



# Lilly Endowment

ANNUAL REPORT 2007



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## ABOUT LILLY ENDOWMENT

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

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

In keeping with the wishes of the three founders, Lilly Endowment exists to support the causes of religion, education and community development. The Endowment affords special emphasis to projects that benefit young people and promote leadership education and financial self-sufficiency in the nonprofit, charitable sector.

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

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# Toward a Virtuous Circle of Community

Since 1937 when J.K. Lilly Sr. and his sons, J.K. Jr. and Eli, founded Lilly Endowment with gifts of stock in Eli Lilly and Co., the Endowment has sought to improve the quality of life for residents of their home state, Indiana, and their hometown, Indianapolis. The founders felt indebted to the people of Indiana who had contributed so much to the prosperity of their pharmaceutical company. They also recognized that it was important to their company's employees to live in a community that had an appealing and supportive quality of life.

**A**lthough much has changed in the last 70 years, the Endowment remains dedicated to the key priorities of its founders. It continues to concentrate its grantmaking in the three main areas of community development, education and religion, focusing a majority of its resources on improving the quality of life in Indiana and, in particular, Indianapolis.

In the intervening decades the Endowment has awarded almost \$7 billion in funds, most of which address the needs of Indiana citizens and communities. The funds have gone to build community foundations in every county in Indiana. They have supported untold numbers of initiatives to bolster the social service sectors of Indianapolis and Indiana, primarily through the efforts of local United Ways. Grants have helped create and improve the infrastructure of a vibrant, 21st century Indianapolis: the City Market, the Artsgarden,

**VIRTUOUS CIRCLE:**  
"A condition in which a favorable circumstance or result gives rise to another that subsequently supports the first."

Indiana State Museum, Eiteljorg Museum of American Indians and Western Art, the new Marion County-Indianapolis Public Library, Indianapolis Zoo, Indianapolis Museum of Art, Children's Museum of Indianapolis, Garfield Park, White River State Park and dozens of other urban parks, and on and on.

Funds have gone to improve the systems and institutions of higher education in Indiana and to encourage the pursuit of excellence and distinction for themselves and the state. The Endowment has supported top-notch research into the life sciences, which is beginning to pay dividends in the private sector and has helped prepare the Hoosier workforce for success in a high-tech global economy. Funds have gone for full-tuition scholarships (2,697 and counting) for outstanding Indiana students to attend any accredited college or university in Indiana. They also have supported a myriad of K-12 education efforts throughout the

state, and they have worked to build the health and vibrancy of congregations and pastoral leadership throughout the state and the country.

## **DEPENDING ON THE SUCCESS OF OTHERS**

But Lilly Endowment does not operate in a vacuum. The Endowment provides the funds, but it is the talent, energy, creativity, perseverance, dedication and vision of the recipients who do the work that make the difference. And they don't operate in a vacuum either. Their success depends on the efforts of even more people, all of whom contribute to a virtuous circle of community development.

The dynamics in the business sector have significant effects on whether the circle of community remains virtuous. A virtuous circle has been defined as "a condition in which a favorable circumstance or result gives rise to another that subsequently supports the first" (*The American Heritage Dictionary of the English Language, Fourth Edition*). Whether through making cars, developing and selling pharmaceuticals, managing a huge chain store or a small boutique, making art, developing new medical devices, or building engines—the success of those in the business sector is absolutely critical for a lively and growing community.

Successful businesses give rise to a healthy nonprofit sector. Caring and concerned citizens are the volunteers and board members of the region's arts and human service organizations, local school corporations and colleges and universities. They are the parishioners of the community's congregations. Their ability to donate funds and share expertise depends on their financial health, which in turn depends on the prosperity of their employers. Without profitable, vibrant businesses, the community's nonprofit sector would be seriously undermined, and a virtuous cycle could turn vicious.

For instance, donors in the Indianapolis metropolitan area gave \$39 million to the United Way of Central Indiana (UWCI) this year, largely through workplace campaigns. One company alone, Eli Lilly and Co., gave more than \$9.1 million to the annual campaign—almost a quarter of the campaign goal of \$39 million. Lilly Endowment

contributed \$3,750,000 to the campaign, plus \$3.6 million for other initiatives. These 2007 grants brought the total Endowment grants to UWCI to more than \$286 million since its first grant of \$10,500 in 1938 to UWCI's forerunner, the Community Chest of Indianapolis.

## **EACH ONE ONLY PART OF THE CIRCLE**

In this annual report are stories about some of the Endowment's recent grants that demonstrate the interrelatedness of all sectors in a community and how dependent one is on another. Indianapolis has been blessed with many philanthropic families and organizations. The Endowment is proud to be part of that tradition. But we all depend on the success of those in other sectors—from business to government and from higher education to the arts and human services. We are each only a part of the circle, but all of us must do our part for the community to prosper.

## **OTHER SIGNIFICANT GRANTMAKING IN 2007**

Other important grantmaking addressed the issues of the veterans of the wars in Iraq and Afghanistan, supported the development of leadership in Christian institutions throughout the country, contributed to reportage about religion in America, bolstered the teaching of K-12 schoolchildren in Indianapolis and the education of future K-12 teachers, and reinforced our continuing emphasis on the importance of excellence in leadership among nonprofit institutions.

### **Helping Veterans and Their Families**

The Endowment recognizes that the ongoing conflicts in Iraq and Afghanistan are having major repercussions on combat veterans and military families in Indiana and throughout the country. Right now, Indiana is experiencing the largest deployment of its National Guard (nearly 4,000 troops) since World War II. Indiana, 15th in the nation in population, has the fourth largest number of National Guard members. With deep appreciation for the sacrifices made by these veterans and their families, the Endowment in 2007 made four grants

to address a range of their needs in Indiana and beyond.

