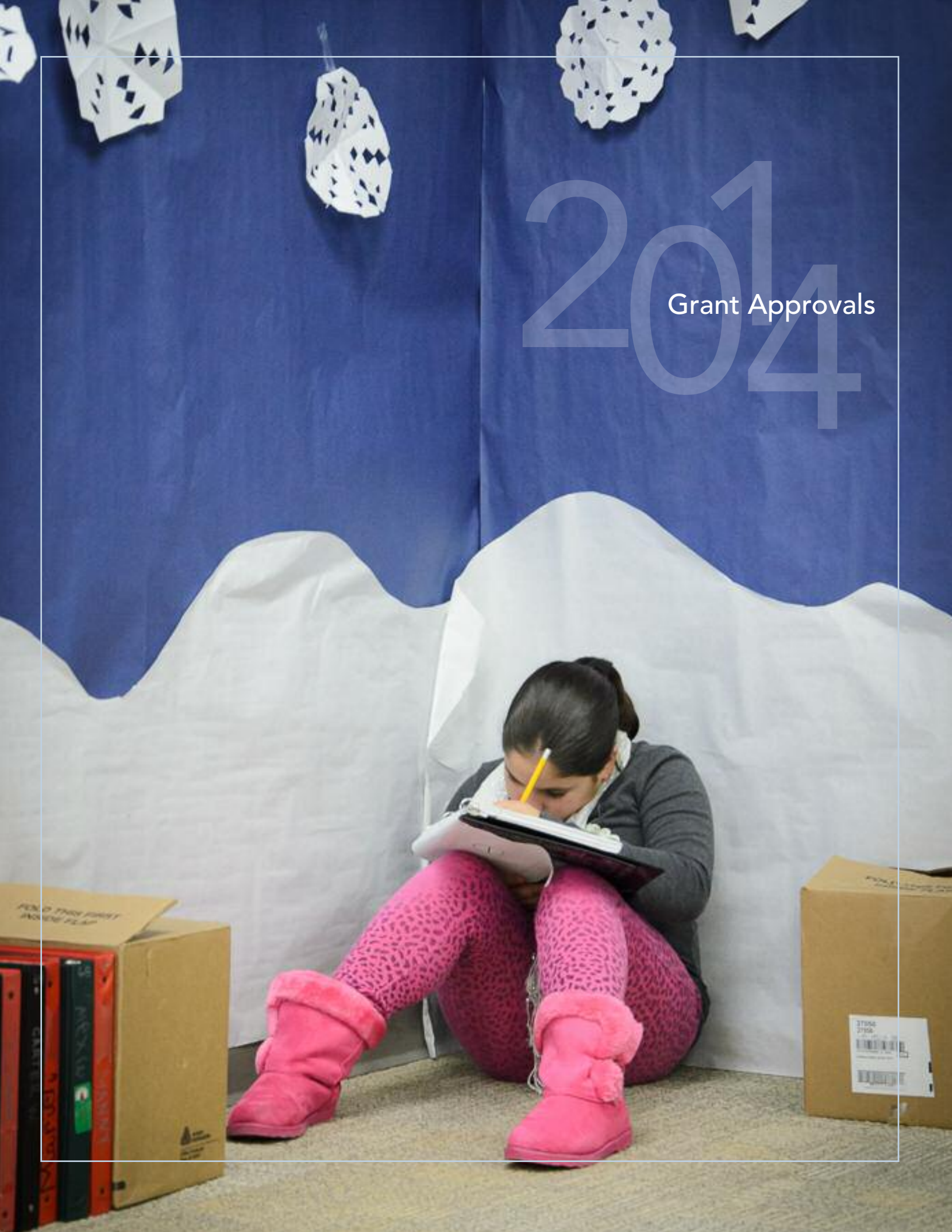
The Endowment recorded an additional liability of \$43,701,820 and \$7,046,668 for the year-ended December 31, 2014 and 2013, respectively, for deferred federal excise tax related to unrealized gains on investments.

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 2011 due to three-year statute of limitations.

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

# 2014

Grant Approvals





# Community Development and Philanthropy Grant Approvals

Dollar amount approved in 2014

## American Cabaret Theatre

Indianapolis, IN

General operating support	100,000
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## American Enterprise Institute for Public Policy Research

Washington, DC

General operating support	100,000
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## American Pianists Association

Indianapolis, IN

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

Indianapolis, IN

Art & Soul at the Artsgarden	52,000
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Creative Renewal Fellowship Program, evaluation and fellowship pilot	750,000
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General operating support	300,000
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## Atlas Economic Research Foundation

Washington, DC

General operating support	500,000
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## Best Buddies Indiana

Miami, FL

Launch Best Buddies Citizens program	50,000
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## Career Learning & Employment Center for Veterans

Indianapolis, IN

Continued program support	590,000
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## Central Indiana Corporate Partnership Foundation (CICP Foundation)

Indianapolis, IN

Greater Lafayette regional planning grant	575,000
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Research and report on Indiana's food and agricultural sector	50,000
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## Children's Museum of Indianapolis

Indianapolis, IN

InterActivity 2015, Association of Children's Museums conference to be held in Indianapolis	50,000
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Support for "Beyond Spaceship Earth"	3,000,000
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## Coalition for Homelessness Intervention and Prevention

Indianapolis, IN

General operating support	260,000
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## Crossroads Rehabilitation Center

Indianapolis, IN

Respite program	681,350
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Speech and Hearing Research Center	1,500,000
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## Dance Kaleidoscope

