



Lilly Endowment Annual Report 2018

18

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About Lilly Endowment

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

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

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

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

Once Only Imagined



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In 1937, when J.K. Lilly Sr. and his sons, Eli and J.K. Jr., founded Lilly Endowment they imagined into being a new institution—one that could help address challenges in society that concerned them and advance causes they cared about. In like fashion, imagining new medicines to help heal a variety of human illnesses was at the heart of their endeavors at their pharmaceutical business, Eli Lilly and Company. Research and innovation were the lifeblood of the enterprise.

“What is now proved was once only imagined.”

—William Blake

In both business and philanthropic pursuits, our founders believed in maintaining what is good about established ways of doing things while always being on the lookout for a better approach to solve a problem. J.K. Lilly Sr.'s father, Col. Eli Lilly, told him about their business: “Take what you find here and make it better and better.” In turn, J.K. Sr. told his son Eli in 1919 that “as long as I am connected with the business we shall not depart from a proper policy of conservatism, while at the same time being progressive.”

Our founders applied these insights and ways of thinking to their leadership of the Endowment. Today, we continue to follow their conservatively progressive philosophy of strengthening what works while helping our grantees imagine new and better strategies to address important challenges and improve the human condition. Stories in this annual report feature some of the imaginative approaches our grantees are taking in the three key areas of grantmaking our founders established: community development, education and religion.

The stories illustrate:

How the Endowment’s nearly \$50 million arts and cultural initiative is helping leverage the power of arts and cultural programs to enliven neighborhoods and the larger community in Indianapolis for years to come. When we

announced the community development initiative in early 2018, we did not envision the astounding creativity it would help unleash in our community.

How the latest phase of the Endowment’s Giving Indiana Funds for Tomorrow (GIFT) initiative seeks to inspire a new era of leadership among Indiana’s impressive array of community foundations. When the Endowment launched GIFT in 1990, there were about a dozen active community foundations in the state with total assets of approximately \$100 million. Today, there are 94 community foundations and affiliate funds serving each of Indiana’s 92 counties. At the end of 2017, they had total assets of \$3.6 billion. Through this new GIFT Phase VII, the Endowment is allocating \$125 million to provide endowment-building matching grants to help strengthen these important community organizations and grants to encourage them to imagine how they can play even more effective leadership roles in addressing high priorities in their communities.

How The Salvation Army is executing a new way to break the generational cycle of poverty. For most of its more than 150-year history, The Salvation Army has been known for its commitment—animated by Christian faith—to meet the basic

needs of the most vulnerable people in society by providing food, clothing and emergency shelter. The Salvation Army's new Pathway of Hope program, which was piloted in 2013 with a \$4.8 million Endowment grant, uses a case-management approach to help people become self-sufficient. A \$10 million grant in 2018 will help expand the program nationwide.

How the Endowment is encouraging collaboration among Indiana education grantees. In fall 2018, the Endowment convened representatives from the 96 K-12 school corporation and charter school grantees supported through its Comprehensive Counseling Initiative and the 38 Indiana colleges and universities funded under Round III of its Initiative to Promote Opportunities Through Educational Collaborations, along with state business, civic and governmental leaders, to discuss how together they could help enhance student career success.

PERSONNEL CHANGES

The Endowment is pleased to note the election in 2018 of John Lechleiter to its board. As the former chairman, president and chief executive officer of Eli Lilly and Company, he shares the Endowment's commitment to the values and legacy of our founders. We will benefit greatly from his wisdom, experience, judgment, intelligence and passion for philanthropy.

We also acknowledge with gratitude the retirements of three long-tenured staff members:

Wallace "Ace" Yakey, the Endowment's vice president for community development, retired after 21 years of exemplary service, during which he adroitly administered a broad range of our grantmaking, from grants for human services, economic development efforts and arts and cultural programs, to grants for community foundations and United Ways across Indiana and disaster relief efforts around the country.

Martin Davis, the Endowment's director of data systems, retired after 27 years of dedicated service during which he played a pivotal role in developing our information management systems and improving our administrative processes.

Sallee Roach, who served as my executive assistant, retired after 28 years of superb service. She is known especially for her gracious and helpful interactions with Indiana community foundations in connection with the Endowment's GIFT initiative. She began her tenure at the Endowment the week the GIFT initiative was announced in 1990 and worked with these grantees until the day she retired.

We are most grateful for all the contributions of these three staff members to the Endowment's work; they will be missed.

How innovative efforts of AgriNovus Indiana and National FFA are lifting up 21st century careers in agriculture and ag-bioscience. An Endowment grant to CICP Foundation is helping AgriNovus connect with students and educators in Indiana to strengthen awareness of and preparation for these careers. AgriNovus reached out to some 67,000 FFA members who attended the 2018 FFA convention in Indianapolis, which the Endowment also was pleased to support.

How the Project for Sacred Places, an Endowment-funded collaboration between the National Trust for Historic Preservation and Partners for Sacred Places, is helping congregations with historically significant buildings imagine new ways the buildings can be used to revitalize their communities.

How the Endowment's initiative, Thriving in Ministry, is supporting organizations nationwide that care deeply about the well-being of pastors in implementing promising programs to help pastors thrive in congregational ministries by addressing various challenges they face at different times in their lives.

We at the Endowment are amazed by the creativity and commitment of those who work for and lead our grantees. They are passionate about the causes and beneficiaries they serve. The ability to help them and others envision new possibilities and realities makes working for the Endowment such a privilege. We view our work as a calling, and we are blessed to do it.

IN CLOSING, my colleagues and I are not sure that our three founders—even with their farsighted vision—ever imagined that some 82 years later their foundation would have made grants totaling nearly \$10.4 billion. We take seriously our role as stewards of their generosity and are resolved to conduct the Endowment's affairs in ways that further their aims and reflect their values.



N. Clay Robbins
Chairman, President & Chief Executive Officer



Creative Forces Unite to Move a City Forward

When Lilly Endowment announced its \$25 million Strengthening Indianapolis Through Arts and Cultural Innovation initiative in January 2018, it invited people who care about the quality of life in Indianapolis to imagine and to dream.

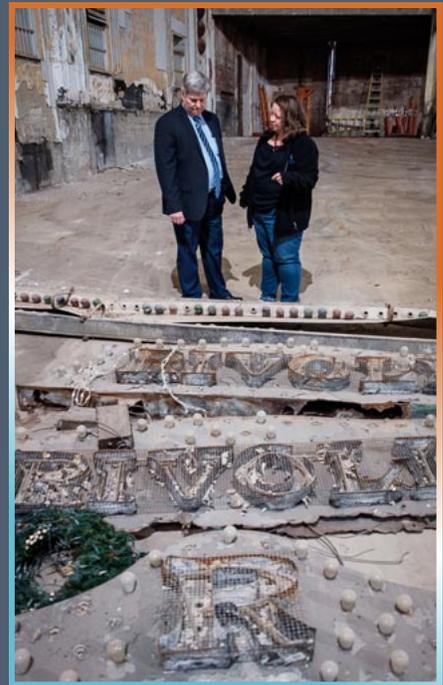
How can the arts and other cultural offerings make the city more livable for all of its residents? What can arts and culture do to make Indianapolis more inviting to tourists? How can the arts help newcomers put down roots and make Indianapolis their home?

By summer more than 200 organizations from diverse sectors had submitted their ideas: ideas that revealed intriguing new collaborations among varied organizations; ideas that reflected passionate commitments to corners of the city that are underappreciated; ideas that uncovered projects often put on the back burner because funding was out of reach.

There were so many strong ideas that in late autumn the Endowment nearly doubled its funding for the initiative, awarding just under \$49 million in grants to support 17 projects. The grants were in addition to the Endowment's regular grantmaking to support arts and culture organizations, most of them based in Indianapolis. The projects funded are varied in approach and scope, from one-time events to efforts to transform Indianapolis landmark institutions.

"It is quite forward thinking to call for charitable organizations of all kinds, not just arts and culture organizations, to take on an arts and culture project," said Robert L. Lynch, president and CEO of Washington, D.C.-based Americans for the Arts, an organization that advances the arts across the United States. "This is the future of arts support. It's a great initiative, it's important, and it's the kind of work that should be encouraged in communities where you have projects in the arts linked with advancement of different issues within the community."

Closer to home, the grants have caught the attention of leaders in the Indianapolis corporate sector who are keenly aware of how important a healthy, innovative cultural landscape is for a city. Quality of place is important when it comes to attracting and retaining the new and diverse talent Indianapolis needs to strengthen companies, according to David L. Johnson, president and CEO of the Central Indiana Corporate Partnership (CICP). CICP is an Indianapolis-based organization that brings together executive leadership from industry, academia and philanthropy to advance regional prosperity.



- Projects at Harrison Center (opposite), John H. Boner Community Center (above) and Riverside Park are leveraging arts and culture to transform Indianapolis.





Riverside Park. He served as Indianapolis mayor from 1895 to 1901, then as head of the Democratic National Committee and briefly as a U.S. Senator. The restored memorial will become the backdrop for an outdoor amphitheater that will feature free Indy Shakes performances each summer as well as Indy Parks’ free summer concert and movie series.

“Lilly Endowment is giving us the chance to shine the jewels that we have and set it up so we can keep them shiny,” says Lori Hazlett, president of the Indianapolis Parks Foundation. “Each organization is going to be able to fulfill its mission. And we get to do it together, which makes it even better.”

On the other side of town, the John H. Boner Community Center and eight other Eastside organizations will work together on the 10 East Art & Design District, using arts-based economic development strategies to develop a one-mile corridor of East 10th Street.

Boner CEO James Taylor says the \$4,319,218 grant will support multiple endeavors, including reclaiming vacant properties on 10th Street for creative reuse, transforming underused public places into vibrant spaces, and increasing neighborhood arts programming. Plans include creating a system that helps artists book temporary spaces to display their work, developing housing that artists can purchase or rent so they can live in the neighborhood creating arts programming for the neighborhood.

“Arts can be a force for changing people’s lives, for changing people’s perspective, for changing a commercial corridor within a neighborhood,” Taylor says. “That has the effect of changing the community itself.”

While the Taggart and 10 East Arts & Design District grants will transform two specific locations, the Creative Placemaking

“These transformative grants ... will enable Indianapolis to truly shine.”

“These transformative grants from the Endowment will enable Indianapolis to truly shine—for those who live and work here today and for the many more we hope will be coming to join us in growing our economy,” says Johnson.

Partners find common ground

Indy Parks needed resources. Indiana Landmarks wanted to restore a monument. And Indy Shakes—the Indianapolis Shakespeare Company—sought a permanent home for performances. The Indianapolis Parks Foundation brought them together, and they all got what they were looking for in the form of a \$9,240,000 Endowment grant to revitalize the Taggart Memorial Mainstage Amphitheatre in Riverside Park on the west side of Indianapolis.

Construction and restoration are expected to be complete by the end of 2019. Erected in 1931, the Taggart Memorial is named for Thomas Taggart, the Indiana political leader who helped create

Neighborhood Training Program will help 30 Indianapolis neighborhood associations and leaders create an array of creative placemaking projects.

Supported by a \$553,561 grant, the Indianapolis Neighborhood Resource Center (INRC) and the Harrison Center are jointly conducting the program, which helps groups across the city use the arts to engage residents in improving their neighborhoods.

INRC Executive Director Anne-Marie Taylor says her organization contacted Harrison Center to pitch the idea of working together. She believes INRC has the neighborhood contacts and programming in place through its Indianapolis Community

-  Newfields (above) is using its grant to expand seasonal programs on its campus.
-  Harrison Center’s First Friday event (opposite) inspired crowdsourcing as a way to develop its grant proposal.

Building Institute and Harrison Center has the know-how to generate arts projects and experience working successfully with neighborhood groups.

“The opportunity for us to work with people in 30 neighborhoods, as they think about what makes each neighborhood a destination, is really exciting,” Anne-Marie Taylor says. “This has the potential to transform the city.”

Expanding the audience

While INRC is working to improve the inclusion of the arts in neighborhoods, the Indiana Blind Children’s Foundation’s No Limits Arts Series project will work to strengthen inclusiveness in the arts for individuals with disabilities. At the center of the three-year, \$1,003,167 grant is a plan to help high school students at the Indiana School for the Blind and Visually Impaired (ISBVI), which is

supported by the foundation, become advocates for improving access to the arts.

Taking part in a new school leadership club, students will work alongside ArtMix and advise leaders from the Eiteljorg Museum of American Indians and Western Art, Heartland Film, Phoenix Theatre, Dance Kaleidoscope, and Capital City Chorus about how they can become more accessible to persons with disabilities, including those with visual impairments.

At the same time, Indiana Blind Children’s Foundation Executive Director Laura Alvarado says, “Many people don’t understand what happens here at the School

Request for Ideas Inspires Creative Search for Potential Project

When Lilly Endowment opened its initiative Strengthening Indianapolis Through Arts and Cultural Innovation in January, Joanna Taft was out of ideas. The executive director of the Harrison Center, an art gallery/studio/cultural center that calls itself “a force for cultural development in Indianapolis,” had just devoted more than a year to a massive theater project that reimagined what its northside Indianapolis neighborhood ought to be. Faced with an intriguing request for proposals from the Endowment, Taft remembers thinking she had nothing.

But, rather than miss the opportunity, the Harrison Center turned to crowdsourcing. It asked the people it serves to share their creativity, hopes and vision. Harrison Center staff placed pads of Post-it Notes at the entrance of its building at 1501 N. Delaware St. and invited everyone who wandered through to write down ideas for how to make the Harrison Center better.

During a six-week period, hundreds of people stuck their notes on the big window in the center’s City Gallery. Those suggestions became the cornerstones of the Convertible project to make the Harrison Center more welcoming. The \$2,128,160 grant to support the project will fund a variety of innovations, including the addition of an elevator. No ordinary lift, this one will be a karaoke elevator where visitors can sing along with some of the 190 songs that Harrison Center contributors have written about urban Indianapolis. The elevator will ascend to a rooftop deck that will be home to activities including tetherball.

Elsewhere, the building’s seven entrances will get different-colored light installations to make them more easily identifiable. The courtyard will become a neighborhood greenspace for kids and dogs, and the building’s basement windows—many boarded up or dark—will be turned into art displays.

All of these ideas—and others, like light and sound installations and colored smoke coming from the building’s early 20th century brick smokestack—started on Post-it Notes.

“The Post-it Notes became a cohesive story,” Taft says. “We’re really proud of the process that brought us here.”



2018 Arts Initiative

Through its 2018 initiative, Strengthening Indianapolis Through Arts and Cultural Innovation, Lilly Endowment encouraged community organizations of all kinds to imagine how they could be part of efforts that engage arts and cultural experiences to improve life in Indianapolis. The results: grants to 18 organizations funding 17 projects. Ranging from \$49,000 to \$9,240,000, the grants fund a variety of approaches that include one-time events, strategic capital improvements and long-term community partnerships.

- Arts for Learning for Third Space
- Big Car for Cruft Street Commons
- Central Indiana Community Foundation for GM Stamping Plant Design Competition
- Downtown Indy for Shining a Light on Indianapolis
- Eagle Creek Park Foundation for New Trail System
- Harrison Center for Convertible
- Indiana Black Expo for Dance Heritage Programs
- Indiana Blind Children's Foundation for No Limits Arts Series
- Indiana War Memorials Foundation for Shining a Light on Indianapolis
- Indianapolis Neighborhood Resource Center for Creative Placemaking Neighborhood Training Program
- Indianapolis Parks Foundation for Taggart Memorial Mainstage Amphitheatre
- IndyFringe for Fringe on Wheels
- John H. Boner Community Center for 10 East Art & Design District
- Keep Indianapolis Beautiful for Art & Seek
- Lawrence (City of) for Cultural Campus at Fort Harrison
- MSD Wayne Township for RosieCon
- Newfields for Festival Infrastructure
- Phalen Leadership Academies for Arts as Empowerment

for the Blind. We need to become more open and accessible to people who are not familiar with our community.”

The grant will help fund renovations at the school to foster increased arts programming for the public, including a community performance each July that will mark the anniversary of the landmark federal legislation, the Americans With Disabilities Act. The ISBVI will be updating audio, lighting, film and other technical specifications in its auditorium to improve everyone's experience there.

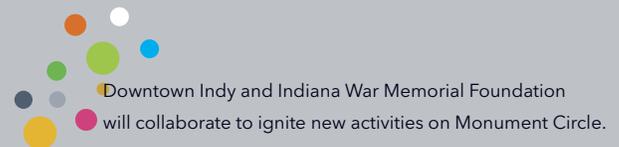
A destination for all seasons

Expanding the audiences that visit the grounds of one of Indianapolis' most prominent cultural institutions is central to the \$8 million grant to Newfields, home to the Indianapolis Museum of Art and the Virginia B. Fairbanks art & nature park. Building on research about what attracts people to visit museums and gardens and experimentation with various concepts throughout its campus, Newfields will use its grant to fund infrastructure improvements, including creating a place for a culinary arts department. The grant also will support new seasonal programs. The first will be Harvest in 2019, which will explore the bounty of autumn through outdoor art installations, large-scale performances and horticulture displays.