The grants were made to the following organizations:

- » Indiana National Guard (ING) Relief Fund—\$570,000 to augment the Endowment's three previous grants of \$250,000 each. The fund provides grants to ING members and/or their families who suffer significant financial hardship as a result of active duty service.
- » Crane Technology—\$400,000 to support a pilot project called the Crane Learning and Employment Center for Veterans (CLEC), which is the first comprehensive program of its kind in the country. It will help veterans with disabilities enter or reenter the workforce and then gain employment at Naval Support Activity Crane in southwest Indiana.
- » Military Family Research Institute at Purdue University (MFRI)—The institute was established in 2000 with funding from the U.S. Department of Defense to compile and analyze existing research on issues facing military families, their ability to adapt and cope, and the resources available to them. An \$8.9 million grant from the Endowment will support the ongoing research and analysis initiatives of MFRI and its efforts to identify and provide personal assistance for veterans and new resources for family

**Other important grantmaking addressed the issues of the veterans of the wars in Iraq and Afghanistan.**

support groups already in place in ING.

MFRI is the only such university-based institute in the country.

- » Richard L. Roudebush VA Medical Center—A \$9.9 million grant will support the Indiana Veterans Enhanced Services Initiative, a four-pronged approach that focuses first and primarily on combat veterans from Iraq and Afghanistan and secondly on veterans of former conflicts. Since 2004 the medical center has treated almost 3,000 Iraq and Afghanistan veterans; this patient population has doubled nearly every year. As one of 21 polytrauma network sites in the country, it provides acute medical and rehabilitative care for combat veterans in Indiana, Illinois and Michigan who have suffered multiple injuries including amputations, traumatic brain injuries, and significant mental health problems. The four major activities are:
  - » establishing the Seamless Transition Integrated Care Clinic to provide a broad range of services necessary to help facilitate the healing and reintegration of veterans in a new, 24,000-square-foot addition;
  - » construction of a two-story, 28-suite Comfort Home to house families of injured service members while their loved ones undergo extended periods of medical care and rehabilitation;
  - » retreats for returning combat veterans and their spouses;
  - » rehabilitation events for veterans, including the National Veterans Golden Age Games, which are coming to Indianapolis in the summer of 2008.

#### Focus on Teachers

In education, the Endowment made two especially significant grants in 2007—one to transform the education of math and science teachers and one to enhance K-12 education in Indianapolis.

The Woodrow Wilson National Fellowship Foundation selected Indiana as the first pilot site for its new national fellowship program for high school teachers. An Endowment grant of \$10 million will support the program, which will provide each fellow with a \$30,000 stipend to complete a



Maj. Gen. R. Martin Umbarger, adjutant general of Indiana, directs the activities of the Indiana National Guard Relief Fund.

yearlong master's program at one of four Indiana universities: Purdue University, Ball State University, Indiana University Purdue University Indianapolis or the University of Indianapolis.

The fellowship will be open to college seniors and career-changers with outstanding undergraduate records and majors in math or science from around the nation who are willing to teach in Indiana. After they complete their academic work, the fellows will teach for three years in high-need urban or rural Indiana schools. The pilot program will prepare 80 new Indiana math and science teachers each year for two years. The foundation hopes the program eventually can be expanded to provide up to 400 fellowships per year.

A \$2 million grant to the Indianapolis Center for Education Entrepreneurship, known as the Mind Trust, will enable it to bring the highly acclaimed Teach for America (TFA) program to Indianapolis. In its 17-year history, TFA has grown into the nation's largest provider of teachers for low-income communities and has been recognized for building a pipeline of leaders committed to educational excellence. Beginning next fall, 50 teachers will be assigned two-year placements in the Indianapolis Public Schools; 50 more will be assigned in 2009.

### National Impact in Religion

In the arena of religion, most of the Endowment's funding is national in scope. Because this year's annual report is focused on the Endowment's grantmaking in Indiana, stories on its religion grantmaking will be presented in other formats. A full listing of all the Endowment's grants, including the religion grants, can be found in the Grant Approvals section of this report or on the Endowment's Web site, [www.lillyendowment.org](http://www.lillyendowment.org).

One especially noteworthy religion grant approved in 2007 is a \$14 million grant to Duke University so its School of Divinity can collaborate with its Fuqua School of Business to establish a center for Christian institutional leadership. The center will work to strengthen the capacities for excellence in leadership and management of the institutions that play pivotal roles in enabling U.S. congregations and pastors to flourish in their ministries.

Another major religion grant is one of \$6.3 million to the Educational Broadcasting Corp. in New York to support the 11th season of WNET's *Religion & Ethics NewsWeekly*. This award-winning PBS series continues to be the only regular program on television devoted to religion and its relationship with the wider world. The half-hour weekly broadcasts cover every faith and denomination, profile people of faith and examine critical moral and ethical questions. The principal supporter of this program, the Endowment has contributed nearly \$73 million to underwrite it since its beginning in 1997.

### New Partnership

In keeping with its legacy of supporting efforts to strengthen the charitable sector, the Endowment granted \$6 million at the end of 2007 to the United Way of America to enable it to partner with the Indiana University Center on Philanthropy in conducting research on giving trends relevant to United Ways and in developing and delivering educational courses for fund-raising professionals throughout the United Way system in the United States and around the world.