Indianapolis, IN

General operating support	100,000
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Transitional staff support	37,500
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## Domestic Violence Network of Greater Indianapolis

Indianapolis, IN

General operating support	225,000
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## Economic Club of Indiana

Indianapolis, IN

General operating support	10,000
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## Eiteljorg Museum of American Indians and Western Art

Indianapolis, IN

Eiteljorg Contemporary Art Fellowship	470,000
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General operating support	1,147,500
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**Federalist Society for Law and Public Policy Studies**

Washington, DC

General operating support	150,000
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**Fraser Institute**

Vancouver, British Columbia

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

Integrated marketing and awareness campaign	1,275,000
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**Habitat for Humanity of Indiana**

Indianapolis, IN

Capacity building initiative in conjunction with 30th anniversary	225,000
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**Heartland Actors' Repertory Theatre**

Indianapolis, IN

Production of "The Tempest"	25,000
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**Heartland Film**

Indianapolis, IN

General operating support	300,000
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**Immigrant Welcome Center**

Indianapolis, IN

Marketing and fundraising capacity building	40,000
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**Indiana Association for Community Economic Development**

Indianapolis, IN

General operating support	175,000
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**Indiana Association of School Principals**

Indianapolis, IN

Support for generationOn Schools project in Indiana	500,000
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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

Indiana Heritage Support Program for local history organizations and mobile museum research and planning	3,480,000
Planning grant for early African-American settlements	50,000

**Indiana Humanities**

Indianapolis, IN

General operating and special project support	125,000
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**Indiana Latino Institute**

Indianapolis, IN

Statewide Latino study	50,000
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**Indiana Opera Society**

Indianapolis, IN

Organizational assessment	150,000
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**Indiana Philanthropy Alliance**

Indianapolis, IN

General operating support	283,750
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**Indiana Philanthropy Alliance Foundation**

Indianapolis, IN

GIFT technical assistance for 2015	640,000
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**Indiana Repertory Theatre**

Indianapolis, IN

Capital campaign feasibility study	39,000
General operating support	300,000

**Indiana Special Olympics**

Indianapolis, IN

Organizational restructuring	365,000
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**Indiana Sports Corp.**

Indianapolis, IN

General operating support	500,000
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**Indiana State Museum Foundation**

Indianapolis, IN

INVision - capital campaign 4,000,000

**Indiana Symphony Society**

Indianapolis, IN

Assessment and planning 242,000

General operating support 1,237,000

**Indiana University Foundation**

Bloomington, IN

Lilly Family School of Philanthropy transition project 574,462

Renovation of the natatorium 10,000,000

**Indianapolis Art Center**

Indianapolis, IN

General operating support 200,000

**Indianapolis Chamber Orchestra**

Indianapolis, IN

Development counsel and campaign support 48,500

**Indianapolis Children's Choir**

Indianapolis, IN

Endowment campaign feasibility study/PR campaign 30,900

General operating support 150,000

**Indianapolis Jazz Foundation**

Indianapolis, IN

Indy Jazz Fest 42,000

**Indianapolis Museum of Art**

Indianapolis, IN

General operating support 500,000

**Indianapolis Museum of Contemporary Art**

Indianapolis, IN

Capacity building 35,000

**Indianapolis Neighborhood Housing Partnership**

Indianapolis, IN

General support 6,300,000

**Indianapolis Neighborhood Resource Center**

Indianapolis, IN

General operating support 250,000

Organizational assessment 15,000

**Indianapolis Parks Foundation**

Indianapolis, IN

Planning grant for children's canal playscape 50,000

**Indianapolis Zoological Society**

Indianapolis, IN

General operating support 1,116,720

**Indianapolis, Department of Public Safety**

Indianapolis, IN

Code for America fellowship program 220,000

**IndyHub Foundation**

Indianapolis, IN

Assessment and strategic planning 50,000

**Intercollegiate Studies Institute**

Wilmington, DE

General operating support 125,000

**International Center**

Indianapolis, IN

General operating support 500,000

**John P. Craine House**

Indianapolis, IN

Support for additional case manager 50,000

**Keep Indianapolis Beautiful**

Indianapolis, IN

General operating support 325,000

**Kiwanis International Foundation**

Indianapolis, IN

Resource development program 1,500,000

**Kurt Vonnegut Memorial Library**

Indianapolis, IN

Armistice Day Arts Fair 35,000

Feasibility study, marketing and donor relations 45,000

Relocation study and continued long-range planning 25,000

**La Plaza**

Indianapolis, IN

Capacity-building initiatives in conjunction with 10th anniversary celebration 50,000

**Local Initiatives Support Corp.**

New York, NY

Great Places 2020 200,000

Indianapolis LISC program 500,000

**Madame Walker Urban Life Center**

Indianapolis, IN

General operating support 500,000

Support for lecture series 35,000



### Manhattan Institute for Policy Research

New York, NY

General operating support	200,000
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### Meadows Community Foundation

Indianapolis, IN

Capital support for redevelopment of the Meadows neighborhood	1,370,281
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### Morning Dove Therapeutic Riding

Zionsville, IN

Phase II of development plan	13,500
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### New Harmony Project

Indianapolis, IN

General operating support	50,000
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### Phoenix Theatre

Indianapolis, IN

Interior and exterior building improvements	50,000
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### Political Economy Research Center

Bozeman, MT

General operating support	50,000
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### Sagamore Institute for Policy Research

Indianapolis, IN

Development initiatives and celebration events marking 10th anniversary	50,000
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General operating support	300,000
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### Social Philosophy and Policy Foundation

Bowling Green, OH

General operating support	100,000
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### Tax Foundation