Newfields has expanded visitor engagement in recent years with Winterlights, an annual multi-faceted holiday lights display, and Spring Blooms, a seasonal celebration of the botanical gardens throughout the Newfields campus.

“We are extremely excited by the Endowment's investment in Newfields' future. The grant will enable us to advance our strategic plan to create exceptional seasonal programming at the intersection of art and nature, which is our mission,” says Charles Venable, the Melvin & Bren Simon Director and CEO at Newfields.

Reflecting on the grant to Newfields and the entire field of grants in the initiative, Venable adds, “Years from now people will look back and realize this was a watershed moment in the development of Indianapolis' quality of life.”





Funding Invites Leaders to Envision Stronger Communities

“The GIFT Phase VII leadership planning grant opportunity has caused us to imagine how we could better identify our role in the important challenges and opportunities facing the communities in our county,” says Mary Gibble, president of the Hancock County Community Foundation (HCCF). Her peers across the state are similarly envisioning what community foundation leadership could be in their communities as they consider how to use grant opportunities Lilly Endowment offered in 2018 under Phase VII of the Endowment’s Giving Indiana Funds for Tomorrow (GIFT) initiative.

For Phase VII, the Endowment has allocated \$125 million to help Indiana community foundations strengthen the towns, cities and counties they serve. A portion of these resources will be available as matching funds to encourage donors to give to their community foundations; the remaining portion will be in the form of grants to help community foundations lead their communities more effectively.

Through Phase VII, the Endowment invited community foundations to apply for matching grants of \$500,000 to \$4 million, based on the population of the counties the community foundations serve. The grants are designed to encourage residents and others to give generously to grow community foundation endowments and to fund local community needs. Nearly \$67 million was set aside for this component of Phase VII.

To encourage the engagement of community foundation board members, the Endowment will award unrestricted grants of \$100,000 to each community foundation that achieves 100 percent financial support from its board members. These grants, which may total up to \$9.2 million, are expected to be paid in 2020.

Additionally, community foundations can apply for planning grants of \$50,000 to \$200,000 (based on county population) through the Community Leadership Grants component of Phase VII. These leadership planning grants are designed to help community foundations deepen their understanding of key challenges and opportunities in their communities and then prioritize the ones that they are best positioned to address.



 Mary Gibble, Hancock County Community Foundation president.

“By helping localities identify their priorities and discover ways to address them, the program invests in the leadership roles of these civic hubs that can help our communities’ civic spirit flourish.”

—Dr. Amir Pasic

Grants of \$100,000 to \$500,000 (based on county population) will then be awarded to help implement plans to address these priorities. For especially compelling ideas that emerge from this work, the Endowment may invite selected community foundations to apply in 2020 for grants of up to \$5 million to advance these high-impact opportunities. The Endowment has encouraged, but not required, community foundations to collaborate with each other on efforts that address significant cross-county challenges and opportunities in their regions.

The Endowment created GIFT in 1990 to help local communities in Indiana develop the philanthropic capacity to identify and address local needs and challenges. When GIFT began, there were about a dozen Indiana community foundations. Today, there are 94 community foundations and affiliate funds making grants to support local charitable organizations in all of Indiana’s 92 counties. The combined community foundation assets have grown from \$100 million in 1990 to nearly \$3.6 billion at the end of 2017.

Through this new phase of the GIFT initiative, the Endowment is recognizing the

inherent capacity of community foundations to provide civic leadership in Indiana, according to Dr. Amir Pasic, the Eugene R. Tempel Dean of the Indiana University Lilly Family School of Philanthropy.

“By helping localities identify their priorities and discover ways to address them, the program invests in the leadership roles of these civic hubs that can help our communities’ civic spirit flourish,” Pasic says. “Because community foundations are uniquely positioned as creatures of their communities for their communities, they can help crystallize how people can work together to shape their future. GIFT inspires, and it brings added fuel to the process through its well-designed matching, planning and leadership grants.”

According to Gible, the GIFT leadership grant opportunity comes at a time when her foundation is ready to accelerate its leadership in the county of about 75,000 residents east of Indianapolis. It has some experience to build upon. For example, HCCF regularly convenes stakeholders to identify assets and address opportunities. Since 2015, HCCF also has led efforts to invest in educational attainment through an early childhood literacy campaign. When foundation leaders learned that 40 percent of the county’s children scored below state standards for kindergarten readiness, HCCF partnered with the Hancock County Public Library and the Dollywood Foundation to bring the Imagination Library Program to the county. The program provides books for the homes of infants, toddlers and preschoolers. The first child was enrolled in 2016. Now 1,200 children take part. HCCF established an endowed fund to pay for the program, leveraging the 2014 Phase VI matching grant.

Kendra Ball and daughter Kayla, 3, take part in an early-learning literacy program created by the Hancock County Community Foundation that was fueled by a GIFT grant.





“With GIFT Phase VII planning grant funds, we hope to determine if there is a pattern that weaves a thread between the important challenges and opportunities our county faces,” says Gibble. “Is there a gap HCCF should fill?”

Like HCCF, the Community Foundation of Madison and Jefferson County (CFMJC) was founded in 1991 as a result of the first phase of GIFT. Jefferson County along the Ohio River in southeastern Indiana is home to about 32,000 residents. In 2018, the leadership grant opportunity was a welcome invitation for the foundation to flex its leadership muscle, said CFMJC President and CEO Bill Barnes.

“This is like something we have never done before. The stakes are high. We have talked about this as a board and part of the challenge is how do we get our heads and arms around it,” Barnes says. “It’s a little scary. It’s big. But we believe it’s the right thing and the right time.”

The Endowment is allocating \$5.75 million for Phase VII leadership planning grants, which it intends to make in 2019. In 2020, the Endowment plans to

“This is like something we have never done before. The stakes are high ... the challenge is how do we get our heads around it.”

Back in 2012, CFMJC took on a leadership role when it realized that artists and arts and culture organization administrators were longing to leverage the arts as a driver for community engagement, economic development and improved quality of life in the region. Barnes joined the arts leaders for a series of conversations. No one knew where to start, Barnes recalls, so the foundation decided it needed to be the convener, the advocate and the organization that helped people set goals and get strategic.

In 2014, the Madison Area Arts Alliance was born. Among other activities, the alliance promotes art in the community, supports a network for artists and encourages artistic entrepreneurial activity in Jefferson County.

Now, Barnes says it’s time for the community foundation to take on leadership to solve a more pressing set of challenges—Jefferson County’s high rates of cardiovascular-related illnesses, suicide and substance abuse. Since 2017, CFMJC has been working with the King’s Daughters Hospital (KDH) to learn about the causes and consequences of the troubling health statistics. With a GIFT leadership grant possibility on the horizon, Barnes says he believes CFMJC and the KDH Foundation can be a force to help reduce the number of suicides, improve heart health and strengthen support for people affected by addiction.

invite community foundations to seek implementation grants for their leadership efforts. The Endowment is allocating up to \$43.2 million for leadership implementation grants.

- Community foundations have led arts and culture projects in Madison, Ind. (above),
- and in Greenfield, Ind. (below).





Salvation Army's **Pathway to Hope**

Taking a longer view to help families

What does stability feel like? Fifteen-year-old Braxton can define it with precision. "When you have somewhere to sleep at night. You have food, you have a house, you know your mom's doing good," he says, sitting with his family around the dining room table at their Terre Haute, Ind., home as sunlight streams through a window.



Multi-faceted, strategic support to families and youth, including Jamie and her children (above), is the heart of Pathway of Hope, a program of The Salvation Army (right). Case workers like Elizabeth Little (opposite) are essential to the program.



Today, Braxton's mom, Jamie, and her children are experiencing stability after a hard, downward spiral. Struggling with a methamphetamine addiction in 2018, Jamie found herself without food or a place to live. Her boyfriend was arrested, her car was impounded, and her 13-year-old son Robby was on suicide watch. "I had no way to pick Robby up from the hospital," Jamie says. "If you can't help your kids, you know you're in trouble."

Enter The Salvation Army's Pathway of Hope program.

Jamie arrived at The Salvation Army, still under the influence, desperate for hope. Caseworker Elizabeth Little did a needs assessment. "First we focused on the basics," says Little. "Once I know that her belly is full and she's clean, we tackle the addiction. The only qualifications to get help from Pathway of Hope are the presence of dependent children and a clear motivation to change."

Pathway of Hope is The Salvation Army's data-driven social service program engineered to help low-income families halt the destructive cycle of poverty. A \$4.8 million grant from Lilly Endowment in 2013 funded a pilot in The Salvation Army's central region, an area that encompasses 11 Midwestern states. A three-year, \$10 million grant awarded in 2018 will enable The Salvation Army to expand the number of families served through the program nationally from 2,000 in 2018 to 9,500 by 2023. The program now operates in all of The Salvation Army's territories, with 500 Salvation Army "corps" offering Pathway of Hope in some 40 states.



The program marks an innovative shift for the 153-year-old Salvation Army, which has historically provided poverty relief by providing hot meals and groceries, help with rent and utility payments and assistance with medical bills, among other short-term support. Pathway of Hope is different because it offers targeted, wraparound services to families so they can break the cycle of poverty. Also, the program equips Salvation Army caseworkers with community resources outside of The Salvation Army itself so that they can help families through a network of referrals and support.

"We had been a place where people knew they could come in an

emergency, from crisis to crisis," says Susan Solmon, social services director of The Salvation Army's Indiana Division, which helped implement Pathway of Hope in Indiana. "We were doing some really, really good things; our numbers were incredible. But were these services solving the problem? So, we made a commitment to a multi-generational approach, showing families that life could be different."

What is at stake with this work? The futures of children like Braxton.

"We think of the U.S. as the land of opportunity and upward mobility," says Sabrina Kiser, assistant director of social services and public policy coordinator at The Salvation Army's national headquarters. "But the statistics are startling: among all children under 18 in the U.S., 41 percent are children in low-income families and 19 percent—approximately one in five—are poor."

Kiser says that children who grow up in poverty are 32 times more likely to be in poverty as adults than children who do not, according to the Urban Institute, a Washington-based organization that provides research about the well-being of people and places in the United States. Kiser also cites research from the National Center for Children in Poverty at Columbia University, which stated that having a parent who works is often no buffer from poverty: 53.5 percent of low-income children and 32 percent of poor children live with at least one parent employed full time, year round.

To help change a family's trajectory, Pathway of Hope caseworkers are trained to help clients set goals and to help connect them to community-based resources. Those resources can include addiction recovery programs, educational support, job training and mental health care.

"I show them other options—that there is a way out," caseworker Little explains.

Building a structure, measuring success

Three elements distinguish the program from other anti-poverty efforts, and even from some Salvation Army programs of the past: strong infrastructure, robust metrics and a longer-term view. The Endowment grant has helped The Salvation Army fund training for staff members so they can learn best practices in case management, such as connecting families to a cross-referral network of resources. Staff are also learning to track program outcomes in a customized database.

The database provides income levels, education attainment and work history, among other demographics. Salvation Army staff can measure progress in these areas once a family enters the Pathway of Hope program. Using a social science diagnostic tool called the Herth Hope Index, caseworkers evaluate a family's level of positive expectation. "How hopeful is the family that their lives and their children's lives can be better?" Kiser says. "Our main goal is that hope as they walk out our doors."

Mental health, for example, is one of fifteen "life domains" on the Self-Sufficiency Matrix, another tool The Salvation Army uses to measure the success of Pathway of Hope. When Jamie first entered the program, her son Braxton had spent time in juvenile



detention. But with his mom’s success at stabilizing the family, he’s making his own effort to face challenges differently. “I got punched at school today. But I let the teacher handle it,” he says, with subtle pride.

What personal testimonies suggest, data confirm. In a long-term partnership with the Center for Research on Self-Sufficiency (CROSS) at Loyola University Chicago, The Salvation Army is scientifically appraising the “hope” in Pathway of Hope.

“We began by analyzing exit surveys taken by 2,500 people served by the Pathway of Hope pilot,” says Philip Hong, founding director of CROSS. He and his colleagues looked at each participant’s unique combination of barriers, hope and sufficiency. Hong used a scale of 27 barriers to employment, including domains of physical and mental health, labor market exclusion, child care, human capital and soft skills. Combining this information with the hope and sufficiency indexes, Hong’s team was able to score Pathway of Hope participants—and validate the program’s premise with data.



“We found that hope continues to increase in the program,” he says. “Hope contributes to sufficiency. And readiness to change is a great predictor of hope and sufficiency.”

Focus groups with program staff and clients provided more insight about how staff and clients develop and sustain their hope. “We learned that for all involved, setting goals is very important and so is having the courage to face barriers,” Hong says. “Hope is what allows them to stick to goals as they overcome individual, family and societal barriers.”

Drawing an upward trajectory

When caseworker Elizabeth Little first sat down with Jamie, they lasered in on goals: getting sober, getting Jamie’s car back, and next, finding employment and improving family relations. Five months after entering Pathway of Hope, Jamie has met all of these goals. She works at a greenhouse in Terre Haute for slightly more than minimum wage, planting and processing tulips for shipment to regional grocery stores.

Addiction to methamphetamine was her trigger for tragedy. “It’s very lonely when you are an addict,” Jamie says. “Sometimes you just need somebody to chase you down and let you know that they care.”

Addiction is one of many barriers to hope. “In Indiana, we have pockets of long-term generational poverty,” says Solmon of The Salvation Army’s Indiana Division. “Some communities don’t have a lot of resources, but we do our best to refer people who need addiction treatment to treatment services nearby.”

“My goals now are to continue to stay sober and working, and I’m working hard at making sure my kids are taken care of,” Jamie says. “And maybe get some better pay. I want to keep myself and my family stable.”

Jamie and Little have a bond. The caseworker sees a bit of her own experience reflected in Jamie’s. “Because I didn’t have that perfect ‘mom-and-dad-picket-fence’ life,” she says. “The truth is, everybody deserves to be loved and listened to.”

This peer-to-peer approach is no accident. Upending the top-down approach to social service is baked into the design of Pathway of Hope. Hong witnessed the results in focus groups.

“This relationship process of high-touch, genuine care and connecting with the spiritual aspect is critical to earning participants’ trust,” he says. “The cultivation of the relationship results in the individual’s maintaining hope to overcome the barriers and strengthen the readiness to change,” Hong says. “The scaffolding and referrals the staff provides are critical to an individual’s feeling cared for and ready for a first line of success. She can call the caseworker to say: ‘I got my first job!’”

The power of empathic care

Spiritual care, an overt tenet of The Salvation Army’s mission, plays an understated role in Pathway of Hope.

“As we assess a family’s motivation to change, it’s a good time to invite them to reflect on their spiritual life at the moment,” Kiser says. “While there’s always someone on the care team prepared to assist with spiritual development when requested, spiritual care does not have to be religious. It can involve character education or simply an encouraging word from a pastor.”

Salvation Army pastoral care staff stand by, if desired, to connect participants to their preferred faith tradition. For example, Pathway of Hope staff in Dearborn, Mich., referred a struggling family to Muslim community leaders as part of the road to recovery.

Hong sees this as a great example of Pathway’s service mindset. “Unintentionally, some social service programs play a gatekeeper

of full-time case managers. That will require grant writers to sustain an increase in staff, which will include more coordinators to train caseworkers on database input and community engagement. Three million dollars of the Endowment’s grant is designated for a \$1-to-\$1 match to leverage future support.

Charting futures

A year into their Pathway of Hope journey, Jamie and her children are experiencing new life. “We have a home. We come home and we try to have dinner around the table in the evenings,” Jamie says. “Being able to talk to each other and know that we have each other to lean on means a lot. My kids are all the motivation I need to keep clean.”

Braxton says he is proud of his mom. And he’s imagining his own future. “I’m going to go to college to be a diesel mechanic and set my own goals and be successful and help whoever I can,” he says, making eye contact.

Caseworker Little recalls the day Jamie called her, crying ... from joy. “She said: ‘It’s the first time we paid every bill. So, we went out to eat for dinner.’” Braxton remembers that special dinner well. “We went to the Hacienda,” he adds, smiling.

“It’s amazing how strong people are,” says Solmon of The Salvation Army Indiana Division. “Once they determine what they want for themselves, they just need someone to come alongside them, believe in them and work together in hope.”



role, more of a trickle-down approach to social service,” he says. “But in this case, Pathway of Hope has reinvigorated The Salvation Army’s mission of service to the family. We are finding that empathetic care is what makes this a strong model.”

Notably, the empathy extends to the staff. Caseworkers receive support for maintaining their energy as caring resources. One of the goals for the Endowment grant, says Kiser, is increasing the number

Youth development programs, including archery (opposite) and character-building ministries (opposite and above), offer support to Pathway of Hope families, such as Jamie’s family (above).



Leaders in K-12 education, higher education and workforce development from across Indiana gathered in Indianapolis in October 2018 to learn how they can work together to help children and young adults prepare for and build meaningful, sustaining careers. More than 400 participants attended a Lilly Endowment convening at the Indiana Convention Center. At the heart of the conference was a call to collaboration among educators from K-12 through higher education and encouragement to envision new partnerships with community foundations, chambers of commerce and United Ways to enhance the future lives of Indiana's young people.