On a personal note, William M. Goodwin, vice president for community development, retired after 35 years of service. He arrived at the Endowment when our offices were in downtown Indianapolis and our founder, Eli Lilly, was active in our affairs. Bill was a valued colleague, and we miss him. 🙏



Thomas M. Lofton  
Chairman



N. Clay Robbins  
President



# BUILDING & CONNECTING IT

Throughout its history, Indiana's landscape has been dotted with silos.

**N**ot just the kind that you would expect to see on a typical Midwestern landscape, but too often the kind that allows institutions—universities, corporations, community organizations and government, to name a few—to function in near isolation, with limited collaboration or even communication.

Tearing down those figurative silos always is a challenge. But in some regions of the state and in some key areas of economic opportunity, it's happening more and more. One of the best examples involves the strategic collaborations in the cluster of Indiana's life sciences industry.

In the late 1990s, many states in the U.S. were beginning to eye pharmaceuticals and biotechnology as new frontiers in economic development. Indiana already had a running start, with major pharmaceutical and biotech companies such as Eli Lilly and Co., Roche Diagnostics, Dow AgroSciences, Cook Group and a robust orthopedic belt in northern Indiana with corporations such as Zimmer, DePuy and Biomet. These businesses employ thousands of Hoosiers at wage rates significantly above the average wage of Indiana residents.

Eli Lilly and Co. alone employs more than 13,000 people in Marion County with average wages of \$95,000, resulting in a total annual payroll for those employees of \$1.3 billion. Also in the mix: research and teaching institutions such as Indiana University, with the nation's second largest medical school, and Purdue University, an engineering and technology powerhouse.

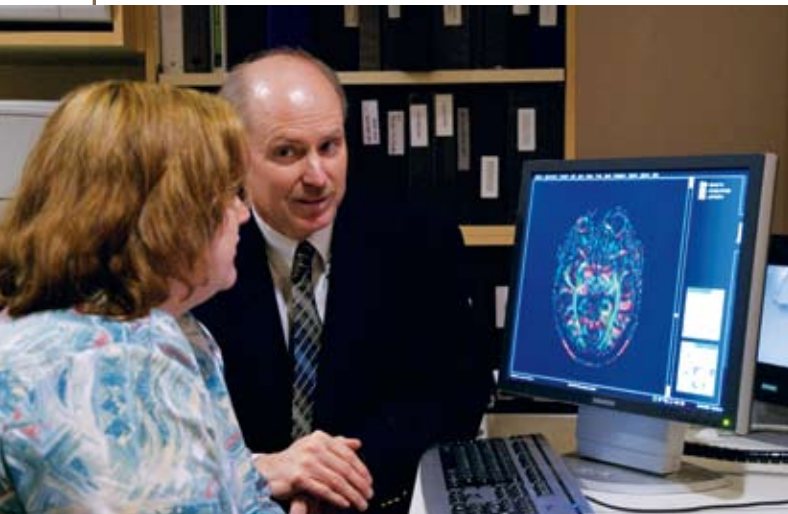
Missing was a catalyst to bring it all together, according to David Johnson, president and CEO of Indiana's life sciences group, BioCrossroads, an initiative co-founded in 2002 by the Central Indiana Corporate Partnership (CICP) and CICP Foundation, with private industry, government and higher education.

"Our life sciences strength was primarily made up of institutional silos with impressive individual components but very little collaboration among university and corporate leaders, and very little awareness by either these leaders or the surrounding community that these diverse institutions in fact were part of a much larger sector of opportunity," Johnson says.

## INGEN: A FOUNDATIONAL RESOURCE

The U.S. scientists' announcement in June 2000 of the successful mapping of the human genome made headlines around the world.

Six months later, the Endowment made its largest-ever grant of \$104.9 million to Indiana University, launching the Indiana Genomics Initiative (INGEN). At the time, IU officials said that the grant could catapult IU and its School of Medicine into the highest echelon of scientific research institutions.







It was a tipping point for the medical school, securing its place on the new life sciences map, says Dr. Ora Hirsch Pescovitz, executive associate dean for research affairs at the IU School of Medicine and president and CEO of Riley Hospital for Children.

“When INGEN was first created, the words ‘life sciences’ were not even spoken,” Pescovitz recalls. “The Endowment’s grant attracted great attention to the medical school’s research strengths, and it also began to attract the kind of talent required to pursue new opportunities in new ways.”

Ask Pescovitz, who oversees INGEN, to name the opportunities, and she’ll rattle off a dozen different ways that INGEN changed IU forever:

- » recruitment of talented new researchers;
- » \$35 million toward state-of-the-art neuro-imaging equipment that helped recruit a sought-after team of investigators;
- » research support;
- » entrepreneurial activities;
- » scholarships for graduate students in medical and doctoral programs at IU;
- » collaboration between researchers at IU’s Bloomington and Indianapolis campuses, as well as with their cross-disciplinary colleagues at Purdue;
- » a new Clinical Translational

**ABOVE** With new medical buildings surrounding her, Dr. Ora Hirsch Pescovitz directs the INGEN life sciences effort at the IU School of Medicine.  
**OPPOSITE** Gary D. Hutchins, director of radiology at the school, discusses new neuro-imaging possibilities with Michelle Beal, lead MRI technologist.

Science Institute, which looks at how life sciences discoveries can “translate” into advances in clinical medicine.

It’s a long list and not nearly complete. New projects are constantly in the works, in part because the original INGEN grant has been leveraged to generate nearly \$584.5 million in additional external research funding that has flowed into IU as a direct result of its expanded capacities.

“It’s not just ‘rah, rah, INGEN is good.’ We can actually measure the results in funds raised, faculty hired and research published,” Pescovitz says.