Washington, DC

General operating support	110,000
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### United Way of Central Indiana

Indianapolis, IN

2014 annual campaign	4,300,000
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Capacity building and resource development for Julian Center project	50,000
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Continuation of the Human Service Professional Renewal program	592,800
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Facilities Maintenance Fund	1,400,000
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Homelessness Targeted Initiatives Fund	400,000
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### University of Southern Indiana

Evansville, IN

General operating support for the Historic New Harmony project	125,000
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### Young Audiences of Indiana

Indianapolis, IN

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

(24 grants ranging from \$2,000 to \$120,000)	450,000
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Catholic Charities Indianapolis

Christ Emmanuel Missionary Baptist Church

Flanner House

Gleaners Food Bank of Indiana

Hall Temple Church of God in Christ

Healing Place

Indiana FOP Foundation

Indianapolis Housing Agency

Indianapolis Urban League

Kingsley Terrace Church of Christ

La Plaza

Latino Community Development Corp.

Latter House Foundation

Life Line Community Center

Lutheran Child & Family Services of Indiana

Metro Baptist Center

Miracle Place

Mozel Sanders Foundation

New Covenant Church

Rev. Richard Hunter Ministries

Salvation Army

United Way of Central Indiana (2)

Westminster Neighborhood Ministries





### Indiana Community Foundation Initiative—Phase VI

Initiative offering two types of grant support to Indiana community foundations and affiliate funds: funds to build unrestricted endowments and funds to be used for any charitable purpose chosen by the community foundation or affiliate fund. Community foundations or affiliate funds eligible for funding in an amount dependent on population of each county.

(91 grants totaling \$65,050,000)

Adams County Community Foundation	500,000
Benton Community Foundation	500,000
Blackford County Community Foundation	500,000
Blue River Foundation (Shelby County)	500,000
Brown County Community Foundation	500,000
Cass County Community Foundation	500,000
Community Foundation Alliance affiliate funds:	
Daviess County Community Foundation	500,000
Gibson County Community Foundation	500,000
Knox County Community Foundation	500,000
Perry County Community Foundation	500,000
Pike County Community Foundation	500,000
Posey County Community Foundation	500,000
Spencer County Community Foundation	500,000
Vanderburgh County Community Foundation	1,500,000
Warrick County Community Foundation	1,000,000
Community Foundation of Bloomington and Monroe County	1,000,000
Community Foundation of Boone County	1,000,000
Community Foundation of Grant County	1,000,000
Community Foundation of Greater Fort Wayne (Allen County)	2,000,000
Community Foundation of Howard County	1,000,000

Community Foundation of Howard County affiliate funds:

Carroll County Community Foundation	500,000
Clinton County Community Foundation	500,000
Community Foundation of Jackson County	500,000
Community Foundation of Madison and Jefferson County	500,000
Community Foundation of Morgan County	1,000,000
Community Foundation of Muncie and Delaware County	1,000,000
Community Foundation of Randolph County	500,000
Community Foundation of Scott County	500,000
Community Foundation of Southern Indiana:	
Clark County	1,000,000
Floyd County	1,000,000
Community Foundation of St. Joseph County	1,500,000
Community Foundation of Switzerland County	500,000
Community Foundation of Wabash County	500,000
Community Foundation Partnership:	
Lawrence County Community Foundation	500,000
Martin County Community Foundation	500,000
Dearborn Community Foundation	500,000
Decatur County Community Foundation	500,000
DeKalb County Community Foundation	500,000
Dubois County Community Foundation	500,000
Elkhart County Community Foundation	1,500,000
Fayette County Foundation	500,000
Franklin County Community Foundation	500,000
Greater Lafayette Community Foundation (Tippecanoe County)	1,500,000
Greater Lafayette Community Foundation affiliate fund:	
White County Community Foundation	500,000
Greene County Foundation	500,000
Hancock County Community Foundation	1,000,000
Harrison County Community Foundation	500,000
Hendricks County Community Foundation	1,500,000
Henry County Community Foundation	500,000
Heritage Fund of Bartholomew County	1,000,000
Huntington County Community Foundation	500,000
Indianapolis Foundation (Marion County)	2,000,000
Jasper Foundation (Jasper County)	500,000
Jasper Foundation affiliate fund:	
Newton County Community Foundation	500,000
Jennings County Community Foundation	500,000
Johnson County Community Foundation	1,000,000

Kosciusko County Community Foundation	1,000,000
LaGrange County Community Foundation	500,000
Legacy Foundation and Crown Point Community Foundation (Lake County)	2,000,000
Legacy Fund (Hamilton County)	1,500,000
Madison County Community Foundation and South Madison Community Foundation (Madison County)	1,000,000
Marshall County Community Foundation	500,000
Montgomery County Community Foundation	500,000
Noble County Community Foundation	500,000
Northern Indiana Community Foundation affiliate funds:	
Fulton County Community Foundation	500,000
Miami County Community Foundation	500,000
Starke County Community Foundation	500,000
Ohio County Community Foundation	500,000
Orange County Community Foundation	500,000
Owen County Community Foundation	500,000
Parke County Community Foundation	500,000
Porter County Community Foundation	1,500,000
Portland Foundation (Jay County)	500,000
Pulaski County Community Foundation	500,000
Putnam County Community Foundation	500,000
Ripley County Community Foundation	500,000
Rush County Community Foundation	500,000
Steuben County Community Foundation	500,000
Tipton County Foundation	500,000
Union County Foundation	500,000
Unity Foundation of La Porte County	1,000,000
Vermillion County Community Foundation	50,000
Wabash Valley Community Foundation (Vigo County)	1,000,000
Wabash Valley Community Foundation affiliate funds:	
Clay County Community Foundation	500,000
Sullivan County Community Foundation	500,000
Warren County Community Foundation	500,000
Washington County Community Foundation	500,000
Wayne County Foundation	1,000,000
Wells County Foundation	500,000
Western Indiana Community Foundation (Fountain County)	500,000
Whitley County Community Foundation	500,000