Coming Together

Readying Today's Student for Tomorrow's World



Nearly everyone who attended the conference is involved in one or more Endowment-funded projects across the state that are designed to help young people prepare for meaningful careers in Indiana. They included leaders from 38 colleges and universities in Indiana that are participating in the Endowment's Initiative to Promote Opportunities Through Educational Collaborations – Round

III, A Call to Action (Round III). The initiative is encouraging higher education institutions to strengthen internship and job placement programs, broaden their academic and certification programs, engage faculty in improved career advising and mentoring and connect campuses with industry partners in their communities and across the state.

Representatives from 96 Indiana school corporations and charter schools that received funds through the Endowment's Comprehensive Counseling Initiative for Indiana K-12 Students also took part in the convening. The Counseling Initiative is a statewide effort that seeks to increase significantly the number of Indiana students who are emotionally healthy, realize academic success, graduate from high school, obtain valuable postsecondary credentials necessary for meaningful employment, and are prepared to compete and prosper in the global society in which they will live and work.

Leaders in government, workforce development, business and the nonprofit sector also participated in the day-long conference.

Presenters encouraged K-12 educators and those in higher education to work together on behalf of young people. There were sessions about 21st century careers and the statewide resources available to help educators connect young people with information about careers in technology, agbiosciences and advanced manufacturing. There were sessions to help Counseling Initiative grantees sharpen their skills in project management, evaluation and reporting about the progress of their grant-funded programs. And



Indiana educators gathered for a statewide convening (opposite) about preparing Indiana's youth for college and career. Educators in K-12 and higher education represented 58 of Indiana's 92 counties (left).

there were workshops to help college and university leaders harness the power of data to learn about the career experiences of their graduates, the career interests of their current and prospective students, and workforce trends and needs in the state.

A panel discussion offered insights about growing employment sectors in Indiana in technology,

advanced manufacturing and logistics, and agbiosciences. Panelists represented three initiatives affiliated with the Central Indiana Corporate Partnership that are working to strengthen Indiana's workforce development and innovation in these fields—TechPoint, Conexus Indiana and AgriNovus Indiana. They shared that:

- **Advanced manufacturing and logistics companies in Indiana are tapping into students' skills and interests in computer science, medicine and aerospace among other fields. Conexus Indiana is striving to help connect educators and students with these companies.**
- **College students interested in careers in technology can start as early as their freshman year pursuing internships and other summer experiences to connect them with innovative tech companies in central Indiana. TechPoint is building networks to help students in Indiana and across the nation see the potential of building tech careers in Indiana.**
- **Indiana's legacy in agriculture is fostering growth in agbiosciences, which brings together farming, technology, biological sciences, economics and entrepreneurship. AgriNovus Indiana is at the forefront of helping students in Indiana learn about companies working to make Indiana the global epicenter for agbioscience innovation.**



engagement in a countywide effort to transform school counseling in seven public school corporations and one charter school. The collaboration includes partnering with the Muncie-Delaware County Economic Development Alliance on its five-year economic plan, which includes the goals of increasing high school and postsecondary attainment and highlighting careers that require postsecondary training.

Muncie is home to Ball State University, a public university of about 22,000 students. In 2017, the Endowment made two Counseling Initiative grants to Ball State totaling \$350,000 to help its Teachers College strengthen programs that prepare school counselors and K-12 principals so that the next generation of counselors and principals know how to engage in and lead comprehensive school counseling. It's an approach that addresses students' emotional and social well-being, their academic success and their college and career readiness.

Muncie Community Schools is engaged in the Ball State project. Beasley serves on an advisory council at the Teachers College, which is providing professional development to Muncie Schools counselors and principals and opening its resource library to the public schools. According to Beasley, by working together, the district and Ball State are strengthening school counseling across the district.

Ball State also is helping Indiana students identify and prepare for meaningful careers with support from the Endowment's Round III initiative. In 2013 the Endowment made a \$3 million Round III grant to Ball State to strengthen the efforts of its Career Center, which is the engine that drives undergraduate career readiness.

According to Jim McAtee, the director of the Career Center since 2012, the efforts funded through the Round III grant to Ball State have resulted in more internships for students with diverse majors, and more employers in the local county and across the state are connecting with Ball State students and new graduates for internships and jobs. He also notes that more professors are engaged in helping their students prepare for careers.

For Caleb Beasley, the conference offered new perspectives on his work in K-12 education. He directs the Positive Behaviors Interventions and Supports program for Muncie Community Schools, a district with six elementary schools, two middle schools and one high school with about 5,000 students in Delaware County. It's his job to help the district strengthen social-emotional learning initiatives, implement suicide prevention and child abuse education programs, improve college and career readiness and strengthen collaboration with community partners.

"The convening was so important for me as an educator. To be with K-12 educators and colleges and university partners to learn how we are all working toward the same goal was informative and inspiring," Beasley says. "We're trying to help young people navigate every facet of life—to be healthy, successful and fulfilled, and prepared for meaningful careers."

Beasley plays a role in an Endowment-funded project in his district. In 2018, through the Counseling Initiative, the Endowment made a \$511,400 grant to Muncie Community Schools to support its

Skills Infusion is a Ball State program that builds teams of professors, Career Center staff and alumni that map workplace competencies and align them with course outcomes. Team members work together to include competencies in course syllabi. Then they look for ways in which students can demonstrate these competencies in concert with academic outcomes in the course. A philosophy professor recently had trouble integrating tech skills into a course, according to McAtee. An alumnus who earned a philosophy degree was able to explain how the problem-solving and analytical thinking honed during philosophy courses are instrumental in his work coding at a cloud computing firm.

Another Career Center program is placing Ball State faculty in summer externships with Indiana companies so professors can learn the about skills that their students—the next generation of workers—will need to begin building successful careers.

“Teachers touch eternity through their students,” he said. Hrabowski went on to weave together compelling data about education attainment in the U.S. with details about partnerships at UMBC that are enriching the lives of middle and high school students in Baltimore. Healthy collaborations are built upon trust and respect, he said. They are lived out with strong practices of communication and evaluation. They are successful, he added, when partners work together to push through barriers that have historically separated sectors and institutions so there can be mutual benefit.

“The message I have for you is this,” Hrabowski said. “The more we can knock down the boundaries between public and private sectors, the more we can look at the ways that universities can develop new two- and four-year programs, the more that companies get involved in looking at what it means to be career-

“We’re trying to help young people navigate every facet of life—to be healthy, successful and fulfilled, and prepared for meaningful careers.”

Though McAtee was aware of the Endowment’s grants to Ball State to strengthen K-12 school counseling efforts, he didn’t begin to see the benefits of connecting what is happening in higher education to K-12 until he took part in the Endowment’s 2018 education convening.

“The insights we learned at the conference about grants that are helping K-12 educators strengthen the infrastructure of social, emotional and academic well-being are critical to success in higher education,” McAtee says. “If young people aren’t socially and emotionally healthy, if they aren’t already considering their academic strengths with an eye to career, they are not going to be prepared to engage in dialogue about careers when they get to campus, or consider internships, or imagine what it takes to build fulfilling lives after graduation.”

Through a keynote address built on inspiring stories from his own childhood and a career as a mathematician and university president, Freeman Hrabowski, president of the University of Maryland, Baltimore County (UMBC), called for new and transformative partnerships in education. He said efforts must address the barriers that prevent children from achieving academic, career and personal success and that the work begins when collaborators understand the full potential teachers have to transform lives.

ready, the more we talk about these skills that are most important, the better off we will be.”

It’s a message that Beasley is taking to heart because the stakes are high for his students in Muncie and for students across Indiana.

The 2018 Endowment convening offered a big boost to educators like Beasley. Hrabowski’s inspiring message was no small contribution.

“Dr. Hrabowski’s comments remind me so much about the power of relationships,” Beasley says. “How important they are to students and how important it is that we constantly renew our faith in the work and our faith in our students and what they are capable of.”



- Freeman Hrabowski, president of the University of Maryland,
- Baltimore County (opposite top), gave the keynote address for the convening, which included panel discussions about preparing students for 21st century careers.



Education

Planting Seeds for the Future

It's as predictable as the turning of autumn leaves. For several days each fall, downtown Indianapolis turns into a sea of blue and gold corduroy jackets for the National FFA Convention and Expo.

The wave of more than 67,000 attendees makes up one of the world's largest student conventions, and it has rolled into Indianapolis ten times since 2006. FFA high school members, their chapter advisors, chaperones, and 450 exhibitors fill the Indiana Convention Center and nearby venues, as well as 120 hotels and nearly every restaurant within walking distance. They hear from motivational speakers, attend

leadership meetings, and participate in service projects benefiting the host city, creating an estimated \$39.8 million economic impact for Indianapolis in their wake.

"It's incredibly significant for Indianapolis to host this caliber of student-leaders from across the United States—individuals who are making a positive impact in their own communities," said Chris Gahl, senior vice president with Visit Indy. "Our hope is that the city makes a positive impression on them while they are here and they return to attend college or come back to enter our workforce. Hosting the National FFA convention is not only a tourism strategy, it's a talent attraction strategy."

At the 2018 event from October 24-27, crowds of students worked their way through the convention center halls, stopping at FFA-sponsored activities and visiting with convention sponsors and

exhibitors. Those signature jackets? They are everywhere. Adopted as the official FFA dress uniform back in 1933, FFA convention-goers still sport colors chosen to represent the blue of the U.S. flag and the gold of ripened corn.

Much has changed, however, since FFA was founded in 1928. The National FFA Organization, headquartered in Indianapolis, is the nation's largest youth-serving organization, with 669,989 students in FFA chapters in all 50 states, Puerto Rico and the U.S. Virgin Islands.

Until 1969, females were not allowed to be FFA members; today, nearly half of all members are young women, and they hold about half of all state leadership positions and top national positions. While most of FFA's membership is still composed of young people from farming and agriculture production backgrounds, fully 45 percent of FFA members live in towns, suburbs, and, increasingly, urban areas, according to National FFA Chief Executive Officer Mark Poeschl.

And although many types of agriculture-related jobs are growing, the number of the nation's farms is declining—the U.S. Department of Agriculture estimates that there are roughly 2 million farms across the country, down from more than 6 million in 1940—which means that FFA members are less likely to live on, or in the future own, a working farm.

Over the years, those changes have prompted the National FFA to continue to expand its view of the future of agriculture. While production farming is still a focus, today's National FFA mission is to “prepare members for leadership and careers in the science, business and technology of agriculture,” Poeschl said.

“One of the greatest challenges we face is how we will sustainably feed the world, with a population that is estimated to grow to more than 9 billion people on the planet in 2050. Innovation and technology are absolutely necessary,” he said.

The National FFA's message to young people about the importance of agriculture, and their role in it, rings true for another Indiana-based organization. AgriNovus Indiana, which is an initiative of the Central Indiana Corporate Partnership founded to promote the growth and development of Indiana's food and agriculture industry.

Collectively referred to as the agbiosciences, the industry already has a strong presence in Indiana, but it faces some challenges, too, according to AgriNovus Indiana President and CEO Beth Bechdol.

The 2018 National FFA Convention in Indianapolis (opposite, above right) was an excellent opportunity for Indiana to showcase its opportunities for agbioscience careers, says Beth Bechdol, president of AgriNovus Indiana (right).

“We're starting a movement, and part of that movement is to build world-class talent here in Indiana by promoting agbioscience career pathways and developing industry-relevant skill sets,” she said. “There's magic happening here in Indiana in the agbiosciences, and we need to get the word out. But we do struggle to communicate with the next generation of young people, in part because they are so removed from farms and production agriculture.”

Like the National FFA, AgriNovus Indiana hopes to inspire a new generation of agbioscience talent. With support from separate Lilly Endowment grants aimed at doing exactly that, their shared purpose converged at the 2018 National FFA Convention and Expo in Indianapolis.

Collision Points

In 2016, the Endowment made a \$1.5 million grant to the National FFA Foundation for three years of support for the annual conferences in Indianapolis. The grant supported FFA's goals for youth attending the national meeting and at the same time helped provide the opportunity for Indianapolis to host a highly-prized convention and one of the city's most important annual events.

Agriculture was also the focus of Endowment grants in 2014 and 2015 to the CICP Foundation, which supports the charitable and educational activities of CICP. Those grants provided seed money for the Indiana



Food and Agricultural Innovation Initiative—now AgriNovus Indiana. The grants funded research and analysis relating to the state of agbiosciences in Indiana.

The findings: Indiana is a leading agricultural state, with \$10 billion annually in crop and livestock products sold and \$4.6 billion in agricultural exports, and it has potential for growth. The state is consistently No. 1 in the nation in duck and popcorn production, and fifth in corn, hogs and soybeans. AgriNovus estimates that agbiosciences is a \$16 billion industry in Indiana, producing more than 75,000 jobs at wages more than 30 percent above the national average.

The state also is home to global headquarters and operations for biotechnology, animal health, food manufacturing and agricultural equipment companies, including Corteva Agriscience, Elanco, Beck's Hybrids, United Animal Health, AgReliant Genetics, Maple Leaf Farms, Clabber Girl and others, along with smaller, promising startups.

An additional \$4.2 million Endowment grant to CICP Foundation in 2017 helped boost AgriNovus' capabilities, as more than two dozen Indiana employers, universities and organizations—including the National FFA—signed on as stakeholders. In addition to strengthening relationships within the agbiosciences in Indiana, AgriNovus hopes to raise public awareness and cultivate an entrepreneurial ecosystem to accelerate early-stage companies, all in an effort to further Indiana's presence as an agricultural powerhouse, according to Bechdol.

AgriNovus also is working to build a world-class talent base for the agbiosciences. The goal is to erase outmoded stereotypes about agriculture and help high school and college students understand the “collision points” where agriculture meets emerging technology, including robotics, software/application development, and data management, as well as to see the continued need for traditional roles for farmers, economists, lawyers, bankers, and scientists, Bechdol said.

Promising agbioscience career pathways span the educational spectrum ranging from employing people with high school diplomas and certificate training to those with Ph.D.s and professional degrees. It's a spectrum that many Hoosiers—despite living in a deeply agricultural state—may not be aware of, according to Bechdol. Purdue University, a research powerhouse in engineering, technology and agriculture, is a natural source of talent, and six other institutions—Huntington University, Vincennes University, Ivy Tech Community College, Indiana State University, Ancilla and Grace colleges—all offer dedicated agriculture programs or curriculum. AgriNovus hopes to reach students at University of Notre Dame, Rose-Hulman Institute of Technology, Butler University, Indiana University Purdue University Indianapolis (IUPUI), and other schools.

In 2019, AgriNovus will debut an agbioscience career inventory and exploration website tool centered around jobs of the future related to other sectors, including tech, advanced manufacturing and the life sciences to use across Indiana colleges and universities when classes start in the fall. “Indiana needs agriculturally literate talent,” Bechdol said. “We're trying to be that bridge, to make career opportunities identifiable, exciting, and relatable to students who might not otherwise be exposed to agriculture.”





The Blue Room and expo hall at the National FFA Convention (opposite) was designed to inspire and engage youth from across the United States (right).

Enter the Blue Room

The convention has always been impressive, but a few years ago, Bechdol wondered if there was “a bit of a gap” in FFA’s storytelling and demonstration of the technology and innovation that are integral to agriculture. AgriNovus leaders decided to take a cue from big tech conventions to design a space that would have a “cool vibe,” and sketched out their ideas on a yellow legal notepad.

The vision—the FFA Blue Room—that began with AgriNovus was brought to life with National FFA staff and through a partnership with new sponsor Microsoft and ag-sector corporate sponsors at the 2018 convention.

More than 4,300 attendees—including 3,012 FFA student members and guests such as Indiana Governor Eric Holcomb and U.S. Education Secretary Betsy DeVos, as well as chapter advisors and parents—entered the Blue Room, a space dedicated to exploring

quickly capture unbiased performance data about the bees pollinating their orchard, Symes said she was happy to tell her story and to serve on the AgriNovus board of directors at such an early stage in her career.

Symes said she counts on AgriNovus Indiana experts to help her strategize ways to grow The Bee Corp. “I love being part of AgriNovus,” she said. “It’s been very inclusive of small, startup companies like ours because they recognize that we are part of a healthy agbiosciences ecosystem.” She explains, “my goal was to be an example of technology entrepreneurship. That’s not to say I’ve traveled a perfect path, and I shared some of our missteps to illustrate that there is no straight path, but agriculture needs people with entrepreneurial drive and skills.”

The Blue Room grabbed the attention of Kiera Pascall and Brealyn LaRue, two FFA members from Sweet Grass County High School in Big Timber, Montana, who agreed that what they saw

“We want them to understand the role they can have in these really big challenges.”

the convergence of agriculture, business, and technology.