And it’s not just IU that is reaping the benefits of the original INGEN grant. Today Indiana ranks among the nation’s top four life sciences leaders as defined by number and concentration of life sciences-related jobs, according to the Biotechnology Industry Organization and the Battelle Memorial Institute.

“We have significant life sciences venture capital



**ABOVE** BioCrossroads' David Johnson (right) gets a quick lesson in advanced vascular-catheter technology from Ghassan S. Kassab, professor of biomedical engineering and professor of surgery at the IU medical school. **OPPOSITE** Shawn Comella is president and CEO of Monarch LifeSciences, originally one of eight BioCrossroads-inspired initiatives. With clients such as pharmaceutical companies, biotechnology firms and academic researchers, Monarch specializes in protein biomarker discovery, development and validation.

resources today, while even five years ago we had virtually none," says BioCrossroads' Johnson. "We have active technology transfer efforts leading to a wide range of promising start-up companies coming from IU, Purdue and the University of Notre Dame."

Among the new generation of start-up ventures: Monarch LifeSciences. The company was created when BioCrossroads hired a consulting firm to look at what strengths existed in the area that could become the basis for new life sciences enterprises.

In part because of the original \$104.9 million INGEN grant and a second, supplementary INGEN grant of \$50 million to IU in 2003, BioCrossroads was inspired to look at the possibilities in protein analysis for a start-up. Following the research trail carved by BioCrossroads, the IU School of Medicine, Eli Lilly and Co., Roche and Dow collaborated in establishing the Indiana Centers for Applied Protein Sciences (INCAPS). The aim: to provide research services on proteins for pharmaceutical companies interested in developing drugs and diagnostic tests.

In 2007 INCAPS changed its name to Monarch LifeSciences, but the enterprise continues its partnership with IU while providing life sciences customers with the means to expedite the research and development timeline for new therapeutics and diagnostics. Alumni from IU, Purdue and Rose-Hulman Institute of Technology

make up the staff at Monarch—an example of how expertise in the life sciences is a critical connection to the region's leading industry and to the retention of the graduates of Indiana colleges and universities.

## AN ECOSYSTEM

Indiana's future depends on a mix of ingredients: economic strength, educational attainment, quality of life and civic leadership. Consequently the Endowment over the years has provided several grants to the CICP Foundation to further the charitable and educational aspects of CICP's collaborations with private industry, higher education and government. These efforts have resulted in industry "cluster initiatives" such as BioCrossroads in 2002 and Conexus Indiana, an advanced manufacturing and logistics initiative, this year. Since 2002 the Endowment has provided nearly \$13 million in grants for BioCrossroads efforts; more than \$4 million in Endowment grants has been approved to support the launch of Conexus.

Using an analogy from nature, CICP CEO Mark Miles compares Indiana to any ecosystem in which organisms depend on each other to sustain life. Strong business enterprises, large and small, employ people. Those people, in turn, contribute to their communities' arts, cultural, educational and human services organizations as patrons, donors, board members and volunteers.

It's symbiotic—and sometimes a little scary. Remove one large employer or the smaller businesses that make up an entire sector of the local economy, and the ecosystem could lose the people, brainpower, leadership and funding for the ingredients vital for a thriving community. Without the ingredients that make a community a vibrant place to live, smart, innovative people who can create jobs and opportunities will eventually leave, too.

"It's a system that keeps circulating. It isn't that it starts 'here' and ends 'there.' It's a circle," says Miles. "What the Endowment has helped us figure out is that when human capital connects to an enterprise or a cluster of businesses in the same sector and flourishes, you'll have a greater pool of talent, which will then recirculate through the community."

John C. Lechleiter, Eli Lilly and Co. president and CEO and a member of the original BioCrossroads

steering committee, agrees. “BioCrossroads’ efforts to develop a broader and deeper life sciences talent pool in the community are vitally important to the future success of Lilly and other life sciences companies in the region,” he says.

IU’s Pescovitz has seen the connection when it comes to recruiting new faculty. Central Indiana today is an easier community to sell to researchers and their families who a decade ago might have wondered why they should come to Indianapolis. A humming life sciences industry means that there’s more opportunity—more of everything—than is

**“It’s a system that keeps circulating. It isn’t that it starts ‘here’ and ends ‘there.’ It’s a circle.”**

available in the communities of most medical schools. “And that doesn’t even include all that has happened in the community in the last 10 years to make life in Indianapolis more attractive,” Pescovitz says, noting that cultural life in the community is richer than ever.

### **BUILDING ON A LEGACY**

Indiana is No. 1 in the nation in terms of manufacturing employment and the number of manufacturing plants. It’s a ranking that the state can be proud of, but it also means that Indiana is vulnerable to recessions, downsizing, outsourcing and other economic realities. Historically, the state’s manufacturing economy has supported a strong middle class. In part because of this prosperity, there was no broad recognition of the need to invest more resources in developing a workforce of people who are technologically adept, well educated and motivated to innovate and take entrepreneurial risks.

For proof, look no further than Indiana’s college attainment rank. Nationwide, a little more than 27 percent of all adults have a bachelor’s degree or higher, but only 21 percent of Indiana’s adults have earned a college degree, consigning the state to near the bottom of the 50 states for college graduates, according to recent U.S. Census data.