## PHILANTHROPY

### Association for Research on Nonprofit Organizations & Voluntary Action (ARNOVA)

Indianapolis, IN

General operating support	240,000
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### Council on Foundations

Arlington, VA

2014 membership dues	55,000
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Support for closing plenary speaker at 2014 Centennial Fall Conference for Community Foundations	25,000
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### Foundation Center

New York, NY

General operating support	125,000
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### GuideStar USA

Williamsburg, VA

2015 membership dues	50,000
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### Independent Sector

Washington, DC

2014 membership dues	17,500
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Update publication, "Principles for Good Governance and Ethical Practice – A Guide for Charities and Foundations"	35,000
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### National Center for Family Philanthropy

Washington, DC

Family foundation leadership and community foundation initiative	150,000
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### Philanthropy Roundtable

Washington, DC

General operating support	100,000
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### Subtotal

Community Development Grants	124,799,263
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### Subtotal

Philanthropy Grants	797,500
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### Subtotal

Community Development and Philanthropy Discretionary Grants	93,488
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### Total

Community Development and Philanthropy Grants	125,690,251
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# Education and Youth Grant Approvals

Dollar amount approved in 2014

## Central Indiana Corporate Partnership Foundation (CICP Foundation)

Indianapolis, IN

Advanced Manufacturing and Logistics Initiative's workforce development and education programs	3,625,000
IndyXtern Initiative	1,325,771

## College Mentors for Kids

Indianapolis, IN

Evaluation of impact of College Mentors for Kids	27,425
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## Early Learning Indiana

Indianapolis, IN

Statewide early learning initiative	20,000,000
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## Hutson School (dba Fortune Academy)

Indianapolis, IN

Capital project	500,000
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## Independent Colleges of Indiana

Indianapolis, IN

Administration of the Lilly Endowment Community Scholarship Program 2014/15	1,491,000
Lilly Endowment Community Scholarship Program for 2016	18,500,000
Realizing the Dream, a program to recognize achievement by first-generation college students	281,510

## Indiana INTERNnet

Indianapolis, IN

Operating support	1,500,000
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## Indiana State University

Terre Haute, IN

Extending Teacher Creativity 2015: A summer workshop for Teacher Creativity Fellows	100,181
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## Indiana Student Financial Aid Association

Bloomington, IN

College Goal Sunday 2015 program	50,000
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## Indy Reads

Indianapolis, IN

Bridge funding to add volunteer coordinator	50,000
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## Purdue Research Foundation

West Lafayette, IN

Continued support for Military Family Research Institute	3,573,000
Strengthening Colleges of Engineering and Technology	40,000,000

## Rose-Hulman Institute of Technology

Terre Haute, IN

Continuation of the Homework Hotline	2,410,091
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## Starfish

Indianapolis, IN

Capacity building	50,000
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## The Mind Trust

Indianapolis, IN

Continued support for Teach for America (Indianapolis) and other teacher and principal quality initiatives	3,420,000
Innovation School Fellowship program	1,500,000

## United Negro College Fund

Washington, DC

Support for the UNCF Indiana campaign	85,000
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## United Way of Central Indiana

Indianapolis, IN

Continuation of Early Childhood Education Initiative	2,500,000
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### University of Indianapolis