Groups of FFA convention-goers entered the space through an anteroom, where AgriNovus highlighted Indiana’s place in the agbiosciences. Inside the Blue Room, lights were dim, except for the glow of exhibits and a round center stage. Speakers gave TED Talk-style presentations designed to inspire students, who could spend up to an hour and a half engaging with more than a dozen companies, including new ventures on the Blue Room’s Startup Street. The Blue Room also served to launch Blue 365, an online resource focusing on innovation and technology that can be used in the classroom.

Entrepreneurs like Ellie Symes took to the Blue Room stage to talk to FFA students about founding the data-analytics firm The Bee Corp., while she was still a student at Indiana University. Months after the FFA Convention, as she was planning to fly to California to talk to almond growers about how her Indiana-based startup could

and heard at their first-ever convention was inspiring.

“It brings everything together,” LaRue said. “We grew up in agriculture, but then you realize that there’s so much more to learn, and we really know only just a little bit.”

The FFA was “thrilled with the result” of the Blue Room, which will be an important part of the convention for the next several years, Poeschl said.

Big issues, such as climate change, nutrition, animal and human health, as well as the protection of air, soil and water, are challenges for the next generation. “We want them to understand the role they can have in addressing these really big challenges,” Bechdol said. “We want to make sure they saw innovation at work in agriculture and to come away asking, ‘What’s my role?’”

Pastoral Ministry

Circles of Friends

When the Rev. Joe Tito crisscrossed the border between McAllen, Texas, and Reynosa, Mexico, in July, he saw firsthand the drama that his immigrant parishioners had so often described to him. "I'd heard their stories and knew the dangers," says Tito, pastor of the bilingual St. Nicholas Catholic Church in Evanston, Ill. "But in my 23 years of Hispanic ministry, I had never been to the border. I wanted to see it for myself."

What he witnessed was both sobering and inspiring. As part of a small delegation of Chicago-based priests, Tito traveled south to spend three days touring shelters managed by nuns, talking with families awaiting asylum, and interacting with parish volunteers who provided migrants with everything from haircuts to food to medical care. The needs were overwhelming, but so was the hospitality of the local faith community. "We came away feeling very proud of the work the church is doing," he says.

An added benefit of the trip was the camaraderie that developed among the priests



Thriving in Ministry programs are helping strengthen ministries of pastors, including the Rev. Esequiel Sanchez, a Catholic priest from Chicago (opposite), and women clergy (right) gathered at New York's Union Theological Seminary.



from a variety of parishes not currently in ministry together. Each morning they piled into a small van to visit outposts on both sides of the border. Each evening they gathered for dinner to reflect on all they had seen. “Blame it on busy schedules and heavy workloads, but sometimes we don’t know what’s happening a mile away, let alone a thousand miles away,” says Joe Boland, vice president of mission for the Catholic Extension, the trip’s sponsoring organization. “One of the great blessings of this program is that the priests experience something formative, and they do it together.”

“The role of the pastor is more challenging today than ever,” says Matt Bloom, director of the Endowment-supported Flourishing in Ministry project based at the University of Notre Dame. Bloom’s research, now in its third phase, has identified conditions that enhance the well-being of pastors and obstacles that impede it. A key conclusion has been that feelings of isolation, caused by a lack of social connections, can have serious consequences. It can lead to what Bloom calls “a downward spiral of well-being and ministry effectiveness.” This debilitating process often is slow, with the

“The role of the pastor is more challenging today than ever.”

Boland has overseen seven similar trips and more are in the pipeline. He also has hosted five reunion gatherings to keep the program’s alumni in touch and to deepen the friendships that began on the road. “Pastors crave relationships with peers,” he says. “These experiences help them broaden their horizons pastorally, theologically and spiritually.”

Peer power

Catholic Extension is one of 78 faith-based organizations participating in the Endowment’s national Thriving in Ministry initiative, launched in January. Its purpose is to support new and existing projects that enable pastors to step away from daily ministry and form small peer communities whose members kick back, learn, worship and grow together. Each program is unique, depending on its participants. Some reach out to pastors new to ministry; others engage mid-career clergy; and still others focus on pastors in the midst of personal or professional transitions. Most programs include mentoring opportunities, and all share an over-arching goal of helping clergy thrive as leaders of their congregations.

pastor’s choosing to ignore early signs of tension, fatigue and burnout. “By the time congregations recognize that their pastors are suffering, it’s usually past the point of easy recovery,” says Bloom.

His research findings have informed the designs of many of the Thriving in Ministry programs. Grantees have built into their plans the three steps that Bloom says can help halt and even reverse the downward spiral. He encourages clergy to step back and recognize the sources of stress in their lives; take steps toward easing or eliminating the stress; and embark on those steps in the company of peers who may be experiencing similar stress.

Retreat to the bunker

“I’ve absorbed everything I could get my hands on that Matt Bloom has written,” says Mike Cope, director of ministry outreach at Pepperdine University and overseer of the school’s Thriving in Ministry program. The name of the Pepperdine project—“Sanctuary”—hints at its intent, as does the nickname that participants have given their private Facebook page. “We call it the ‘Bunker’ because it’s a place where pastors can get away from the



shrapnel of ministry for a while,” explains Cope. “It’s a safe place where we can be honest, retool and help each other grow.”

Before creating Sanctuary, Cope met with pastors and asked them to talk about their challenges and how a program could address them. Responses confirmed the need for a support community, adequate time for contemplation, and help with achieving a healthy lifestyle. “Pastors can get so stuck in the busyness of ministry that their personal growth is stunted,” says Cope. As a result of the conversations, the year-long program that emerged is a blend of structured learning opportunities and unstructured discussions. A high point is a getaway weekend for the pastors and their spouses at a retreat center.

For all the planning that goes into a successful program, “some of the best times are the unscripted moments,” says Jacob

Women to women

At least two Thriving in Ministry programs, both geared to female pastors, focus on self-care and mentoring. The RISE Together Mentorship Network, based at Union Theological Seminary in New York, reaches out to women of color in seven U.S. cities. Cohorts of 10 to 12 members meet monthly for three-hour sessions that follow a curriculum created by the project’s leader, Lisa Diane Rhodes. The goal of the program is expressed in the RISE acronym: Renew, Inspire, Support and Empower. Each gathering begins with an informal “check-in”

“Pastors can get so stuck in the busyness of ministry that their personal growth is stunted.”

Parnell, pastor at Tri-Valley Church of Christ in Livermore, Calif., and a Sanctuary participant. He describes the getaway weekend as “an excellent environment for feasting and fellowshiping.” On a more serious note, he recalls the afternoon when a guest speaker failed to arrive, “and so we used the time to check in with some of the guys who were going through some stressful seasons in their ministry. We listened, commiserated and prayed.” Then, just for fun, they all crammed onto a conference table and posed for a group selfie. “It was a whimsical moment of camaraderie and support.”

Although Sanctuary didn’t include a formal mentoring component, friendships developed organically and continued after group members concluded their year together. They still stop by the Bunker to post random thoughts, “and three of us preached the same sermon texts during Advent,” says Parnell. “That project kept us connected via video conference throughout the month of December.”

time with mentees and mentors sharing thoughts, feelings and experiences from the past month. An educational module follows that might focus on leadership development, financial literacy or sermon delivery. All activities are geared to recognizing, celebrating and strengthening the talents of participants.

“Whereas Caucasian women in ministry struggle with issues of gender,” says Rhodes, “women of color in ministry struggle with issues of race and gender. They need safe spaces where they can gather in a learning and peer community to share their stories and receive guidance and validation about what it means to be clergy



women of color.” Although the network is new, it has earned early praise from participants. With support from the program, seven cohort members attended a preaching workshop this year where the women, all millennials, delivered sermons in front of an audience of peers and seasoned pastors. “The women were phenomenal,” says Rhodes. The positive feedback they received “gave them the confidence and affirmation they need to grow in ministry and recommit to their churches, communities, congregations and calls from God.”

Sisters to sisters

Unlike RISE, a second Endowment-funded program that reaches out to female pastors, has been around for several years and has 68 active alumnae. Women Touched by Grace (WTBG), a ministry at Our Lady of Grace Monastery in Beech Grove, a small city near Indianapolis, welcomed its first cohort of Protestant pastors more than a decade ago. The 2018-20 cohort is the fourth to benefit from the hospitality of the monastery’s resident Sisters of St. Benedict. Twice a year members of the cohort gather for 10 days of rest, reflection and exploration aimed at sparking new enthusiasm for ministry.

“Although they don’t know each other, they bond instantly,” says Sister Mary Luke Jones, WTBG project director. “They come to room 205 on the first evening for wine and cheese, and the chatter is amazing. They’re truly kindred souls.”

Building on WTBG’s past success, two offshoot programs are in the works as part of the Thriving in Ministry initiative. “A Multitude of Mentors” will train veteran pastors, many of them WTBG alumnae, in effective mentoring techniques. Jones envisions creating a clearinghouse for clergy who are looking for mentors. A second program gets under way in July 2019 when female clergy who are experiencing transitions gather at the monastery to learn how to move through change gracefully. “We call it ‘Grace-filled Turnings’ because it’s like turning the pages of your life,” says Jones. The women will hear an overview presentation and then divide into two groups. “One will focus on women transitioning to new ministries; the second will be for women transitioning into retirement or closing out a phase of their lives.”

Unfinished business

The Thriving in Ministry initiative and Matt Bloom’s Flourishing in Ministry research complement each other and continue the Endowment’s efforts to strengthen pastoral leadership. A \$1.85 million grant to the University of Notre Dame in 2018 will support a longitudinal study to learn how pastors’ levels of well-being change over time. It also will focus on the challenges that certain groups encounter as they engage in ministry. Of particular interest are clergy who serve communities of color, part-time pastors and female pastors. Early findings confirm that while some challenges are universal. Others are more prevalent within certain demographics. As an example, “We think women face unique struggles in part because they serve in contexts that seem to prefer males as pastors,” says Bloom. “We want to understand the variety of challenges they experience and how they manage them.”

Technology will help accomplish the study’s goals. A new digital tool enables pastors to track their personal levels of well-being and access practices that boost those levels. Self-care is key, and researchers rely on a familiar scenario to illustrate its importance. They remind pastors to recall the advice flight attendants give airline passengers about the use of oxygen masks during emergencies: First, secure your own mask, then assist persons around you who need help. “It’s a marvelous metaphor,” says Bloom, making the connection to congregational ministry. “If you don’t first take care of yourself, eventually you won’t be able to take care of those people you’re called to serve.”

- University of Notre Dame researcher Matt Bloom (opposite left) says
- Thriving in Ministry programs (opposite left and above) are helping
- pastors and their congregations grow stronger.



Conceiving New Ways to Serve

With 400 neighbors expected for Thanksgiving dinner this year, Pastor Rob Mueller faced two challenges—keeping the guests warm and the food hot.

San Antonio temperatures were forecast to dip into the low 50s, and the outdoor basketball court of Divine Redeemer Presbyterian Church was the only space large enough to accommodate the gathering. As for the turkey and trimmings, “our kitchen has one stove, and the electrical

system is so limited that we have to put two roasters in the sanctuary, a couple more in the fellowship hall and one in the nursery,” explains Mueller. Otherwise? “We blow fuses.”

Founded by refugees escaping the Mexican Civil War a century ago, Divine Redeemer Church continues to offer bilingual programming to Latino families seven days a week. Other activities include an inner-city scout troop, a 12-step recovery program, an outreach to teens, two weeks of summer camp and as many as 20,000 meals served annually.

“The wear and tear on the building over the years have been



\$250,000 from the county, so we are past halfway,” he says. “People who were doubtful are saying, ‘My gosh, this might happen! We might actually have a functioning air-conditioning system, a roof that doesn’t leak, windows that are water-sealed and a stable foundation!’ We hope to have the entire \$2.5 million raised or pledged by next fall, and I’m about 95 percent confident that we can pull it off.”

The magnet effect

Mueller credits the National Fund—a collaboration of Partners for Sacred Places and the National Trust for Historic Preservation—as the catalyst for his congregation’s campaign success. Launched in 2016 with Endowment grants totaling \$14 million, the National Fund offers training, technical assistance, coaching, and implementation grants to faith communities embarking on church restoration efforts. The goal: help congregations strengthen their physical plants, thrive in ministry to the faithful and serve the neighborhoods they call home.

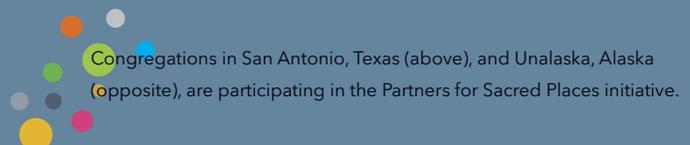
Competition for inclusion in the program is rigorous, and scores of churches apply annually for slots. To date the Fund has supported 44 projects in 29 states. These represent 19 denominations that range from Mainline Protestant to Roman Catholic to Russian and Greek Orthodox. Among criteria for selection are an iconic physical structure, visionary church leadership, an ability to raise the required matching funds and a commitment to neighborhood engagement.

“We look at all the ways a church brings value to its home community,” says Robert Jaeger, president and co-founder of Partners for Sacred Places. Of particular interest are churches that have a “magnet effect” on local residents. This is Jaeger’s term for a



substantial,” says Mueller. Equally substantial have been cost estimates to rehabilitate the historic structure: \$750,000 would bring it up to code, and \$2.5 million would support a full restoration and enclose the basketball court. When Mueller urged the congregation to consider a capital campaign to raise the larger amount, he admits that “a lot of people thought I had lost my mind.”

Two years and many meetings later, fundraising progress has exceeded expectations. “We have now reached \$1.3 million in pledges, including \$500,000 from the city of San Antonio and



Congregations in San Antonio, Texas (above), and Unalaska, Alaska (opposite), are participating in the Partners for Sacred Places initiative.



congregation's capacity to attract neighbors who benefit from the church's outreach ministries, but may not occupy its pews on Sunday morning. Several grant recipients are urban congregations—San Antonio's Divine Redeemer among them—that have experienced a decline in membership or considered relocating to the suburbs but made conscious decisions to stay and have a positive impact on their surroundings.

Saving grace

"We're one of the few churches to stick it out downtown," says the Rev. Ben Robinson, pastor of Urban Grace Church, a 1924 Gothic Revival structure in Tacoma, Wash. Once home to a Baptist congregation of 2,300 people, the church almost closed its doors at the beginning of this century when membership dipped to double digits. Instead of shutting down, volunteers assembled a meeting of pastors from various denominations and asked, "What does downtown Tacoma need in a church?" Their answer was creative and challenging. "They came up with the model for Urban Grace," explains Robinson, who joined the staff in 2013. He describes the church as independent, ecumenical, open and progressive. "We focus on meeting the needs of persons that society has marginalized. We're a place where folks who haven't felt entirely welcome in a church feel at home."

Capitalizing on its central location and sprawling size, Urban Grace has made its empty office space available to more than a dozen nonprofit arts and service organizations. Occupancy is near capacity, and the building's 900-seat auditorium serves as the setting for Tacoma Youth Symphony concerts and reading programs co-sponsored with the public schools, as well as lectures, forums and social events. A weekly breakfast is a 30-year church tradition that reaches out to the city's homeless population and residents of a nearby rent-subsidized housing complex.

As traffic in and out of the building has increased, so has worship attendance. When church leaders began planning a fundraising campaign to address the structure's pressing maintenance needs, "we thought the most we could raise was

\$350,000," recalls Robinson. A grant from the National Fund supported a feasibility study and offered training in how to tell the church's story in ways to attract support from persons outside the membership. "A big part of our message was, 'Look at the significant things that are happening on this corner of downtown Tacoma,'" says Robinson. Regional foundations, a historical society, new partners and old friends responded with pledges nearing \$1 million.

Restoration work has begun, and momentum continues to build, sparked by a front-page story in the local newspaper. "This isn't just about our church," says Robinson. "People understand that when they invest in the future of Urban Grace, they're not just giving to a congregation. They're giving to the entire community."

In the company of colleagues

Both Divine Redeemer Presbyterian Church and Urban Grace Church were among the 14 congregations that comprised the National Fund's first cohort of grantees in 2016-17. Teams representing the grantees met for two days of training in Fort Worth, Texas, that included tips on expanding the use of their iconic structures, communicating their churches' value to the greater community, and planning and executing capital funds campaigns. As helpful as the information was, equally beneficial was the candid conversations among the teams. "They made connections and learned from each other," says Chad Martin, director of the National Fund. "We find that historic congregations that have significant or complicated buildings often feel very alone. The cohort model is beneficial because teams leave the sessions knowing that a dozen other congregations are wrestling with the same issues that they're facing."

Program participants were made aware of the assistance available to them from Partners for Sacred Places, the National Trust for Historic Preservation and the National Fund. "We try not to step in and tell a congregation what to do or how to do it," emphasizes Martin. "We provide services to help make the project a success. Our role is to offer advice and act as coach and cheerleader. We don't drive the process, but if a grantee asks for help with a problem, we respond."