Although a traditional manufacturing economy may have lost its appeal, there is significant potential in advanced manufacturing, according to Joe Loughrey, president and chief operating officer of Cummins Inc., a global leader in engine design and manufacturing headquartered in Columbus, Ind. Loughrey, who also serves as the chairman of the Conexus Indiana initiative, is enthusiastic about the initiative’s efforts to bring to Indiana the successful *Dream It. Do It.* program developed by the Manufacturing Institute, the charitable affiliate of the National Association of Manufacturers. Advanced manufacturing involves sophisticated, technology-driven processes to produce goods and materials requiring a highly trained and educated workforce that uses knowledge-based skills rather than traditional physical labor.

As chairman of the institute, Loughrey knows about the capacity of *Dream It. Do It.* to promote the promising and exciting opportunities in advanced manufacturing in the state. Targeted at young people, ages 16 to 26, *Dream It. Do It.* is a grass-roots effort to expose young people to a broad range of advanced manufacturing careers through school career day fairs, factory tours and field trips, job-shadowing experiences, internships and co-op opportunities. Through *Dream It. Do It.*, Conexus representatives will work in nearly 60 high schools to educate and inform young Hoosiers about advanced manufacturing careers. Conexus also will help Indiana higher education institutions, especially Ivy Tech, develop curricula that align better with the job skills and capacities required for advanced manufacturing.

Advanced manufacturing and the distribution, transportation and logistics industries account for 27 percent of Indiana jobs and more than a third of the gross state product and tax revenues. The Indiana Department of Workforce Development reports that nine out of the top 11 occupation shortages in Indiana are in these industry sectors. “It is imperative that Conexus succeed in its efforts to develop a prepared advanced manufacturing workforce for Indiana,” says Loughrey. “We must take advantage of Indiana’s manufacturing legacy by moving into the next generation of advanced manufacturing.”



# A Community Foundation

## at the Center of Community Advancement

**As a region**, southeast Indiana shares the educational challenges of the rest of the state and then some. The good news: Honda Motor Co. and Cummins Inc. announced in 2007 plans for new manufacturing plants in the region. This means 6,500 additional employees in advanced manufacturing to fill positions at those plants and the new needs of other nearby advanced manufacturing companies.

The not-so-good news: Although approximately 3,000 students graduate from high schools in the area each year, about 30 percent of them do not pursue higher education. At 15.5 percent, southeast Indiana's percentage of college graduates in the adult population is lower than the state average of 21 percent.

Because of its long history of leading community progress and the strength of its board and staff, the Heritage Fund of Bartholomew County in Columbus, Ind.,

was invited by Lilly Endowment to develop a plan to help the residents of its community take full advantage of the Honda and Cummins opportunities and any others that might be compelling. Heritage Fund decided to collaborate in this endeavor with the Community Education Coalition (CEC), a Columbus-based nonprofit organization with a decade of experience in working with CEC and other educational institutions in the area.

The result is EcO<sub>15</sub>—Economic Opportunities 2015—for which the Endowment awarded two grants totaling \$38 million in 2007.

The ambitious initiative unites 10 counties in southeast Indiana (Bartholomew, Dearborn, Decatur, Franklin, Jackson, Jefferson, Jennings, Ohio, Ripley and Switzerland), building on work initially begun by the Heritage Fund with support from the Endowment's 2000 Community Alliances to Promote Education (CAPE)

initiative. CAPE encouraged and supported community foundations' efforts to mobilize their communities to identify and address their most compelling educational challenges. "Ultimately our goal is to enable each person

**"While our products and services may be very different, our manufacturers, health care providers and hospitality-based organizations share one fundamental need."**

to move up at least one level in terms of education, training or job placement," says Sherry Stark, president and CEO of the Heritage Fund.

Education—with an emphasis on human potential—is at the heart of the effort, according to John Burnett, EcO<sub>15</sub> project chair and president of the Irwin Financial Association.

EcO<sub>15</sub> will include limited bricks-and-mortar projects such as construction of an advanced manufacturing education center and a clinical health care simulation lab to provide education facilities. Its most important task will be to serve as an organizational framework for the educational effort. Through it, funds will be provided to hire an EcO<sub>15</sub> coordinator in each of the 10 counties to work with private industry and educational institutions to establish educational pathways for students from middle school through high school, two or four years of college and even graduate school, according to Burnett.

Besides advanced manufacturing, EcO<sub>15</sub> will focus on developing the region's workforce in health care services, hospitality and tourism.

"Those fields currently employ about half the region's workforce and are poised for even further growth—if we can find enough skilled workers to meet the demand of employers," says Joe Loughrey, Cummins' president and chief operating officer.

Loughrey is especially pleased that EcO<sub>15</sub> will help implement the *Dream It. Do It.* program in southeast Indiana and that these efforts will complement the *Dream It. Do It.* efforts of Conexus in Indiana. "While our products and services may be very different, our manufacturers, health care providers and hospitality-based organizations share one fundamental need," Loughrey says. "We all need talented, motivated employees to succeed in an increasingly complex and competitive market."

## SPURRING SELF-DETERMINATION

Long-term solutions don't come from an open checkbook but from building stronger communities from within, according to the Heritage Fund's Stark. Like the life sciences initiatives, the success of EcO<sub>15</sub> depends on tearing down Indiana's obsolete silos and finding new ways for communities to work.

"The Heritage Fund believes that one of its key roles as a community foundation is to be at the vanguard of community advancement," Stark says. "Such advancement can't happen without strong leadership from the business sector. This is amply demonstrated by EcO<sub>15</sub>, which is a dream come true. It's an opportunity to move further, faster and extend an invitation for everyone to come to the table. Our success will breed more success." ↻

**OPPOSITE** EcO<sub>15</sub> leaders discuss issues of educational attainment levels and workforce development that the \$38 million initiative will address in southeastern Indiana. They are (left to right) John Burnett, project EcO<sub>15</sub> chair; Sherry Stark, president of the Heritage Fund of Bartholomew County, and Joe Loughrey, president of Cummins in Columbus, Ind.