Indianapolis, IN

Study of co-curricular programs in central Indiana 50,000

### Woodrow Wilson National Fellowship Foundation

Princeton, NJ

Woodrow Wilson MBA in Education Leadership in Indiana 14,482,405

### Teacher Creativity Fellowship Program

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

(100 grants at \$10,000 each) 1,000,000

## YOUTH

### Aftercare for Indiana Through Mentoring

Indianapolis, IN

Culinary job-training program 360,000

### Asante Children's Theatre

Indianapolis, IN

Capacity building 50,000

### AYS

Indianapolis, IN

Continued support for the Youth Professionals Fellowship Programs 1,148,921

### Boys & Girls Clubs of Indianapolis

Indianapolis, IN

Continued support for Goals for Graduation 70,064

### Center for Leadership Development

Indianapolis, IN

CLD College Prep Initiative 275,000

Operating support 325,000



### Children's Bureau

Indianapolis, IN

Revenue diversification 216,700

### Concord Center Association

Indianapolis, IN

Now for the Future program 160,000

### Damar Services

Indianapolis, IN

Feasibility study 49,250

### Fathers and Families Resource/Research Center

Indianapolis, IN

Operating support 300,000

### Girls Inc.

New York, NY

Evaluation design and planning 299,232

### IARCCA Institute for Excellence

Indianapolis, IN

Capacity building/emerging services 321,120

### Indiana Association of United Ways

Indianapolis, IN

Indiana Afterschool Network 1,000,000

### Indiana Black Expo

Indianapolis, IN

Youth and education programs 600,000

### Indiana FFA Foundation

Trafalgar, IN

Needs assessment and technology audit 25,500

### Indiana Philanthropy Alliance Foundation

Indianapolis, IN

Youth Philanthropy Initiative of Indiana 140,000

### Indiana Youth Institute

Indianapolis, IN

Operating support 5,000,000

### Indianapolis Art Center

Indianapolis, IN

SMART (Supportive Mentoring Through ART) and Beyond Perceptions programs 40,000

### Indianapolis Private Industry Council

Indianapolis, IN

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

### Junior Achievement of Central Indiana

Indianapolis, IN

Program growth initiatives 300,000

### Kids Voice of Indiana

Indianapolis, IN

Continued support for Children's Law Center 550,000

### Marian University

Indianapolis, IN

Ruth Lilly Health Education Center merger 942,150

### Marion County Commission on Youth

Indianapolis, IN

Operating support 210,000

### Medals4Mettle

Indianapolis, IN

Strategic planning 28,000

### National Urban Fellows

New York, NY

Support for fellowships in Indianapolis, recruitment and marketing 122,500

### 100 Black Men of Indianapolis

Indianapolis, IN

Capacity-building program support 150,000

Youth programming and staffing 50,000

### Planned Parenthood of Indiana and Kentucky

Indianapolis, IN

Sexuality education programming 50,000

### Ronald McDonald House

Indianapolis, IN

Safety and security updates 50,000

### Summer Youth Program Fund

Grants for organizations to provide summer activities for youth

(155 competitive grants to support 187 programs ranging from \$1,000 to \$235,213) 1,875,873

Adult & Child Center

Aftercare for Indiana Through Mentoring

Agape Therapeutic Riding Center

American Diabetes Association

Anglican Church of Resurrection

Art With a Heart

Asante Children's Theatre

Athenaeum Turners School (dba Young Actors Theatre)

AYS

Big Brothers Big Sisters of Central Indiana

Bosma Industries for the Blind

Boys & Girls Clubs of Indianapolis (5)

Brebeuf Preparatory School

Brightwood Community Center

Broadway United Methodist Church

Brooke's Place for Grieving Young People

Burmese American Community Institute

Butler University

Camptown

Care for Kids Foundation

Catholic Charities Indianapolis (2)

Catholic Youth Organization

Children's Museum of Indianapolis

Christamore House

Christel House Academy

Claude McNeal's Musical Theatre Training Program

Coburn Place Safe Haven

Community Action of Greater Indianapolis

Community Alliance of the Far Eastside (CAFE)

Community Health Network Foundation

Concord Center Association

Corinthian Baptist Church

Cosmo Knights Scholarship Fund

Damar Services

Dance Kaleidoscope

Dayspring Center

Diabetic Youth Foundation of Indiana

Dyslexia Institute of Indiana

Early Learning Indiana (Day Nursery)

East Tenth United Methodist Children and Youth Center

Edna Martin Christian Center (2)

Englishton Park Presbyterian Ministries

Entrepreneurial Ventures in Education

Fay Bickard Glick Neighborhood Center at Crooked Creek

Felege Hiywot Center

First Meridian Heights Presbyterian Church

First Samuel Missionary Baptist Church

Flanner House

Fletcher Place Community Center

Footlite Musicals

Forest Manor Multi-Service Center

Freetown Village

Girl Scouts of Central Indiana (2)

Girls Inc.

Gleaners Food Bank

Good News Mission  
 Gorgeous Ladies Acting Maturely (GLAM)  
 Great Commission Church of God  
 Happy Hollow Children's Camp  
 Harrison Center for the Arts  
 Hawthorne Social Service Association  
 Health and Hospital Corp.  
 Health and Science Innovations  
 Hear Indiana  
 Hemophilia of Indiana (2)  
 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 Sports Corp.  
 Indiana State Museum Foundation  
 Indianapolis Algebra Project  
 Indianapolis Art Center  
 Indianapolis Children's Choir  
 Indianapolis Housing Agency  
 Indianapolis Interfaith Hospitality Network  
 Indianapolis-Marion County Public Library Foundation  
 Indianapolis Museum of Art  
 Indianapolis Parks Foundation (5)  
 Indianapolis Soap Box Derby Association  
 Jackson Center for Conductive Education  
 James Whitcomb Riley Memorial Association  
 (dba Riley Children's Foundation)  
 Jameson Camp  
 John H. Boner Community Center (2)  
 Julian Center  
 Keep Indianapolis Beautiful  
 La Plaza (2)  
 Lawrence United Methodist Church  
 LifeBridge Community  
 Life Line Community Center  
 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)



Mary Rigg Neighborhood Center  
 Metropolitan School District of Pike Township  
 Metropolitan School District of Washington Township  
 Miracle Place  
 Mission Indy  
 Montessori Educational Charity  
 Mt. Moriah Missionary Baptist Church  
 Muscular Dystrophy Association  
 Music for All  
 National Junior Tennis League of Indianapolis  
 Net Literacy Corp. (dba Senior Connects Corp.)  
 New Beginnings Church  
 New Covenant Church  
 Noble of Indiana  
 Northside New Era Community Outreach  
 Oaks Academy  
 Oasis Christian Community Development Corp.  
 100 Black Men of Indianapolis  
 Partnerships for Lawrence  
 Pathway Resource Center  
 Peace Learning Center (2)  
 People's Burn Foundation  
 Philharmonic Orchestra of Indianapolis  
 Pro 100 (dba TeenWorks)  
 Project Endure