As an example, another member of the first cohort—Trinity United Methodist Church in Idaho Falls, Idaho—needed guidance on identifying potential donors outside the congregation. The Trinity team had done the math, and the results were “scary,” according to Nancy Stewart, chair of the church trustees. Restoring their 1917 Tudor Gothic building was estimated to cost a staggering \$650,000. The National Fund had made a grant for \$190,000, but the 270-member congregation still had to raise \$460,000. Staff from Partners for Sacred Places recognized the challenge and offered “clear guidelines on the people we should approach,” says Trinity’s pastor, the Rev. Ruth Marsh. “Then they gave us hints about how much to ask for.”

She remembers calling on the owner of a funeral home located a block from the church. “When he asked me what size donation would be appropriate, I looked at my guidelines and suggested \$1,000. He reached for his checkbook and said, ‘How about \$5,000?’ I think I smiled all the way home.” Encouraged by that generosity, she and Nancy Stewart created a list of prospective donors and began setting up appointments. In retrospect, Marsh says, “Sometimes a pastor beats her head against the wall wondering, ‘Do we make a difference in this community?’ It turns out, we do.”

Opening doors, nourishing souls

After congregational teams return from training, they host preservation and fundraising experts from Partners for Sacred Places who assess the sites and share ideas about the projects. Restoration needs are diverse and often are linked to the churches’ locations. Among the most isolated grantees has been Holy Ascension of Our Lord Cathedral, an 1896 structure that serves a small Russian Orthodox congregation on the Aleutian island of Unalaska.

“It’s a beautiful, historic building, filled with religious icons,” says the National Fund’s Chad Martin. Because of the church’s age and wood-frame construction, safety is an ongoing concern. An implementation grant is in the works, and Martin says part of the funds will “likely be used to defray the cost of a fire-suppression system.”

Location also has defined the needs of Lutheran Church of the Reformation, which joined Holy Ascension Cathedral as part of the National Fund’s second cohort of grantees. The 1934 Art Deco structure is within steps of the U.S. Supreme Court and Library of Congress in Washington, D.C., a location “that has brought a lot of opportunity for ministry,” says the Rev. Michael Wilker, senior pastor.

“We’re at a transition point between where civil servants work and 50,000 neighbors live.”

With a sanctuary that seats 450, the church is the largest privately owned gathering space on Capitol Hill. It has a long history of opening its rooms to groups preparing to petition the government on a variety of social, legislative and religious issues. Its hospitality is legendary, and for several years it has shared its worship space with a Jewish congregation and recently made classrooms available to the synagogue’s preschool program. Prior to receiving a National Fund grant for \$250,000, the church conducted a “listening campaign” to learn the community’s priorities for improvements that would communicate the building’s ecumenical mission.

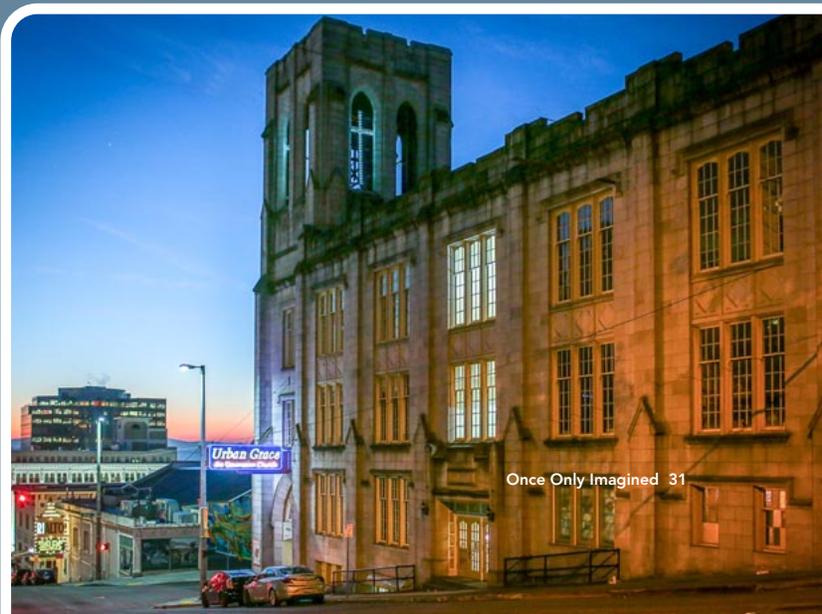
“One of the things that came up was a desire to redesign the front plaza to make it more attractive, welcoming and usable,” says Wilker. This led to the decision to add glass doors to the front of the sanctuary so the massive wooden doors—beautiful but intimidating—could remain open during the day. Neighbors passing by no longer see a barrier, but instead encounter an inviting space open to all. Appropriately, the church calls its restoration campaign “Opening Doors, Nourishing Souls, Praising God.”

A work in progress

At the end of 2018 the National Fund announced its third cohort of congregations that will participate in the historic preservation program. Grants awarded now total more than \$2.9 million and have leveraged more than \$5 million in new funding for restoration campaigns across the country. An evaluation process is in place to identify benefits that go beyond obvious upgrades to physical facilities. These might include a spike in membership, a better understanding of stewardship and an increased appreciation for historic buildings that have inspired generations of believers.

“We now have all this experience within our congregation,” says Wilker. By conducting a facility assessment, participating in a visioning process and planning a fundraising campaign, “we’ve built up our leadership capacity so when we think about future initiatives, we’ll have the knowledge in our bones that will help us succeed.”

- Robert Jaeger (opposite left) and Chad Miller (above) lead Partners for Sacred Places, an initiative that is helping congregations in Tacoma, Wash. (below), and Idaho Falls, Idaho (opposite).



Once Only Imagined 31

Finances & Grantmaking 2018

During 2018 Lilly Endowment paid \$504.5 million in grants and approved \$486.6 million in new grants.

Cumulative figures

The generosity of the Endowment's founders has enabled it to disburse since 1937 nearly \$10.4 billion in grants to 9,926 charitable organizations, most of them in Indiana. Of that \$10.4 billion, \$4.0 billion supported education (38 percent), \$3.7 billion supported community development (36 percent), and \$2.7 billion supported religion (26 percent). At the end of 2018 the Endowment's assets totaled \$15.1 billion.

Grants paid (Chart 1)

In 2018 the Endowment paid grants of \$504.5 million:

-  Community development grants accounted for \$252.3 million or 50 percent of the total;
-  Religion grants totaled \$127.8 million or 25 percent;
-  Education grants added up to \$124.4 million or 25 percent.

As in previous years, most grants were paid to organizations in Indiana—a total of \$347.8 million (69 percent). Of the payment total of \$504.5 million, \$178 million (35 percent) was paid to non-Marion County grantees in Indiana and \$169.8 million (34 percent) to Marion County (Indianapolis) grantees. Organizations outside Indiana received \$156.7 million or 31 percent, mostly to religion grantees.

Grants approved (Chart 2)

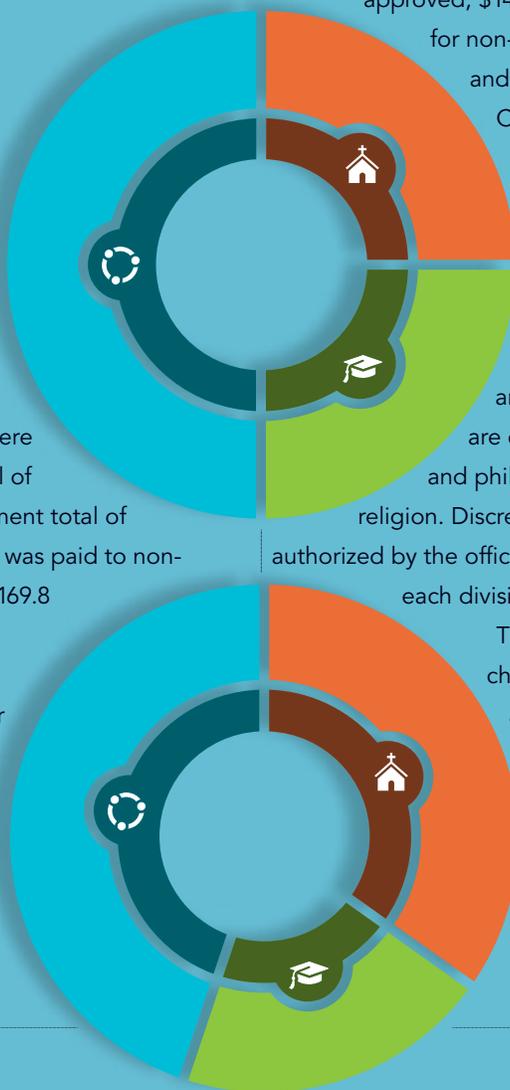
During 2018 the Endowment approved 846 grants for a total of \$486.6 million to 677 grantees, 137 new to the Endowment.

-  Community development grants totaled \$219.5 million or 45 percent of the total;
-  Religion grants totaled \$170.5 million or 35 percent of the total;
-  Education grants totaled \$96.6 million or 20 percent of the total.

Fifty-nine percent of grants approved in 2018 went to Indiana organizations. Of the \$486.6 million in grants approved, \$141.4 million (29 percent) was approved for non-Marion County grantees in Indiana and \$144.1 million (30 percent) to Marion County (Indianapolis) grantees. Indiana organizations thus were awarded \$285.5 million (59 percent) of grants approved. \$201.1 million (41 percent) in grants was approved for non-Indiana organizations.

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

The Endowment's match for the charitable contributions of staff, retirees and board members is reported as a single line item before the total of all grants approved. "Grant Guidelines & Procedures" are outlined on page 58 of this report.





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Report of Independent Auditors

The Board of Directors
Lilly Endowment Inc.

We have audited the accompanying financial statements of the Lilly Endowment Inc., which comprise the statements of financial position as of December 31, 2018 and 2017, and the related statements of activities 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 the Lilly Endowment Inc. as of December 31, 2018 and 2017, and the changes in its net assets and its cash flows for the years then ended in conformity with U.S. generally accepted accounting principles.

March 22, 2019

Ernst & Young LLP

Statements of Financial Position

| As of December 31 | 2018 | 2017 |
|-------------------------------------------------------------------------------------------------------------------------------------|--------------------------|--------------------------|
| Assets | | |
| Cash and cash equivalents | \$ 55,217,663 | \$ 50,036,320 |
| Other receivables | 4,895,253 | 12,636,994 |
| Investments — at fair value: | | |
| United States government and agency, bank, and corporate interest-bearing obligations | 241,599,420 | - |
| Eli Lilly and Company common stock (cost — \$82,320,172 at December 31, 2018 and \$83,030,487 at December 31, 2017) | 13,656,730,979 | 10,394,982,406 |
| Diversified equity investments | 1,125,971,636 | 1,218,414,958 |
| Other assets | 8,777,769 | 2,504,674 |
| | <u>\$ 15,093,192,720</u> | <u>\$ 11,678,575,352</u> |
| Liabilities | | |
| Amounts appropriated for future grants | \$ 102,067,651 | \$ 103,094,623 |
| Deferred tax liability | 270,287,504 | 207,651,053 |
| | <u>372,355,155</u> | <u>310,745,676</u> |
| Net assets without donor restrictions | 14,720,837,565 | 11,367,829,676 |
| | <u>\$ 15,093,192,720</u> | <u>\$ 11,678,575,352</u> |

See accompanying notes.

Statements of Activities

| Year Ended December 31 | 2018 | 2017 |
|------------------------------------------------------|--------------------------|--------------------------|
| Income: | | |
| Dividends | \$ 300,912,924 | \$ 283,576,525 |
| Interest | 3,268,693 | 1,621,017 |
| Total income | 304,181,617 | 285,197,542 |
| Expenses: | | |
| Program grants approved | 499,717,526 | 508,389,321 |
| Program support | 9,454,556 | 7,888,730 |
| Operational support | 7,049,275 | 6,567,994 |
| Federal excise tax related to realized gains | 8,130,120 | 4,895,326 |
| Federal excise tax related to unrealized gains | 62,636,451 | 27,319,736 |
| Total expenses | 586,987,928 | 555,061,107 |
| Realized gain on sale of investments | 525,419,340 | 213,004,449 |
| Unrealized gain on investments | 3,117,160,794 | 1,358,287,720 |
| Other expenses | (6,765,934) | (931,510) |
| Increase in net assets | 3,353,007,889 | 1,300,497,094 |
| Net assets without donor restrictions: | | |
| Balance at beginning of year | 11,367,829,676 | 10,067,332,582 |
| Increase in net assets | 3,353,007,889 | 1,300,497,094 |
| Balance at end of year | <u>\$ 14,720,837,565</u> | <u>\$ 11,367,829,676</u> |

See accompanying notes.

Statements of Cash Flows

| Year Ended December 31 | 2018 | 2017 |
|--------------------------------------------------------------------------------------------|------------------|------------------|
| Operating activities | | |
| Increase in net assets | \$ 3,353,007,889 | \$ 1,300,497,094 |
| Adjustments to reconcile change in net assets to net cash used in operating activities: | | |
| Investment expenses | 312,425 | 303,483 |
| Unrealized gain on investments | (3,117,160,794) | (1,358,287,720) |
| Realized gain on sale of investments | (525,419,340) | (213,004,449) |
| Changes in assets and liabilities: | | |
| Other receivables | 7,741,741 | 1,724,099 |
| Other assets | (6,273,095) | 1,894,210 |
| Amounts appropriated for future grants | (1,026,972) | 56,927,123 |
| Deferred tax liability | 62,636,451 | 27,319,736 |
| Net cash used in operating activities | (226,181,695) | (182,626,424) |
| Investing activities | | |
| Purchases of investments | (483,963,238) | (222,043,217) |
| Proceeds from sale and maturity of investments | 715,638,701 | 405,178,130 |
| Investment expenses | (312,425) | (303,483) |
| Net cash provided by investing activities | 231,363,038 | 182,831,430 |
| Net increase in cash and cash equivalents | 5,181,343 | 205,006 |
| Cash and cash equivalents at beginning of year | 50,036,320 | 49,831,314 |
| Cash and cash equivalents at end of year | \$ 55,217,663 | \$ 50,036,320 |

See accompanying notes.

Notes to Financial Statements

December 31, 2018

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 22, 2019, the date these financial statements were issued. There were no subsequent events that required recognition or disclosure in the financial statements.

Cash and Cash Equivalents

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

Investments

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

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

Facilities and Equipment

Expenditures for facilities and equipment are expensed as incurred. The amounts expensed during 2018 and 2017 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. Grants are approved by the Board of Directors or its authorized representatives and are accrued when approved. Amounts appropriated for future grants at December 31, 2018, are expected to be paid to grantees as follows: \$91,048,901 in 2019, \$5,018,750 in 2020 and \$6,000,000 in 2021.

Functional Allocation of Expenses

The Endowment allocates expenses based on nature and function among its various programs and supporting services.

Income Recognition

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

Recently Adopted Accounting Pronouncement

In August 2016, the FASB issued Accounting Standards Update 2016-14, *Not-for-Profit Entities (Topic 958): Presentation of Financial Statements of Not-for-Profit Entities*. This new standard on presentation of financial statements for not-for-profit entities makes targeted improvements to the current financial reporting model for not-for-profit entities. The standard imposes changes to net asset classification requirements and information about liquidity, financial performance and cash flows. The Endowment adopted the standard and it did not have a material impact on the financial statement amounts.

2. Required Distributions

The Code provides that the Endowment generally must distribute for charitable purposes 5% of the average market value of its investment assets. The Endowment must make additional qualifying distributions of approximately \$547,000,000, before January 1, 2020, to meet the 2018 minimum distribution requirements.

3. Other Receivables

Other receivables represent the fair value of future cash flows to be received from the Endowment's split-interest agreement held by third parties. Amounts recorded are subject to subsequent changes in fair value, which are recorded in the statements of activities as other expenses and were \$6,940,362 and \$931,510 during 2018 and 2017, respectively.

4. Fair Value of Financial Instruments

The Endowment determines fair values based on the framework for measuring fair value under ASC Topic 820, *Fair Value Measurements*. The following table summarizes fair value information at December 31, 2018 and 2017.

| Description | Cost | Quoted Prices in Active Markets for Identical Assets (Level 1) | Observable Inputs (Level 2) | Unobservable Inputs (Level 3) | Fair Value (Carrying Value) |
|--------------------------|------------------|----------------------------------------------------------------|-----------------------------|-------------------------------|-----------------------------|
| December 31, 2018 | | | | | |
| Cash equivalents | \$ 51,904,169 | \$ 51,942,960 | \$ – | \$ – | \$ 51,942,960 |
| Fixed income securities | 240,676,674 | – | 241,599,420 | – | 241,599,420 |
| Marketable securities | 966,606,304 | 14,782,702,615 | – | – | 14,782,702,615 |
| | 1,259,187,147 | 14,834,645,575 | 241,599,420 | – | 15,076,244,995 |
| Other receivables | – | – | – | 4,895,253 | 4,895,253 |
| | \$ 1,259,187,147 | \$ 14,834,645,575 | \$ 241,599,420 | \$ 4,895,253 | \$ 15,081,140,248 |
| December 31, 2017 | | | | | |
| Cash equivalents | \$ 46,907,395 | \$ 46,942,512 | \$ – | \$ – | \$ 46,942,512 |
| Marketable securities | 913,539,102 | 11,613,397,364 | – | – | 11,613,397,364 |
| | 960,446,497 | 11,660,339,876 | – | – | 11,660,339,876 |
| Other receivables | – | – | – | 12,636,994 | 12,636,994 |
| | \$ 960,446,497 | \$ 11,660,339,876 | \$ – | \$ 12,636,994 | \$ 11,672,976,870 |

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, 2018 and 2017.