**RIGHT** (above) Bob Sexton, manufacturing systems teacher at Seymour (Ind.) High School in Jackson County, works with student Gunnar Hobson. The school has added areas of study that relate to the area's local industries. (below) Marsha Terry, a nursing student at Ivy Tech in Columbus, practices with a "wired" dummy at the Columbus Learning Center, one of the hubs of the EcO<sub>15</sub> initiative.



# Grants to Indiana pharmacy schools are strong medicine

**College students usually aren't on the guest list** for economic development announcements. But on Nov. 12, 2007, six white-coated pharmacy students from Butler University sat front and center when officials announced that Indiana had won an intense competition for a new pharmaceutical distribution center.

It was a major coup. Medco Health Solutions, a New Jersey-based, mail-order pharmacy would build its massive, state-of-the-art facility in central Indiana. The facility will eventually employ 1,300 people—including approximately 120 pharmacists.

In their remarks, Indiana Gov. Mitch Daniels and Medco President Kenneth Klepper singled out the Butler students—and their peers at Purdue University's School of Pharmacy and Pharmaceutical Sciences—as major reasons that Indiana won the economic development

prize for which several other states had competed.

Mary Andritz, dean of Butler University's College of Pharmacy and Health Sciences, laughs as she recalls how reporters swarmed the students after the news conference. "They were treated like superstars," she says. "I think they got the message that this is not just a great opportunity for them, but for our state. They are a piece of a much, much bigger puzzle."

That "bigger puzzle" is how Indiana can attract and grow new jobs—and keep college graduates in the state.

In 2006 the Endowment made two \$25 million grants for Indiana's two pharmacy schools, a strategic investment geared to help both Butler and Purdue improve their programs in ways that could also assist the state in building much-needed intellectual capital for the burgeoning life sciences industry. A year later the



investment seems to be paying off, both for the schools of pharmacy and for Indiana.

The Medco announcement helped some in Indiana connect the dots between investment in Indiana's colleges and universities and opportunities to attract top life sciences jobs to the state, according to Anne Shane, vice president of BioCrossroads.

"An educated workforce and economic development are linked," Shane says. "The Medco announcement was the first time some people understood that workforce is the determining factor in attracting businesses. Attracting Medco has the potential to energize the state. Indianapolis' competitive edge was in large measure based on the reputation and accessibility of the Butler and Purdue pharmacy schools."

## PROMISING FUTURES

Butler is putting its \$25 million grant to work upgrading and expanding its pharmacy school. This move will enable Butler to increase the number of students in each class from 100 to 130, support student scholarships, expand experiential learning opportunities, and build a new \$11 million pharmacy building, complete with laboratories and classrooms.

At Purdue, officials hope that the \$25 million grant will help solidify the standing of the School of Pharmacy and Pharmaceutical Sciences, already ranked as one of the preeminent schools in the nation. Its programs include industrial pharmacy and the country's largest graduate program in pharmaceutical sciences. Purdue also is home to the Center for Pharmaceutical Processing Research, the only such center to be established by the National Science Foundation.

Among the key initiatives Purdue hopes to pursue are research efforts that will improve the manufacture of drug products and apply nanotechnology and cellular engineering in the development of targeted treatments for cancer. The grant also will enable collaborative efforts with the industrial engineering program at Purdue to develop a systems approach to drug distribution and administration, according to Craig Svensson, dean of the pharmacy school.

A portion of the Endowment grant also will help

**OPPOSITE** Mary Andritz, pharmacy dean at Butler University, will direct Butler's grant funds for building construction, scholarships and experiential learning services. **BELOW** Kathleen Shoemaker (left), quality and reimbursement consultant for Eli Lilly and Co., and Jan Van Vlack, physician liaison and a nurse with the Indiana Health Information Exchange, discuss the possibilities for PharmaTAP, a pharmaceutical technical-assistance program.



establish PharmaTAP, a pharmaceutical technical-assistance program that will be the first of its kind in the country. Purdue will establish a team of experts available to respond to significant medication-error events in Indiana health care institutions by performing a systems analysis and providing recommendations to keep such accidents from happening again. "At Purdue, we hope to become the academic leader in medication safety," Svensson says. "Keeping

Purdue on the leading edge is crucial in attracting companies like Medco.

"If you were to ask me what one of the unexpected parts of my job is, I would say that it's being involved in economic development," notes Svensson, a 20-year veteran of academia. "But it's also not often that a state has the kind of opportunity that Indiana does. When a company like Medco locates in Indiana, other companies will say, 'There must be something going on there.'"

"Not all our graduates go to work for pharmacies," Svensson adds. "The proximity of so many life sciences opportunities is good for students because they have new and varied practice opportunities. Faculty also benefit by finding new partners in advancing research. Opportunities for existing and new life science businesses are also enhanced. This kind of economic development benefits everyone."

And while not all students will become media stars, many will find very good jobs with promising futures. "It's exciting to think I could go work right after graduation in California or Arizona, but it is good to know that a variety of jobs are available right here," says Butler pharmacy student Andrea Sadtler, a native of Brownsburg, Ind. "I like the culture of the Midwest and the way people treat each other here. Job options make it possible for me to stay in Indiana. That's comforting and exciting." 🔄



“The vitality of this community is dependent on a lot of factors. A strong marketplace that invests in human services, education and the arts is certainly one of them.”