Project SEED  
 Promise Land Christian Community Church  
 Purdue University  
 Ruth Lilly Health Education Center  
 St. Florian Center  
 St. John's Community Care Services  
 St. Richard's School  
 Salvation Army (3)  
 Saturday Evening Post Society  
 School on Wheels  
 Shepherd Community (2)  
 Social Health Association of Indiana  
 Southeast Community Services  
 Speedway Baptist Church  
 Speedway United Methodist Church  
 SpringHill Camps  
 Stacey Toran Foundation  
 Starfish  
 Storytelling Arts of Indiana  
 Symphonic Youth Orchestra of Greater Indianapolis  
 Trinity House Academy  
 United Way of Central Indiana  
 Urban Arts Consortium of Indianapolis  
 VSA Indiana  
 Westminster Neighborhood Ministries  
 Writers Center of Indiana (dba Indiana Writers Center)  
 YMCA of Indianapolis (13)  
 Young Audiences of Indiana (2)  
 Young Life Indianapolis Urban  
 Zion Hill Missionary Baptist Church

### Summer Youth Program Fund

Capital project grants for organizations to  
 improve capacity to conduct summer programs  
 (31 competitive grants ranging from  
 \$1,286 to \$25,000)

571,127

Boys & Girls Clubs of Indianapolis  
 Burmese American Community Institute  
 Butler University

Camptown  
 Christamore House  
 Christel House Academy  
 Coburn Place Safe Haven  
 Community Alliance of the Far Eastside (CAFE)  
 Concord Center Association  
 Edna Martin Christian Center  
 Englishton Park Presbyterian Ministries  
 Felege Hiywot Center  
 Great Commission Church of God  
 Happy Hollow Children's Camp  
 Hawthorn Social Service Association  
 Health and Science Innovations  
 Indiana Annual Conference of the  
 United Methodist Church  
 Indiana State Museum Foundation  
 Indianapolis Parks Foundation  
 Indianapolis Soap Box Derby Association  
 Jameson Camp  
 John H. Boner Community Center  
 La Plaza  
 Lutheran Child & Family Services of Indiana  
 Peace Learning Center  
 Pro 100 (dba TeenWorks)  
 Promise Land Christian Community Church  
 Social Health Association of Indiana  
 VSA Indiana  
 Young Audiences of Indiana  
 Zion Hill Missionary Baptist Church

### Subtotal

Education Grants 116,521,383

### Subtotal

Youth Grants 16,280,437

### Subtotal

Education and Youth Discretionary Grants 113,835

### Total

Education and Youth Grants 132,915,655



# Religion Grant Approvals

Dollar amount approved in 2014

## Academy of Preachers

Louisville, KY

Continued support for Academy of Preachers project 798,000

## Association of Theological Schools

Pittsburgh, PA

Educational Models and Practices in Theological Education project 5,950,000

## Brite Divinity School

Fort Worth, TX

Continued support for the Soul Repair in Veterans of War 650,000

## Calvin College

Grand Rapids, MI

Project to preserve and share literary and musical classics of the Christian faith 487,985

Supplemental support for Vital Worship Grants Program 2,000,000

## Capital Region Theological Center

Albany, NY

Continued support for Congregational Resourcing Initiative 600,000

## Center for Interfaith Cooperation

Indianapolis, IN

Support for Festival of Faiths project 15,000

## Christian Theological Seminary

Indianapolis, IN

Continued support for New Media Project 332,650

Supplemental support for Pastoral Excellence Network program 1,000,000

Support for Lilly Endowment National and Indiana Clergy Renewal Programs for 2016 8,455,344

## Church Federation of Greater Indianapolis

Indianapolis, IN

Focusing the Vision project 50,000

Support for Benevolence Fund and Congregational Mentoring Program 150,000

## Council of Independent Colleges

Washington, DC

Supplemental program support for Network for Vocation in Undergraduate Education (NetVUE) 2,491,480

## Duke University

Durham, NC

Support for Leadership Education at Duke Divinity 5,999,788

## Fund for Theological Education

Decatur, GA

Coordination program for Campus Ministry Theological Exploration of Vocation Initiative 872,476

## In Trust

Wilmington, DE

Coordination program for Initiative to Strengthen Fundraising in Historic African-American Theological Schools 500,000

## Indiana Landmarks

Indianapolis, IN

Indiana religious properties stewardship program 1,260,370

## Indianapolis Symphonic Choir

Indianapolis, IN

Continued support for Sacred Choral Art series 356,000

## Interdenominational Theological Center

Atlanta, GA

Building Bridges of Hope: The Church's Role in Reaching Disconnected Youth project 200,000

**Interfaith Youth Core**

Chicago, IL

Support to expand partnerships with church-related colleges and universities	600,000
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**Louisville Presbyterian Theological Seminary**

Louisville, KY

Continued support for the Louisville Institute project	7,993,517
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Supplemental support for the Louisville Institute project	2,487,000
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**Morehouse College**

Atlanta, GA

Continued support for the WorldHouse Initiative Realized project	500,000
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**National Interfaith Cable Coalition**

New York, NY

Continued support for "ON Scripture" Christian lectionary-based commentaries project	1,250,000
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**Religion Newswriters Foundation**

Columbia, MO

Planning for sustaining the Religion News Service project	1,560,000
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**St. John's University**

Collegeville, MN

Equipping Pastoral Leaders to Strengthen Christian Community project	997,135
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**Samaritan Interfaith Counseling Center**

Naperville, IL

Continued support for Samaritan Center for Congregations project	600,000
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**Samford University**

Birmingham, AL

Congregational Excellence Resourcing project	800,000
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Support to expand worship and arts program for high school youth	600,000
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**Seminary Consortium for Urban Pastoral Education**

Chicago, IL

Organizational capacity-building project	500,000
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**Shepherd Community**

Indianapolis, IN

Congregational Help Button project	50,000
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**University of Notre Dame du Lac**