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

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

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

None of the financial assets as listed on the statements of financial position, with the exception of other receivables, is subject to donor restrictions, board designations, or other contractual restrictions that make them unavailable for general expenditure within one year of the statement of financial position date. As part of the Endowment's liquidity management,

the Endowment has policies to structure its financial assets to be available for its general expenditures (grant making activities and other expenses). The Endowment uses dividends, interest and sales of investments to cover these expenditures.

6. Federal Excise Taxes

The Endowment is subject to federal excise taxes imposed on private foundations at 2%, or at 1% if certain conditions are met. The excise tax is imposed on net investment income, as defined under federal law, which includes interest, dividends, and net realized gains on the sale of investments. The Endowment qualified for a 1% excise tax rate for the years ended December 31, 2018 and 2017. Federal excise tax expense on realized amounts was \$8,130,120 and \$4,895,326 for the years ended December 31, 2018 and 2017, respectively. The Endowment made estimated excise tax payments totaling \$16,750,000 and \$7,400,000 during 2018 and 2017, respectively. Due to estimated tax overpayments during these years, the Endowment recorded a receivable of \$8,619,880 and \$2,504,674 at December 31, 2018 and 2017, respectively within other assets in the statements of financial position.

The deferred tax liability recorded on the statements of financial position is for deferred federal excise taxes related to unrealized gains on investments. The Endowment recorded an increase in the deferred tax liability of \$62,636,451 and \$27,319,736 for the years ended December 31, 2018 and 2017, respectively.

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 2015 due to three-year statute of limitations.

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

Grant Approvals 2018



Community Development and Philanthropy

Dollar amount approved in 2018

American Cabaret Theatre

Indianapolis, IN

General operating support and special projects 125,000

American Enterprise Institute for Public Policy Research

Washington, DC

General operating support 100,000

American National Red Cross

Washington, DC

Disaster relief 1,500,000

Arts Council of Indianapolis

Indianapolis, IN

Art & Soul at the Artsgarden 52,000

Creative Renewal Fellowship Program 595,000

General operating support 300,000

Asante Children's Theatre

Indianapolis, IN

Temporary relocation and capacity-building projects 150,000

Atlas Economic Research Foundation (dba Atlas Network)

Arlington, VA

General operating support 500,000

AYS

Indianapolis, IN

Support for endowment, technology upgrades, employee recruitment and retention and program quality improvements 7,500,000

Candles

Terre Haute, IN

Feasibility study for potential Indianapolis site 50,000

Career Learning & Employment Center for Veterans

Indianapolis, IN

Continued support for Operation: Job Ready Veterans 450,000

Catholic Charities Indianapolis

Indianapolis, IN

Support for marketing and development, IT consultation, employee retention, security equipment and facilities management 1,000,000

Central Indiana Community Foundation

Indianapolis, IN

Unrestricted support from bequest 43,607

The Children's Museum of Indianapolis

Indianapolis, IN

Jurassic experience project to expand Dinosphere 9,000,000

Coalition for Homelessness Intervention and Prevention of Greater Indianapolis

Indianapolis, IN

General operating support 260,000

Coburn Place Safehaven

Indianapolis, IN

Support for endowment, development capacity and marketing and communications 2,500,000

Crossroads Rehabilitation Center

Indianapolis, IN

Continuation of the Autism Family Support Center and related programs 750,000

Respite program 761,916

Dance Kaleidoscope

Indianapolis, IN

General operating support 100,000

Dayspring Center

Indianapolis, IN

2017 Financial Audit 13,000

Support for development capacity, marketing, employee retention, technology and facilities upgrades and cash reserves 1,000,000

Domestic Violence Network of Greater Indianapolis

Indianapolis, IN

General operating support 225,000

Early Learning Indiana

Indianapolis, IN

Support for endowment and technology 10,000,000

Economic Club of Indiana

Indianapolis, IN

General operating support 10,000

Eiteljorg Museum of American Indians and Western Art

Indianapolis, IN

Capital campaign contribution to support acquisition of Richard Pohrt, Jr. collection 2,830,800

Eiteljorg Contemporary Art Fellowship 470,000

General operating support 1,147,500

Federalist Society for Law and Public Policy Studies

Washington, DC

General operating support 150,000

Fraser Institute

Vancouver, BC

General operating support 300,000

Freedom House

Washington, DC

General operating support 100,000

Freetown Village

Indianapolis, IN

Temporary relocation expenses 20,956

George Mason University Foundation

Fairfax, VA

Operating support for Law and Economics Center judicial education programs 100,000

Heartland Film

Indianapolis, IN

General operating support 300,000

Hendricks County Community Foundation

Avon, IN

Unrestricted support from bequest 43,607

HVAF of Indiana

Indianapolis, IN

Support for endowment, development capacity, facilities upgrades and cash reserves 5,000,000

Immigrant Welcome Center

Indianapolis, IN

Capacity-building support for development needs 50,000

Indiana Association for Community Economic Development

Indianapolis, IN

General operating support 175,000

Office relocation and leadership transition 50,000

Indiana Association of School Principals

Indianapolis, IN

Support for generationOn Indiana project 250,000

Indiana Association of United Ways

Indianapolis, IN

General operating support 1,240,000

Indiana disaster relief and recovery efforts 3,150,000

Indiana Coalition to End Sexual Assault

Indianapolis, IN

Capacity building 50,000

Indiana Humanities Council

Indianapolis, IN

General operating support 100,000

Statewide commemoration marking the 100th anniversary of women's suffrage in Indiana and the nation 45,000

Indiana Legal Services

Indianapolis, IN

Fundraising consulting 32,500

Indiana Repertory Theatre

Indianapolis, IN

General operating support 300,000

Indiana Sports Corporation

Indianapolis, IN

General operating support 500,000

Indiana Symphony Society

Indianapolis, IN

General operating support 1,237,000

Indianapolis Art Center

Indianapolis, IN

General operating support and strategic planning 150,000

Indianapolis Children's Choir

Indianapolis, IN

General operating support 150,000

Indianapolis Jazz Foundation

Indianapolis, IN

Indy Jazz Fest 42,000

Indianapolis Museum of Art (dba Newfields)

Indianapolis, IN

General operating support 500,000

Indianapolis Neighborhood Housing Partnership

Indianapolis, IN

General operating support 5,300,000

Indianapolis Neighborhood Resource Center

Indianapolis, IN

General operating support 250,000

Indianapolis Oasis

Indianapolis, IN

Capacity building 50,000

Indianapolis Opera Company

Indianapolis, IN

Development capacity building 50,000

General operating support 80,000

Indianapolis Shakespeare Company

Indianapolis, IN

Production of *Coriolanus* 25,000**Indiana National Guard Relief Fund**

Indianapolis, IN

Continuing support 325,800

Indiana Philanthropy Alliance

Indianapolis, IN

General operating support and strategic planning 343,750

Indiana Philanthropy Alliance Foundation

Indianapolis, IN

GIFT technical assistance for 2019 870,500

Internship Program for Indiana Community Foundations 1,025,000

Indiana Public Broadcasting Stations

Indianapolis, IN

IPB News statewide journalism collaboration 1,373,607



Indianapolis Urban League

Indianapolis, IN

Support for endowment, development capacity, facility and technology upgrades and cash reserves 5,000,000

Indianapolis Zoological Society

Indianapolis, IN

General operating support 1,116,720

Intercollegiate Studies Institute

Wilmington, DE

General operating support 125,000

International Center

Indianapolis, IN

General operating support 500,000

Julian Center

Indianapolis, IN

Support for development capacity, marketing and communications, technology and security upgrades and cash reserves 1,000,000

Keep Indianapolis Beautiful

Indianapolis, IN

General operating support 325,000

Kennedy King Memorial Initiative

Indianapolis, IN

Support for 50th Anniversary Commemoration event 35,000

Links Foundation

Washington, DC

National conference support 20,000

Local Initiatives Support Corporation

New York, NY

Indianapolis LISC program 500,000

Manhattan Institute for Policy Research

New York, NY

General operating support 200,000

Metropolitan Indianapolis Public Media (WFYI)

Indianapolis, IN

Support for CEO search and transition 200,000

Montgomery County Community Foundation

Crawfordsville, IN

Unrestricted support from bequest 43,607

Pacific Research Institute for Public Policy

San Francisco, CA

General operating support 175,000

Phoenix Theatre

Indianapolis, IN

Public relations for new Phoenix Theatre 50,000

Political Economy Research Center (dba Property and Environment Research Center)

Bozeman, MT

General operating support 50,000

Propylaeum Historic Foundation

Indianapolis, IN

Strategic planning and marketing 50,000

Putnam County Community Foundation

Greencastle, IN

Unrestricted support from bequest 43,607

River West Theatre (dba Fonseca Theatre Company)

Indianapolis, IN

Capital campaign for a new theatre company on the near west side 50,000

Ronald McDonald House Charities of Central Indiana

Indianapolis, IN

Purchase and installation of elevator 50,000

Sagamore Institute

Indianapolis, IN

General operating support 300,000

Stanford University-The Hoover Institution

Stanford, CA

General operating support 125,000

St. Mary's Child Center

Indianapolis, IN

Support for endowment 5,000,000

Salvation Army National Corporation

Alexandria, VA

Disaster relief – Hurricane Florence 500,000

Disaster relief – Hurricane Michael 750,000

Pathway of Hope Initiative 10,000,000

South Bend-Elkhart Regional Partnership Foundation

South Bend, IN

South Bend-Elkhart County Regional Planning Grant 50,000

State of Indiana-Indiana Arts Commission

Indianapolis, IN

Support for 2018 Arts Midwest conference in Indianapolis 30,000

Steward Speakers

Indianapolis, IN

Support for lecture series 45,000

Tax Foundation

Washington, DC

General operating support 110,000

Tourism Tomorrow

Indianapolis, IN

Support for 2018 Meeting Professionals International Conference in Indianapolis 50,000

Trinity Episcopal Church

Indianapolis, IN

Capital support for Trinity Haven project 300,000

United Way of Central Indiana

Indianapolis, IN

Continuation of Jump IN for Healthy Kids 200,000

Facilities Maintenance Fund 700,000

Hawthorne Social Service Association support 50,000

Support for 2018 annual fundraising 4,300,000

100th Anniversary Celebration 50,000

University of Southern Indiana

Evansville, IN

General operating support for the Historic New Harmony project 125,000

Westminster Neighborhood Services

Indianapolis, IN

Strategic planning 35,000

Wheeler Mission Ministries

Indianapolis, IN

Support for endowment, social enterprise expansion, technology and facilities optimization study 10,000,000

Young Audiences of Indiana

Indianapolis, IN

General operating support 200,000

Strengthening Indianapolis Through Arts and Cultural Innovation

An initiative to encourage charitable organizations to develop projects that use arts and cultural experience to strengthen communities in Indianapolis

(18 grants funding 17 projects ranging from \$49,000 to \$9,240,000) 48,872,888

- Big Car Media
- Central Indiana Community Foundation
- Eagle Creek Park Foundation
- Harrison Center
- Indiana Black Expo
- Indiana Blind Children's Foundation
- Indiana War Memorials Foundation
- Indianapolis Downtown
- Indianapolis Museum of Art (dba Newfields)
- Indianapolis Neighborhood Resource Center
- Indianapolis Parks Foundation
- Indianapolis Theatre Fringe Festival
- John H. Boner Community Center
- Keep Indianapolis Beautiful
- City of Lawrence
- Metropolitan School District of Wayne Township
- Phalen Leadership Academies Indiana
- Young Audiences of Indiana (dba Arts for Learning)

Holiday Assistance Fund

(23 grants ranging from \$1,500 to \$240,350) 475,000

- Catholic Charities Indianapolis
- Christ Emmanuel Missionary Baptist Church
- Community Action of Greater Indianapolis
- Flanner House of Indianapolis
- Gleaners Food Bank of Indiana
- Hall Temple Church of God in Christ
- Healing Place
- HOPE Project
- Indiana F.O.P. Foundation
- Indianapolis Housing Agency
- Indianapolis Urban League
- Kingsley Terrace Church of Christ
- La Plaza
- Latino Community Development Corporation

Life Line Community Center
 Lutheran Child & Family Services of Indiana
 Metro Baptist Center
 Mozell Sanders Foundation
 New Covenant Church & Ministries
 Rev. Richard Hunter Ministries
 Salvation Army, Indiana Division
 Sow One Foundation
 Westminster Neighborhood Services

Indiana Community Foundation Initiative – GIFT Phase VII

Initiative offering matching fund grant support to Indiana community foundations and affiliate funds to build unrestricted endowments and make grants to be used for any charitable purpose chosen by the community foundation or affiliate fund. Each community foundation and affiliate fund was eligible to apply for a grant in an amount dependent on the population of its county.

(87 grants ranging from \$101,441 to \$2.5 million) 62,074,605

Adams County Community Foundation
 Benton Community Foundation
 Blackford County Community Foundation
 Blue River Foundation (Shelby County)
 Brown County Community Foundation
 Cass County Community Foundation
 Community Foundation Alliance affiliate funds:
 Daviess County Community Foundation
 Gibson County Community Foundation
 Knox County Community Foundation
 Perry County Community Foundation
 Pike County Community Foundation
 Posey County Community Foundation
 Spencer County Community Foundation
 Vanderburgh County Community Foundation
 Warrick County Community Foundation

Community Foundation of
 Bloomington and
 Monroe County
 Community Foundation of
 Boone County
 Community Foundation of
 Crawford County
 Community Foundation of
 Elkhart County
 Community Foundation of
 Grant County Indiana

Community Foundation of Howard County
 Community Foundation of Howard County affiliate funds:
 Carroll County Community Foundation
 Clinton County Community Foundation
 Community Foundation of Jackson County
 Community Foundation of Madison and
 Jefferson County
 Community Foundation of Muncie and Delaware County
 Community Foundation of Pulaski County
 Community Foundation of Randolph County
 Community Foundation of Southern Indiana:
 Clark County
 Floyd County
 Community Foundation of St. Joseph County
 Community Foundation of Switzerland County
 Community Foundation of Wabash County
 Community Foundation Partnership:
 Lawrence County Community Foundation
 Martin County Community Foundation
 Dearborn Community Foundation
 Decatur County Community Foundation
 DeKalb County Community Foundation
 Dubois County Community Foundation
 Fayette County Foundation
 Franklin County Community Foundation
 Greater Lafayette Community Foundation
 (Tippecanoe County)
 Greater Lafayette Community Foundation
 affiliate fund:
 White County Community Foundation
 Greene County Foundation



Hancock County Community Foundation
Harrison County Community Foundation
Hendricks County Community Foundation
Henry County Community Foundation
Heritage Fund of Bartholomew County
Huntington County Community Foundation
Indianapolis Foundation
Jasper Newton Foundation (Jasper County)
Jasper Newton Foundation affiliate fund:
 Newton County Community Foundation
Jennings County Community Foundation
Johnson County Community Foundation
Kosciusko County Community Foundation
Legacy Foundation (Lake County)
Legacy Fund (Hamilton County)
Marshall County Community Foundation
Montgomery County Community Foundation
Noble County Community Foundation
Northern Indiana Community Foundation affiliate funds:
 Fulton County Community Foundation
 Miami County Community Foundation
 Starke County Community Foundation
Ohio County Community Foundation
Orange County Community Foundation
Owen County Community Foundation
Parke County Community Foundation
Porter County Community Foundation
Portland Foundation (Jay County)
Putnam County Community Foundation
Ripley County Community Foundation
Rush County Community Foundation
Scott County Community Foundation
Steuben County Community Foundation
Tipton County Foundation
Union County Foundation
Unity Foundation of LaPorte County
Wabash Valley Community Foundation (Vigo County)
Wabash Valley Community Foundation affiliate funds:
 Clay County Community Foundation
 Sullivan County Community Foundation
Warren County Community Foundation
Washington County Community Foundation
Wayne County, Indiana Foundation

Western Indiana Community Foundation
(Fountain County)
Western Indiana Community Foundation affiliate fund:
 Vermillion County Community Foundation
Whitley County Community Foundation

PHILANTROPY

Council on Foundations

Arlington, VA
2018 membership dues 23,500

Foundation Center

New York, NY
General Operating Support 125,000

GuideStar

Williamsburg, VA
2018 Membership Support 25,000

Independent Sector

Washington, DC
2018 Membership Dues 17,500

Philanthropy Roundtable

Washington, DC
General operating support 100,000
Support for community college donor
conference in Indianapolis 50,000