Ellen K. Annala  
United Way of Central Indiana





## IN GOOD COMPANY

A poster, hanging in the offices of United Way of Central Indiana, depicts the uniforms of four professions—scrubs for a medical doctor, jumpsuit for an astronaut, dress blues for a police officer and protective slicker for a firefighter. The caption states the obvious: “Before students can wear these, they have to wear these...” A second illustration shows a cap and gown.

### **A longtime sponsor of education initiatives,**

United Way of Central Indiana (UWCI) recently launched a program so ambitious that its success depends to a great extent on the support and participation of the Indianapolis business community. Piloted in September 2006, revamped and rolled out in October 2007, ReadUP asks corporations to allow employees time off during the work week to tutor fourth-graders whose reading skills are below average. Indianapolis Public Schools (IPS) enthusiastically endorsed the concept, and a call for the hands-on involvement of corporations and their workforces prompted a response that far exceeded the goal. More than 500 tutors, including three chief executive officers, stepped up and signed on.

“Everything about a wonderful community starts with education,” says Jan Diggins, president of the Central Indiana Corporate Volunteer Council, manager of community redevelopment at Citizens Gas & Coke Utility and one of 59 Citizens Gas employees serving as tutors at IPS School 14. “Every aspect of this program resonated with me.”

Part of a comprehensive initiative called “Ready to Learn/Ready to Earn,” ReadUP is one of many UWCI programs to emerge from the unique

collaboration that exists among central Indiana’s business sector, its philanthropic partners and community-based organizations. “This was a very attractive volunteer opportunity for companies because our school system represents our future,” says Angie Kolman, director of UWCI’s volunteer center. “Here was a chance for corporations to give back to the IPS system and at the same time realize a return on the investment.”

Diggins and her colleagues agree. They see ReadUP as a win-win program that benefits not only students but also employers who depend on the community to supply the future workforce. “Businesses have to have qualified employees,” says Diggins. “They can do a lot of on-the-job training for specific and technical jobs, but they can’t teach workers to read.” Fourth grade is pivotal to the effort because, as she explains: “At that point students make the transition from learning to read to reading to learn.”

Tom Morton, one of 20 ProLiance Energy employees who tutor at IPS School 106, adds that his company sees this program as “an investment in the future of Indianapolis and central Indiana as a whole. For Indianapolis to succeed and prosper, it must have a successful school system.”



## CREATING MOMENTUM

Ellen K. Annala, president and CEO of UWCI, uses body language to articulate the interdependence of a robust marketplace and a thriving community. Making a circular motion with her right hand, she indicates the growth cycle that begins when a community attracts economic development. This economic development initially creates jobs and then, once successful, pours resources into the environment that further enhance the area's appeal.

The result of the business sector's contributions is a region so rich with social opportunity and cultural amenities that it invites and stimulates additional economic development. The growth cycle perpetuates as the robust business sector and the thriving community work together to create the energy that fuels the momentum. "The vitality of this community is dependent on a lot of factors," says Annala. "And a strong marketplace that invests in human services, education and the arts is certainly one of them." This year more than 1,200 businesses in six counties composed the "strong marketplace" that enabled

UWCI to meet the \$39 million goal of its 2007 fund-raising campaign.

Although the number of participating businesses has remained fairly constant, many changes have occurred within that number. Corporate decisions to merge, consolidate, downsize and relocate their operations have contributed to shifts in UWCI's funding base, a phenomenon that is neither unique to Indianapolis nor to Indiana. These decisions mean that those large, consistently supportive companies are critical to the success of the campaign. The loss of even one of them must be made up by contributions from several smaller companies. In 2007 a dozen companies contributed 48 percent of the \$39 million amount raised. For example, the workplace campaign of Eli Lilly and Co., by far the largest company campaign, raised more than \$9.1 million, which represented 23 percent of the total funds raised in the entire campaign.

## CHANGING CORPORATE COMMUNITY

"This phenomenon is happening not just in our community," emphasizes Annala. "When an area becomes more of a 'branch city,' organizations such as United Way have to engage people in different ways. Corporate decision-makers aren't always on-site saying, 'This is a good thing to support.' Developing a strong sense of community is a challenge because some companies have employees just passing through and moving on. Thirty years ago we probably took for granted the fact that everybody participated in United Way. We can't do that anymore because of two factors: The marketplace has changed, and more nonprofit organizations are competing for dollars and volunteers."

In response to these dual factors, UWCI “retooled” several years ago in an effort to raise funds more strategically and to step up its interaction with corporate supporters. A Lilly Endowment grant helped the organization expand its annual workplace campaign and create marketing and development departments that encourage major gifts and planned giving.

Another Endowment grant supported a study to learn the business sector’s changing expectations of United Way. In short, what kinds of services might UWCI offer that would help its corporate sponsors be more successful? Four adult leadership-training programs and dozens of volunteer opportunities were introduced so employees could feel connected to the community and assume active leadership roles in it.

“We’ve become an organization that isn’t just trying to meet community needs but one that understands the needs of companies,” says Annala. “We take into consideration what the companies are trying to achieve. For example, if a business wants to do something through volunteerism to build camaraderie within its workforce, we can help it do that. We’re very focused on the community, but we also are very focused on our companies.”

## FOR THE COMMON GOOD

Supported in part by a \$550,000 Endowment grant, “Ready to Learn/Ready to Earn” serves both interests. At a UWCI retreat two years ago, board members recognized that the human service needs of the community were escalating and the best way to meet those needs was to address the root causes. The board pored over research that showed education as a key to reducing poverty, crime and unemployment.