Notre Dame, IN

Study of the role and expectations of parents in the transmission of faith to children and youth	867,812
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Support for national research program on pastoral leadership and clergy well-being	2,536,169
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**University of Southern California**

Los Angeles, CA

Remapping American Christianities project	1,000,000
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**University of Virginia**

Charlottesville, VA

Continued support for the Project on Lived Theology	2,197,497
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Vocation and the Common Good project	969,650
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**Wabash College**

Crawfordsville, IN

Continued support for Wabash Center for Teaching and Learning in Theology and Religion	7,750,000
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Coordination of Early Career Pastoral Leadership Development programs	525,550
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Supplemental support for the Wabash Center for Teaching and Learning in Theology and Religion program	2,000,000
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**WNET**

New York, NY

Support for the 18th season of "Religion & Ethics NewsWeekly"	4,200,000
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**Campus Ministry Theological Exploration of Vocation Initiative**

Programs that help campus ministries at public universities develop and expand their vocational discernment work with undergraduate students (26 grants ranging from \$31,593 to \$400,000)	3,127,524
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All Saints Catholic Newman Center, Tempe, AZ

Baptist Student Foundation at Purdue, West Lafayette, IN

Campus Chapel, Ann Arbor, MI

Catholic Newman Center, Seattle, WA

Cooper House, Blacksburg, VA

ELCA Campus Ministry for Brazos Valley, College Station, TX

First Presbyterian Church, Berkley, CA

First Presbyterian Church, Boulder, CO

First Presbyterian Church, Tuscaloosa, AL

Geneva Campus Church, Madison, WI

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



Grace Evangelical Presbyterian Church,  
Lawrence, KS

Holston Conference United Methodist Church  
Foundation, Alcoa, TN

Indiana University Christian Student Fellowship,  
Bloomington, IN

InterVarsity Christian Fellowship – USA, Madison, WI

Lutheran Campus Council of Grand Forks,  
Grand Forks, ND

Lutheran Campus Ministry at the University of  
Colorado, Boulder, CO

Newman Center – Holy Spirit Parish, Honolulu, HI

Presbyterian Campus Ministry, Athens, GA

The Navigators, Colorado Springs, CO

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

United Ministries in Higher Education, Springfield, MO

Wesley Foundation at Illinois State University, Normal, IL

Wesley Foundation at Texas Tech, Lubbock, TX

Wesley Foundation Unit, Cedar Falls, IA

Westminster Foundation, Morgantown, WV

### Early Career Pastoral Leadership Development Programs

Programs for pastors in the early stages of their  
careers that strengthen their leadership skills and  
capacities by bringing them into direct conversation  
with civic and business leaders to explore major  
challenges facing their communities

(6 grants ranging from \$498,433 to \$500,000) 2,998,025

Emory University, Atlanta, GA

Fuller Theological Seminary, Pasadena, CA

Hendrix College, Conway, AR

Marquette University, Milwaukee, WI

Messiah College, Mechanicsburg, PA

Protestant Episcopal Cathedral Foundation,  
Washington, DC

### Initiative to Strengthen Fundraising in Historic African-American Theological Schools

Support for African-American seminaries that  
are developing new fundraising strategies and  
programs to more deeply engage donors and  
other constituents

(6 grants of \$500,000) 3,000,000

Hood Theological Seminary, Salisbury, NC

Howard University, Washington, DC

Interdenominational Theological Center, Atlanta, GA

Payne Theological Seminary, Wilberforce, OH

Shaw University, Raleigh, NC

Virginia Union University, Richmond, VA

### Initiative to Strengthen the Quality of Preaching

Support for programs that help working pastors  
improve preaching and programs that enhance  
preaching instruction for seminary students

(9 grants ranging from \$498,732 to \$500,000) 4,497,912

Asbury Theological Seminary, Wilmore, KY

Baylor University, Waco, TX

Duke University, Durham, NC

Garrett-Evangelical Theological Seminary,  
Evanston, IL

Gordon Conwell Theological Seminary,  
South Hamilton, MA

Luther Seminary, St. Paul, MN

Northern Baptist Theological Seminary,  
Lombard, IL

Protestant Episcopal Theological Seminary,  
Alexandria, VA

University of Notre Dame du Lac, Notre Dame, IN

**Subtotal**

Religion Grants 85,776,884

**Subtotal**

Religion Discretionary Grants 34,000

**Total**

Religion Grants 85,810,884

**Grand Total – All Divisions** 344,416,790

Incentive Grants for Employee Giving 4,976,859

Total – All Grants Approved\* 349,393,649

#### \* 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 (7,500)

Adjustments for refunds (474,507)

Net Total – Grant Approvals 348,911,642

## Grant Guidelines & Procedures

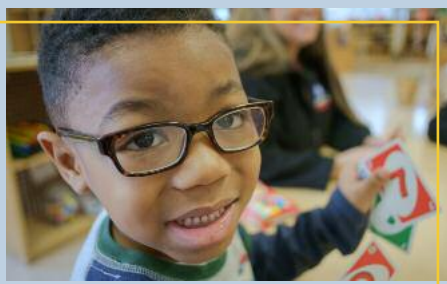
**Lilly Endowment receives a few thousand grant requests each year, but we can fund only a small percentage of many worthwhile proposals. These guidelines, formulated over the years by our founders and the Endowment's Board of Directors, govern our grantmaking decisions.**

### 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



percentage of Indiana residents with bachelor's degrees. We support a number of invitational grant programs, many of which are aimed at the abilities of Indiana colleges and universities to increase the state's educational attainment level.