Subtotal

Community Development Grants 219,039,970

Subtotal

Philanthropy Grants 341,000

Subtotal

Community Development and
Philanthropy Discretionary Grants 62,000

Total

Community Development and Philanthropy Grants 219,442,970



Education and Youth

Dollar amount approved in 2018

Central Indiana Community Foundation

Indianapolis, IN

Latino Scholarship Fund Celebration 10,000

Chalkbeat

New York, NY

Continued support for Indiana education news service 200,000

CICP Foundation

Indianapolis, IN

Bridge funding for the Ascend initiative 2,000,000

College Mentors for Kids

Indianapolis, IN

Capacity building and sustainability 50,000

Duke University

Durham, NC

Lilly Library renovation and expansion 5,000,000

Early Learning Indiana

Indianapolis, IN

Planning for statewide early childhood initiative 150,000

Hispanic Scholarship Fund

Gardena, CA

Hispanic Career Pathways Initiative 30,763,670

Independent Colleges of Indiana

Indianapolis, IN

Administration of the Lilly Endowment Community Scholarship Program 2018/19 1,528,022

Lilly Endowment Community Scholarship Program for 2019 19,950,000

Indiana Humanities Council

Indianapolis, IN

Continuation of the Lilly Scholars for Life engagement and awareness program planning 35,000

Indiana State University

Terre Haute, IN

Extending Teacher Creativity 2019: A Summer Workshop for Teacher Creativity Fellows 106,347

Indiana Student Financial Aid Association

Carmel, IN

College Goal Sunday 2019 events 50,000

Indiana Youth Institute

Indianapolis, IN

Acquire the programs and services of the National Center for College Costs 558,121

Integration of Promise Indiana 992,491



Indianapolis Public Schools Education Foundation

Indianapolis, IN

Continuation of Indianapolis parent engagement strategy 525,000

Mind Trust

Indianapolis, IN

Continued support for Teach for America (Indianapolis) and other teacher quality initiatives 3,420,000

Starfish

Indianapolis, IN

Program and transitional support 50,000

United Negro College Fund (dba UNCF)

Washington, DC

Support for the UNCF Indiana Campaign 85,000

Comprehensive Counseling Initiative for Indiana K-12 Students – Implementation Grants, Round II

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

(39 grants ranging from \$99,365 to \$1,392,204) 12,256,198

Carroll County

Delphi Community School Corporation, Delphi

Delaware County

- Ball State University, Muncie
- Cowan Community School Corporation, Muncie
- Daleville Community Schools, Daleville
- Liberty-Perry Community Schools, Selma
- Muncie Community Schools, Muncie
- Muncie Public Charter School for Inquiry Inc. (dba Inspire Academy), Muncie
- Wes-Del School Corporation, Gaston
- Yorktown Community Schools, Yorktown

Fountain County

- Southeast Fountain School Corporation, Veedersburg

Hamilton County

- Noblesville Schools, Noblesville

Jennings County

- Jennings County School Corporation, North Vernon

Kosciusko County

- Wawasee Community School Corporation, Syracuse

Lake County

- Crown Point Community School Corporation, Crown Point
- Merrillville Community School Corporation, Merrillville
- School City of Hammond, Hammond

Lawrence County

- North Lawrence Community Schools, Bedford

Marion County

- Beech Grove City Schools, Beech Grove

Damar Charter School, Inc., Indianapolis

- Metropolitan School District of Decatur Township, Indianapolis

- Purdue Polytechnic High School of Indianapolis Inc., Indianapolis

Martin County

- Loogootee Community School Corporation, Loogootee

Miami County

- Maconaquah School Corporation, Bunker Hill

Monroe County

- Richland-Bean Blossom Community School Corporation, Ellettsville

Montgomery County

- South Putnam Community Schools, Greencastle

Morgan County

- Metropolitan School District of Martinsville School Corporation, Martinsville

Noble County

- East Noble School Corporation, Kendallville

| | |
|--------------------------------------------------------------|--|
| Orange County | |
| Springs Valley Community Schools Corporation, French Lick | |
| Owen County | |
| Spencer-Owen Community Schools, Spencer | |
| Switzerland County | |
| Switzerland County School Corporation, Vevay | |
| Vigo County | |
| Vigo County School Corporation, Terre Haute | |
| Washington County | |
| Salem Community Schools, Salem | |
| Wayne County | |
| Centerville-Abington Community Schools, Centerville | |
| Nettle Creek School Corporation, Hagerstown | |
| Northeastern Wayne Schools, Fountain City | |
| Western Wayne Schools, Pershing | |
| Whitley County | |
| Smith-Green Community Schools, Churubusco | |
| Whitko Community School Corporation, Larwill | |
| Whitley County Consolidated Schools, Columbia City | |

Teacher Creativity Fellowship Program

A competitive summer program for renewal of Indiana schoolteachers, principals and assistant principals, school counselors and media specialists

| | |
|-------------------------------|-----------|
| (100 grants of \$12,000 each) | 1,200,000 |
|-------------------------------|-----------|

YOUTH

Big Brothers Big Sisters of America

| | |
|---------------------------------------------------------------------|---------|
| Tampa, FL | |
| Training and technical assistance for national and state affiliates | 250,000 |

100 Black Men of America

| | |
|--------------------------------|---------|
| Atlanta, GA | |
| Evaluation and National Summit | 200,000 |

100 Black Men of Indianapolis

| | |
|-----------------------------------------|---------|
| Indianapolis, IN | |
| Operating support and capacity building | 148,500 |

Claude McNeals Musical Theatre Training Program

| | |
|----------------------------|---------|
| Indianapolis, IN | |
| Operating support | 150,000 |
| Planning/feasibility study | 49,300 |

Damar Services

| | |
|------------------|-----------|
| Indianapolis, IN | |
| Capital support | 4,000,000 |

Fathers and Families Resource Research Center

| | |
|------------------------------------|---------|
| Indianapolis, IN | |
| Operating and transitional support | 800,000 |

Girls Inc. of Greater Indianapolis

| | |
|------------------------------------------|--------|
| Indianapolis, IN | |
| Feasibility study and strategic planning | 50,000 |

IARCA Institute for Excellence

| | |
|-----------------------------------------|--------|
| Indianapolis, IN | |
| Child Psychological Maltreatment Summit | 50,000 |

Indiana Afterschool Network

| | |
|-----------------------------|---------|
| Indianapolis, IN | |
| Out-of-school-time programs | 537,150 |

Indiana Black Expo

| | |
|-------------------------------------------|---------|
| Indianapolis, IN | |
| Youth and family programs and initiatives | 702,500 |

Indiana Connected By 25 (dba Foster Success)

| | |
|-------------------|---------|
| Indianapolis, IN | |
| Capacity building | 393,000 |

Indiana Youth Institute

| | |
|-------------------|-----------|
| Indianapolis, IN | |
| Operating support | 5,000,000 |

Indiana Youth Services Association

| | |
|-------------------------------------------------|-----------|
| Indianapolis, IN | |
| Youth Professionals Journey Fellowship Programs | 1,254,025 |

Marion County Commission on Youth

| | |
|----------------------------------|---------|
| Indianapolis, IN | |
| Mayor's Youth Leadership Council | 220,000 |
| Operating support | 230,000 |

National Urban Fellows

| | |
|---------------------------------------------------------------------------------------------------------------------|---------|
| New York, NY | |
| Support for fellowships in Indianapolis, NUF alumni group in Indianapolis, NUF anniversary event and matching funds | 127,500 |

Outreach

| | |
|--------------------------------------|--------|
| Indianapolis, IN | |
| Staff capacity building and training | 23,600 |

Planned Parenthood of Indiana and Kentucky

Indianapolis, IN

| | |
|--------------------------------------------|--------|
| Evidence-based sexuality education program | 50,000 |
| Technology improvements and updates | 49,125 |

Pro 100

Indianapolis, IN

| | |
|--------------------------------------|---------|
| TeenWorks Career Pathways Initiative | 150,000 |
|--------------------------------------|---------|

Social Health Association of Indiana

Indianapolis, IN

| | |
|------------------------------------------------------------------|--------|
| Fund development capacity building for sustainability initiative | 50,000 |
|------------------------------------------------------------------|--------|

Summer Youth Program Fund

| | |
|----------------------------------------------------------------------------------------------------------------------------------------------|-----------|
| Grants for organizations to support summer activities for youth (163 grants to support 199 programs ranging from \$1,000 to \$278,374) | 2,260,119 |
|----------------------------------------------------------------------------------------------------------------------------------------------|-----------|

Adult and Child Mental Health Center
Agape Therapeutic Riding Resources
American Diabetes Association
American Foundation for Preventive Medicine
Angels & Doves
Art With a Heart
Artmix
Asante Children's Theatre
AYS
Benjamin Harrison Presidential Site
Big Brothers Big Sisters of Central Indiana
Bosma Industries for the Blind

Boys & Girls Clubs of Indianapolis
Brave Camps
Breeding Tabernacle CME Church
Brightwood Community Center
Broadway United Methodist Church
Brookes Place for Grieving Young People
Brookside Community Development Corporation
Burmese American Community Institute
Butler University
Camptown
Castleton United Methodist Church
Catholic Charities Indianapolis
Catholic Youth Organization, Camp Rancho Framasa
Center for Interfaith Cooperation
Children's Bureau
The Children's Museum of Indianapolis
Christamore House
Christel House Academy
Classical Music Indy
Claude McNeals Musical Theatre Training Program
Coburn Place Safehaven
Community Alliance of the Far Eastside
Community Health Network Foundation
Community Life Line Christian Church
Concord Center Association
D R E A M Alive
Damar Services
Dance Kaleidoscope
Dayspring Center
Diabetic Youth Foundation of Indiana
DirectEmployers Association Foundation
Dyslexia Institute of Indiana
Early Learning Indiana
Earth Charter Indiana
East Tenth United Methodist Children and Youth Center
Eastern Star Jewel Human Services Corporation
Edna Martin Christian Center
Englewood Christian Church
Englishton Park Presbyterian Ministries
Entrepreneurial Ventures in Education
Fay Bickard Glick Neighborhood Center at Crooked Creek
Felege Hiywot Center
First Samuel Missionary Baptist Church
Flanner House of Indianapolis
Freetown Village





Freewheelin' Community Bikes
 Girl Scouts of Central Indiana
 Girls Inc. of Greater Indianapolis
 Gleaners Food Bank of Indiana
 Great Commission Church of God
 Greater Gethsemane Missionary Baptist Church
 Groundwork Indy
 Happy Hollow Children's Camp
 Harrison Center
 Hawthorne Social Service Association
 Health and Hospital Corporation of Marion County
 Health and Science Innovations
 Hear Indiana
 Hemophilia of Indiana
 Hispanic Latino Minority Health Coalition of
 Greater Indianapolis
 Hoosier Burn Camp
 libada Dancers
 Indiana Amateur Baseball Association
 Indiana Annual Conference of the United
 Methodist Church
 Indiana Black Expo
 Indiana Deaf Camps Foundation
 Indiana Golf Foundation
 Indiana Latino Institute
 Indiana Performing Arts Centre
 Indiana State Museum Foundation
 Indiana University Foundation
 Indianapolis Algebra Project
 Indianapolis Art Center
 Indianapolis Ballet
 Indianapolis Children's Choir
 Indianapolis Housing Agency

Indianapolis Interfaith Hospitality Network
 Indianapolis Parks Foundation
 Indianapolis Soap Box Derby Association
 Indianapolis-Marion County Public Library Foundation
 Jackson Center for Conductive Education
 Jameson
 John H. Boner Community Center
 Julian Center
 Keep Indianapolis Beautiful
 Kids Dance Outreach
 La Plaza
 Latino Youth Collective of Indiana
 Lawrence United Methodist Church
 Like A Lion
 Lillian Davis Foundation
 Little Red Door Cancer Agency
 Lutheran Child & Family Services of Indiana
 LYN House
 M.S.D. of Lawrence Township Foundation
 Marian University
 Marion County Commission on Youth (2)
 Martin Luther King Multi-Service Center Indianapolis
 Mary Rigg Neighborhood Center
 Metropolitan School District of Pike Township
 Montessori Educational Charity
 Morning Dove Therapeutic Riding
 Muscular Dystrophy Association
 Music for All
 National Association of Black Accountants
 Greater Indianapolis Chapter
 National Junior Tennis League of Indianapolis
 New Beginnings Church
 Nine 13
 Noble
 Northside New Era Community Outreach Corporation
 Nu Corinthian Baptist Church
 Oaks Academy
 Oasis Christian Community Development Corporation
 Outdoor Youth Exploration Academy
 Paramount School of Excellence
 Partnerships for Lawrence
 Pathway Resource Center
 Peace Learning Center
 Philharmonic Orchestra of Indianapolis
 Pro 100
 ProAct Community Partnerships

Purdue University
 Recovery High School at Fairbanks
 St. Richard's Episcopal School
 Saint Florian Center
 Salvation Army, Indiana Division
 Sanctuary Outreach
 School on Wheels Corporation
 Second Helpings
 Shepherd Community
 SHEroes
 Social Health Association of Indiana
 Southeast Community Services
 Speedway Baptist Church
 Starfish
 Stem Connection
 Stop the Violence Indianapolis
 Storytelling Arts of Indiana
 Symphonic Youth Orchestra of Greater Indianapolis
 Trinity House Academy
 Urban Jamm Babies
 Vida Nueva (Hispanic Ministry) UMC
 Wayne Township Education Foundation
 Westminster Neighborhood Services
 Winning Experiences
 Writers' Center of Indiana (dba Indiana Writers Center)
 Young Actors Theatre
 Young Audiences of Indiana (dba Arts for Learning)
 Young Men's Christian Association of Greater Indianapolis
 Zion Hill Missionary Baptist Church

Summer Youth Program Fund – Capital Projects

Capital project grants for organizations to improve capacity to conduct summer programs

(43 grants ranging from \$1,700 to \$30,000) 839,881

Agape Therapeutic Riding Resources
 Art With a Heart
 Artmix
 Big Brothers Big Sisters of Central Indiana
 Boys & Girls Clubs of Indianapolis
 Burmese American Community Institute
 Butler University
 Camptown
 Christamore House
 Christel House Academy
 Concord Center Association

Damar Services
 Englishton Park Presbyterian Ministries
 Fay Bickard Glick Neighborhood Center at Crooked Creek
 Felege Hiywot Center
 First Samuel Missionary Baptist Church
 Flanner House of Indianapolis
 Girl Scouts of Central Indiana
 Groundwork Indy
 Happy Hollow Children's Camp
 Harrison Center for the Arts
 Hawthorne Social Service Association
 Health and Science Innovations
 Indiana Annual Conference of the United Methodist Church
 Indiana University Foundation (2)
 Indianapolis Parks Foundation
 Indianapolis-Marion County Public Library Foundation
 Jameson
 Julian Center
 Keep Indianapolis Beautiful
 La Plaza
 Latino Youth Collective of Indiana
 Martin Luther King Multi-Service Center Indianapolis
 Nine 13
 Northside New Era Community Outreach Corporation
 Paramount School of Excellence
 Partnerships for Lawrence
 Peace Learning Center
 Pro 100
 St. Richard's Episcopal School
 Social Health Association of Indiana
 Zion Hill Missionary Baptist Church

Subtotal

Education Grants 78,929,849

Subtotal

Youth Grants 17,584,700

Subtotal

Education and Youth Discretionary Grants 87,250

Total

Education and Youth Grants 96,601,799



Religion

Dollar amount approved in 2018

Aquinas Institute of Theology

St. Louis, MO

Partial continued support for Delaplaine
Preaching Initiative 250,000

Association of Boards in Theological Education

Wilmington, DE

Continued support for In Trust Center
for Theological Schools program 7,500,000

Association of Theological Schools in the United States and Canada

Pittsburgh, PA

Continued support for Leadership
Education for Theological Education program 4,900,000

Center for Interfaith Cooperation

Indianapolis, IN

Organizational capacity-building assessment 50,000

Christian Methodist Episcopal Church

Louisville, KY

Strategic planning and capacity-building project 50,000

Christian Reformed Church in North America

Grand Rapids, MI

Continued support for Connections:
Embedding Regional Resourcing in the Christian
Reformed Church in North America program 500,000

Christian Theological Seminary

Indianapolis, IN

Continued support for institutional renewal project 1,170,000
Support for Lilly Endowment Indiana
and National Clergy Renewal Programs for 2020 7,500,000

Church Music Institute

Dallas, TX

Continued support for Peer Learning
Project in Worship and Music (2) 344,060

Church of the Nazarene

Lenexa, KS

Support for Religious Congregations
& Membership Study 2020 585,454

Council of Independent Colleges

Washington, DC

Supplemental support for Network for
Vocation in Undergraduate Education program 9,912,800

Duke University

Durham, NC

Planning for Everything Happens Project 50,000
Supplemental support for the fourth wave
of the National Congregations Study 150,000

Foundations and Donors Interested in Catholic Activities

Washington, DC

Catholic Funding Guide Online Renovation and Expansion Project 150,000

Fund for Theological Education

Decatur, GA

Continued support for Fund for Theological Education 5,000,000

Global Interfaith Partnership

Indianapolis, IN

Strategic planning project 14,500

Greater Washington Educational Telecommunications Association

Arlington, VA

Documentary film series on the history of the black church in America 3,000,000

Indiana University Foundation

Bloomington, IN

Planning for The Initiative to Expand and Deepen Conversations on Faith, Philanthropy and Community Religion, Spirituality and the Arts Program 49,999
169,380

Indianapolis Center for Congregations

Indianapolis, IN

Continued support for Congregational Resource Guide program 1,480,000
Continued support for regional centers for congregations in Indiana 7,500,000

Institute for Ecumenical and Cultural Research

Collegeville, MN

Continued support for the Ecclesial Literature Project 2,237,421

Interdenominational Theological Center

Atlanta, GA

Partial continued support for Initiative to Strengthen Fundraising in Historic Black Theological Schools program 250,000

Interfaith Youth Core

Chicago, IL

Alumni Program Strategic Planning project 50,000

Lutheran University Association (dba Valparaiso University)

Valparaiso, IN

Supplemental support for Lilly Fellows Program in Humanities and the Arts 2,500,520



National Association of Evangelicals

Washington, DC

Capacity Building Initiative project 2,000,000

National Black Catholic Congress

Baltimore, MD

Fundraising capacity-building project 300,000

North Park University

Chicago, IL

Research project on race and religion in the 21st century 683,925

Search Institute

Minneapolis, MN

Exploring Faith-Nurturing Relationships through Diverse Faith Communities project 390,000

Shaw University

Raleigh, NC

Partial continued support for Initiative to Strengthen Fundraising in Historic Black Theological Schools program 250,000

Spring Hill Camps

Ewart, MI

Camp to Congregation Project 321,650

Union Presbyterian Seminary

Richmond, VA

Mapping Children's Faith Formation project 303,716

United States Conference of Catholic Bishops

Washington, DC

Support for "V National Encuentro" 50,000

University of Notre Dame du Lac

Notre Dame, IN

Continued support for national research program on pastoral leadership and clergy well-being 1,858,806

Vanderbilt University

Nashville, TN

Partial continued support for the David G. Buttrick Certificate Program in Homiletic Peer-Coaching 125,000

Wake Forest University

Winston-Salem, NC

Planning for a major conference on faith-informed action for the common good 50,000

Wesley Theological Seminary of the United Methodist Church

Washington, DC

Planning for research to examine the changing religious workforce in American Christianity 50,000

Campus Ministry Theological Exploration of Vocation

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

(27 sustainability grants ranging from \$15,797 to \$250,000) 1,515,747

All Saints Roman Catholic Newman Center Tempe, Tempe, AZ

Arkansas Presbyterian and Disciples Campus Ministry Board, Fayetteville, AR

Baptist Collegiate Ministry of the Wabash Valley, Terre Haute, IN

Baptist Student Foundation at Purdue, West Lafayette, IN

Campus Chapel of Ann Arbor, Ann Arbor, MI

Classis Zeeland of the Reformed Church in America, Zeeland, MI

ELCA Campus Ministry for Brazos Valley, College Station, TX

First Presbyterian Church, Boulder, CO

First Presbyterian Church of Tuscaloosa, Tuscaloosa, AL

Geneva Campus Church, Madison, WI

Illinois Great Rivers Annual Conference of the United Methodist Church, Springfield, IL

InterVarsity Christian Fellowship-USA, Madison, WI

Lutheran Campus Council of Grand Forks, Grand Forks, ND

Lutheran Campus Council of San Diego, San Diego, CA

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

Presbyterian Campus Ministry, Athens, GA

St. John XXIII Catholic Church, Fort Collins, CO

St. Paul's Newman Center, Laramie, WY

St. Paul's State College United Methodist Church, State College, PA

St. Thomas Aquinas Catholic Church of Lincoln, Lincoln, NE

St. Thomas Aquinas Church Corporation, Ames, IA

St. Thomas More Newman Center, Columbus, OH

Texas Baptists, Baptist General Convention of Texas, Dallas, TX

Theological Horizons, Charlottesville, VA

United Ministries in Higher Education, Springfield, MO

University Catholic Center, Austin, TX

Westminster Foundation, Morgantown, WV

Early Career Pastoral Leadership Development Programs

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

(5 grants ranging from \$125,276 to \$1,765,000) 2,980,864

Emory University, Atlanta, GA

Hendrix College, Conway, AR

Marquette University, Milwaukee, WI

Wabash College, Crawfordsville, IN (2)

National Initiative to Address Economic Challenges Facing Pastoral Leaders

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

(24 grants ranging from \$189,119 to \$1 million) 19,280,422

American Baptist Home Mission Society, Valley Forge, PA

Archdiocese of Indianapolis, Indianapolis, IN

Board of Pensions of United Presbyterian Church in USA, Philadelphia, PA

Christian Church in Indiana, Indianapolis, IN

Church of God Ministries, Anderson, IN

Cincinnati Christian University, Cincinnati, OH

Cooperative Baptist Fellowship, Decatur, GA

Episcopal Church Foundation, New York, NY

Episcopal Diocese of Indianapolis, Indianapolis, IN

Evangelical Council for Financial Accountability, Winchester, VA

Evangelical Covenant Church, Chicago, IL

Evangelical Lutheran Church in America, Chicago, IL

General Board of Pension and Health Benefits of the United Methodist Church, Glenview, IL
 Indiana University Foundation, Bloomington, IN
 Mennonite Foundation, Goshen, IN
 Ministers and Missionaries Benefit Board of the American Baptist Churches, USA, New York, NY
 Missouri United Methodist Foundation, Columbia, MO
 National Association of Evangelicals, Washington, DC
 National Leadership Roundtable on Church Management, Washington, DC
 Pension Fund of the Christian Church, Indianapolis, IN
 Presbyterian Church (U.S.A.) Foundation, Jeffersonville, IN
 Samuel DeWitt Proctor Conference, Chicago, IL
 Southwestern Minnesota Synod ELCA, Redwood Falls, MN
 Wesleyan Church Corporation, Fishers, IN

High School Youth Theology Institutes at Colleges and Universities

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

(6 sustainability grants ranging from \$65,653 to \$1 million) 3,832,630

Fund for Theological Education, Decatur, GA
 Gordon College, Wenham, MA
 Ottawa University, Ottawa, KS
 Pepperdine University, Malibu, CA
 Viterbo College, La Crosse, WI
 Wiley College, Marshall, TX

Strengthening Ministries with Youth

Programs to help congregations and youth ministry organizations design and test new models for ministries with middle and high school youth

(9 grants ranging from \$999,304 to \$1.2 million) 9,404,515

Azusa Pacific University, Azusa, CA
 Baylor University, Waco, TX
 Center for FaithJustice, Lawrenceville, NJ
 Flagler College, St. Augustine, FL
 Fuller Theological Seminary, Pasadena, CA
 Gordon Conwell Theological Seminary, South Hamilton, MA
 Indiana Wesleyan University, Marion, IN
 Seattle Pacific University, Seattle, WA
 Southern Methodist University, Perkins School of Theology, Dallas, TX

Thriving in Ministry

Programs to support the creation or enhancement of projects that help clergy thrive in their roles as congregational leaders

(80 grants ranging from \$31,500 to \$1 million) 71,735,499

Anabaptist Mennonite Biblical Seminary, Elkhart, IN
 Auburn Theological Seminary, New York, NY
 Azusa Pacific University, Azusa, CA
 Baptist General Association of Virginia, Henrico, VA
 Baptist Women in Ministry, Atlanta, GA
 Belhaven University, Jackson, MS
 Benedictine Sisters, Cullman, AL
 Benedictine Women of Madison, Middleton, WI
 Bethany Fellowships, Columbia, MO
 California Lutheran University, Thousand Oaks, CA
 Campbell University, Buies Creek, NC
 Cardinal Stritch University, Milwaukee, WI
 Catawba College, Salisbury, NC
 Catholic Leadership Institute, Wayne, PA
 Catholic Rural Life, St. Paul, MN
 CBF of North Carolina, Winston-Salem, NC
 Central Baptist Theological Seminary, Shawnee, KS
 Chicago Theological Seminary Board of Directors, Chicago, IL
 China Evangelical Seminary North America (CESNA), West Covina, CA
 Christ Church Cranbrook, Bloomfield Hills, MI
 Christian Reformed Church in North America, Grand Rapids, MI
 Church of the Brethren, Elgin, IL
 City Mission, Boston, MA
 Convencion Bautista Hispana de Texas, San Antonio, TX
 Cooperative Baptist Fellowship, Decatur, GA
 Dakotas Annual Conference of the United Methodist Church, Mitchell, SD
 Denver Seminary, Littleton, CO
 Duke University, Durham, NC (2)
 Episcopal Diocese of North Carolina, Raleigh, NC
 Episcopal Diocese of Spokane, Spokane, WA
 Episcopal Theological Seminary of the Southwest, Austin, TX
 Evangelical Covenant Church, Chicago, IL
 Gordon Conwell Theological Seminary, South Hamilton, MA
 Grand View University, Des Moines, IA
 Grove City College, Grove City, PA
 Gustavus Adolphus College, St. Peter, MN

Hampton University, Hampton, VA
 Hartford Seminary, Hartford, CT
 Hispanic Access Foundation, Washington, DC
 Hood Theological Seminary, Salisbury, NC
 Illinois Conference of the United Church of Christ, Westchester, IL
 Indiana Ministries of the Church of God, Fishers, IN
 International Pentecostal Holiness Church, Bethany, OK
 Lexington Theological Seminary, Lexington, KY
 Macedonian Ministry Foundation, Atlanta, GA
 Marquette University, Milwaukee, WI
 Massachusetts Conference of the United Church of Christ, Framingham, MA
 Massachusetts Council of Churches, Boston, MA
 Milligan College, Milligan College, TN
 Millsaps College, Jackson, MS
 Ministers and Missionaries Benefit Board of the American Baptist Churches, USA, New York, NY
 Missio Theological Seminary, Hatfield, PA
 Moravian Church Northern Province, Bethlehem, PA
 National Leadership Roundtable on Church Management, Washington, DC
 Nueva Esperanza, Philadelphia, PA
 Omaha Presbyterian Seminary Foundation, Omaha, NE
 Orthodox Church in America, Syosset, NY
 Pentecostal Theological Seminary, Cleveland, TN
 St. Paul Area Synod of the Evangelical Lutheran Church in America, St. Paul, MN
 St. Thomas University, Miami Gardens, FL
 Samford University, Birmingham, AL
 Samuel DeWitt Proctor Conference, Chicago, IL
 Shepherd of the Lake Lutheran Church, Prior Lake, MN
 Sojourners, Washington, DC
 South Georgia Annual Conference of the United Methodist Church, Brunswick, GA
 Spelman College, Atlanta, GA
 Street Psalms, Tacoma, WA
 Syracuse University, Syracuse, NY
 Taylor University, Upland, IN
 United Methodist Foundation of New England, Derry, NH
 Universal Fellowship of Metropolitan Community Churches, Sarasota, FL
 University of Dubuque, Dubuque, IA
 University of the South, Sewanee, TN
 Vineyard USA, Stafford, TX
 Wake Forest University, Winston-Salem, NC



| | |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------|
| Western Seminary, Portland, OR | |
| Westmont College, Santa Barbara, CA | |
| Wheaton College Billy Graham Center, Wheaton, IL | |
| Whitworth University, Spokane, WA | |
| <hr/> | |
| Subtotal | |
| Religion Grants | 170,496,907 |
| <hr/> | |
| Subtotal | |
| Religion Discretionary Grants | 22,365 |
| <hr/> | |
| Total | |
| Religion Grants | 170,519,272 |
| <hr/> | |
| Grand Total – All Divisions | 486,564,041 |
| <hr/> | |
| Matching grants – staff, retiree and board giving | 7,233,064 |
| Total – All Grants Approved * | 493,797,105 |
| * Reconciliation to Financial Statements | |
| To reconcile the total of all grants approved with the financial statements, the following adjustment for conditional grants, decommitments and refunds must be made: | |
| Adjustment | 5,920,421 |
| Net Total – Grant Approvals | 499,717,526 |

Grant Guidelines & Procedures

The following guidelines and procedures, formulated over the years by our founders and Board of Directors, govern our grantmaking decisions.

Areas of Interest

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

Community Development

Our community development grantmaking focuses primarily on enhancing the quality of life in Indianapolis and Indiana. We grant funds for human and social needs, central-city and neighborhood revitalization, low-income housing, and arts and culture in Indianapolis. On a statewide level, we routinely offer initiatives to support community foundations and United Ways. Nationally, the Endowment provides support on an invitational basis for compelling other causes that are consistent with our areas of interest, such as disaster relief and recovery efforts and programs for veterans' affairs and their families.

to prepare their students for successful lives and careers, and build the state's intellectual capital. Nationally, we support on an invitational basis programs that expand and enhance higher education opportunities for African Americans, Native Americans and Latino Americans.

Religion

Our religion grantmaking aims to deepen and enrich the religious lives of American Christians, principally by supporting efforts that enrich the vitality of congregations. We believe that the long-term health of congregations depends on excellent pastoral leadership, and our grants seek to ensure that congregations have a steady stream of wise, faithful and well-prepared leaders. We also support efforts that help Christians draw on the wisdom of their theological traditions as they strive to understand and respond to contemporary challenges and live out their faith more fully. Much of this work centers on the theological concept



Education

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

of vocation and focuses on helping Christians, especially youth and young adults, discover how God calls them to lead lives of meaning and purpose.

In addition, we believe that religion plays a critical role in shaping American life. Through grants to major cultural institutions and 501(c) (3) news and media organizations, we seek to foster public understanding about religion and lift up in fair and accurate ways the contributions that people of all faiths and diverse religious communities make to our greater civic well-being.

Youth and Philanthropy

Besides grantmaking in our three principal areas, we award grants in support of youth development and the advancement and study of 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 on an invitational basis funding for research on the governance and effectiveness of nonprofit organizations. We also support efforts to advance philanthropy by supporting selective research projects and educational programs focused on charitable giving and fundraising.

Geographic priorities

In keeping with the founders' wishes, the Endowment gives priority to efforts that improve the quality of life in Indianapolis and Indiana. This priority applies especially to grants for community development and elementary/secondary education. Exceptions include occasional funding on an invitational basis for national programs that complement or relate to our work in Indiana or further a compelling cause aligned with our founders' interests.

Our 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 for Latino Americans. Grants to institutions of higher learning outside Indiana are restricted to programs offered by the Endowment on an invitational basis.

Our grantmaking in religion is national in scope, as is support relating to philanthropy and the nonprofit sector, which is provided on an invitational basis. Grants for international purposes are limited to a few United States-based economic 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. Virtually all 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 does not fund endowment or endowed chairs, except in unusual cases involving longstanding grantees or special initiatives.
- Libraries. Except for special initiatives, the Endowment regularly declines grants to public libraries outside Marion County, Ind.

Requests from organizations outside of Indianapolis that involve building campaigns, elementary/secondary education, arts and culture, human services, general operations or neighborhood development usually are declined except in special initiatives.

Application process

If you believe your charitable organization has a request that fits within our guidelines, we suggest that you send us by regular mail a preliminary letter of no more than two pages. The letter should tell us about your organization, the project you have in mind, the issue or need you seek to address and the amount of support you would like to request 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.

Approval process

The Endowment can only fund a small percentage of the few thousand grant proposals we receive each year. Our approval process generally begins with a review of a proposal by a program director. Proposals that meet the criteria for consideration proceed to the appropriate division for review, then to the Endowment's 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 generally takes three to six months. All grantseekers receive written notification of our decisions.

Please direct correspondence to:



Lilly Endowment Inc.

A Private Philanthropic Foundation

Program Office

Lilly Endowment Inc.

2801 N. Meridian St.

P.O. Box 88068

Indianapolis, IN 46208-0068

Telephone: 317-924-5471

Website: lillyendowment.org



U.S. Army veteran Hugh Wadlington (left) with his son, Bryce (right), visits the food pantry at HVAF of Indiana near downtown Indianapolis. Brenda Knox (center) is a volunteer at HVAF Indiana, which supports U.S. military veterans and their families and provides programs to help veterans who are at risk of becoming homeless. HVAF is one of 10 human services agencies in Indianapolis in 2018 that received Endowment grants totaling \$48 million to help them strengthen their long-term financial sustainability. HVAF will use its \$5 million grant to create an endowment, enhance its fundraising capacity and make its facilities more energy efficient so it can serve clients well for years to come.

Acknowledgements

Design and Production

David Stahl

Photography

Chris Minnick

Page 5: Indiana Landmarks (bottom)

Page 6: Newfields (top)

Page 8: Downtown Indy

Page 11: Community Foundation of Madison and Jefferson County (top)

Page 21: AgriNovus Indiana (bottom)

Page 24: Catholic Extension

Page 25: Union Theological Seminary

Page 27: Catholic Extension (right)

Page 28: Holy Ascension of Our Lord Russian Orthodox Cathedral

Page 29: Divine Redeemer Presbyterian Church (right)

Page 30: Partners for Sacred Places (right)

Trinity United Methodist Church (left)

Page 31: Partners for Sacred Places (top)

Urban Grace Church (bottom)

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