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 enrich the religious lives of American Christians, principally by funding efforts

to encourage, support and educate a new generation of talented pastors and to strengthen current pastors in their capacities for excellence in ministry.

We seek to help congregations be vibrant, healthy communities of faith, and we encourage efforts that make accessible the wisdom of the Christian tradition for contemporary life. We support projects that strengthen the contributions that religious ideas, practices, values and institutions make to the common good of our society. We support theological schools and other educational and religious institutions that share these aims.

Our work in religion is national in scope.

### 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.



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.

### Education

Our education grantmaking revolves primarily around our interest in improving education in Indiana, with special emphasis on higher education and on programs designed to increase the



## 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.

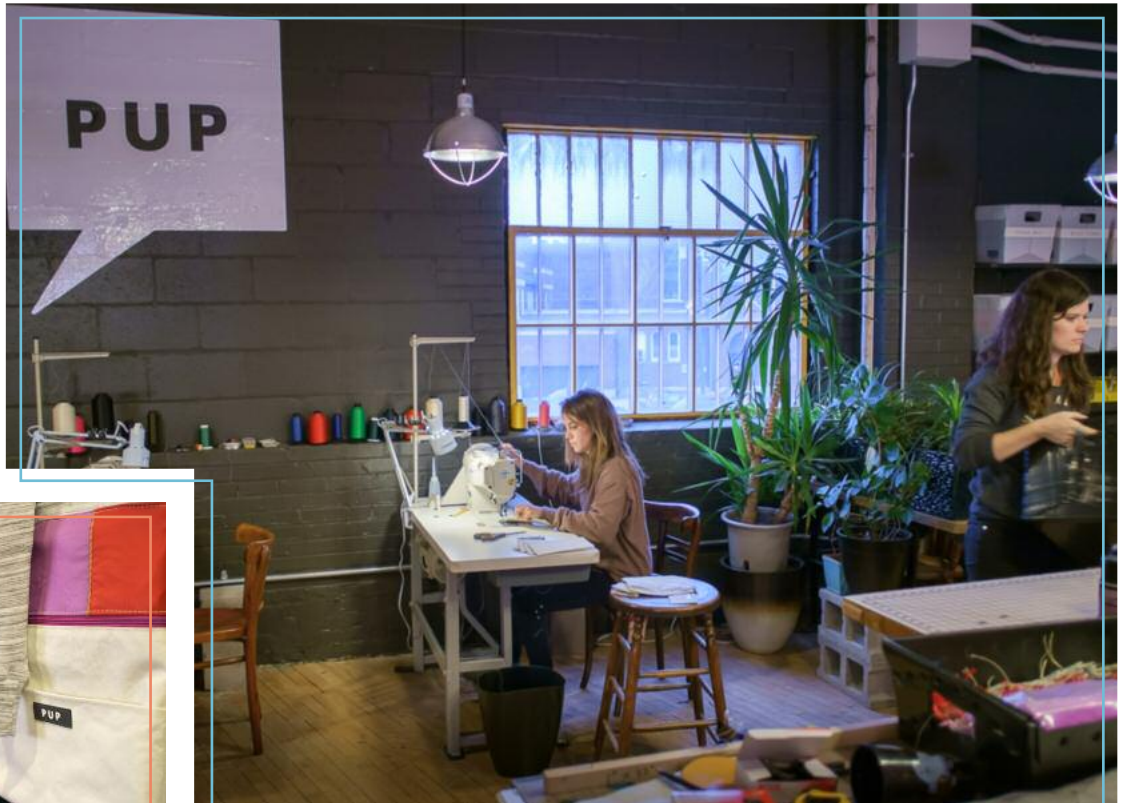
Please direct correspondence to:



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)





#### Acknowledgments

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Pages 2, 8, 9: Courtesy of IMA

Page 10 (left): Courtesy of IndyHub

Page 12: Courtesy of Pres House

Page 15 (lower left): Courtesy of Pres House

Page 15 (upper right): Courtesy of University of Notre Dame

Pages 26, 27: Courtesy of La Plaza

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Holly G. Miller

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Martha Allan

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Printing

Mossberg & Company Inc.

**In 2008 Michael Bricker and a few friends learned that the fabric roof of the old RCA Dome was headed for a landfill. Then they had an idea: Take the old stuff and make new stuff.** Give local artisans a chance to imagine and create here in Indianapolis by celebrating the city, its history and a sustainable future all at once. That's how Bricker (upper left) co-founded People for Urban Progress (PUP) in a Fountain Square studio (right). Since then, the not-for-profit has turned the stadium roof fabric into wallets and messenger bags (left) and shade pavilions for city parks across Indianapolis. Next, PUP rescued 9,000 orange seats from the old Bush Stadium baseball park and repurposed them as "PUPstops," doubling the number of benches available for waiting IndyGo passengers. Nearly five miles of old banners from Super Bowl XLVI became more bags. Sales of this hip PUP merchandise are funding more projects, including transformation of the old city hall into an urban planning hub for the Indianapolis Department of Metropolitan Development. **"The idea is to produce goods for good,"** Bricker says. "Salvage something, make something, sell something and put something out in the community." A Lilly Endowment grant of \$43,000 in 2013 supported strategic planning that took hold in 2014. Working with local consultants, PUP created a "living document" that works like a to-do checklist, according to Jonathan Allinson, PUP's director of operations and development. "For five years, we were expanding in a lot of different directions," Allinson says. "Now we have a strategic plan that helps us make conscious decisions. It's amazing to see the progress in just a year."



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)