Members learned that students who are successful in the early grades tend to stay in school and graduate from high school. They are more likely to move on to higher education. Data showed a direct correlation between education levels and income potential. “If we have citizens who are able to earn livable wages, our community is more effective and has to spend less money fixing problems,” explains Jay Geshay, UWCI senior vice president.

With input from IPS and major financial support from Eli Lilly and Co., “Ready to Learn/Ready to Earn” and ReadUP, its tutoring component, took shape.

ReadUP tutors are currently involved with 250 fourth-graders in 15 elementary schools. Each student is matched with a tutor and receives half an hour of instruction three times a week with the volunteers. The program’s progress in bringing participants’ reading skills up to grade level is being measured by standardized tests, and preliminary results are encouraging.

“Our students were tested before we started tutoring and then were retested after several weeks,” reports Diggins. “Every one of them increased in reading fluency and proficiency. Some of the kids just needed one-on-one attention and needed to hear an adult say, ‘Yes, you can do it.’”

Even before achieving quantifiable results, ReadUP has had positive, intangible effects that are impossible to quantify. Among them, the program has exposed children to role models involved in professions unfamiliar to most of them. As students develop relationships with tutors who are engineers, pharmacists and computer scientists, they see the link

“Wow!” said Marvin. “Are you really the boss of a whole gas station?”

### OPPOSITE, L TO R

Jay Geshay, UWCI senior vice president, gets the attention of youngsters at a day care session at Kingsley United Church of Christ in Indianapolis. Children gather around Greta Turnage and Sandy Fowler, volunteers from Redcats USA, for a little reading time at the East 10th United Methodist Children and Youth Center. The central Indiana business community has responded eagerly to United Way initiatives. **ABOVE** IPS School 14 bustles on the afternoons when the ReadUP tutors arrive from Citizens Gas. Among them is Dawn Evans-Casey, a Citizens Gas employee who offers some reading guidance to Marvin McKnight.





Charlene Gibson at IPS School 14 reads with the encouragement of Monica Kapp from Citizens Gas. The ReadUP program—part of United Way’s “Ready to Learn/Ready to Earn” initiative—has enlisted 250 fourth-graders in 15 elementary schools.

in the robust bioscience technology sector that we have here in central Indiana,” says Annala. “We’re considering a tutoring program in science and math.” This would translate into more opportunities for companies to supply more volunteers who, in turn, would have more influence on the community’s future. As Annala concludes, “It all works together.”

between education and rewarding careers—although they may not fully comprehend job descriptions and responsibilities.

Employees at Citizens Gas like to tease Chief Executive Officer Carey Lykins about his initial encounter with Marvin McKnight, the student he was assigned to tutor at IPS School 14. Somehow Marvin learned Lykins’ title. Although he didn’t understand its scope, he knew it meant something special. “Wow!” said Marvin. “Are you really the boss of a whole gas station?”

### WHAT GOES AROUND COMES AROUND

At many schools, the tutoring sessions have led to deeper involvements on the part of the participating businesses. One company treats all fourth-graders to a day at the Indianapolis Children’s Museum; another sponsors fund-raising events to buy games and extra clothing for the children. It’s common for tutors to feel such ownership in the program that they boast about “my” student’s progress and refer to the company’s assigned school as “our” school. “We’ve told school officials that if the students get as much out of the program as the tutors do, it can’t help but be successful,” says Morton of ProLiance Energy. “The relationship between our company and ‘our’ school continues to develop.”

If test results confirm ReadUP’s success, UWCI eventually may expand the program beyond reading and into other academic disciplines. “We’re hearing that kids aren’t coming out of school prepared for jobs

John C. Lechleiter, Eli Lilly and Co. president and CEO and UWCI board member, echoes Annala’s sentiments. He is proud of the financial and volunteer support UWCI receives each year from the company’s employees. Of the 530 volunteer tutors in the ReadUP program, nearly 350 are Lilly employees.

“We all want to live in a community that cares about the quality of life of all its residents, and we recognize our future success is dependent on our ability to find educated, prepared employees,” says Lechleiter. “There must be an array of excellent educational opportunities in our community for Eli Lilly and Co. and other businesses to thrive. So Lilly is pleased with UWCI’s focus on improving the education outcomes of some of our most vulnerable children and youth so that they will be prepared for future prosperity.”



“It begins with the perception that a place is progressive, innovative and ambitious. Culture, when fostered by local institutions with excitement and brio, sends the message that this is a place that matters.”

Maxwell L. Anderson, Indianapolis Museum of Art

# THE CULTURE CONNECTION



**When Paul Baumgarten assumed duties** as manager of the Fountain Square Main Street program four years ago, he recognized two challenges. First, people unfamiliar with the area’s revitalization efforts clung to the outdated notion that Fountain Square was “a blighted shell of its former self, ripped apart by

suburban flight,” says Baumgarten. Second, enthusiastic residents might have been too zealous in “over-selling and under-delivering” the changes that had occurred as part of their work to reinvent the neighborhood. In truth, the retail district was still in transition, and many storefronts were still vacant.

“Today you hear the terms ‘edgy,’ ‘gritty,’ ‘artsy’ and ‘up-and-coming’ used to describe Fountain Square,” says Baumgarten, noting the eclectic mix of galleries, restaurants and shops within the district. “Ours is definitely a neighborhood where a significant number of artists, musicians and other creative professionals live and work. Of course, we still have much room for improvement, but there is a noticeable increase in momentum.”

Fountain Square’s resurgence is the result of a complex strategy initiated and supported by a number of partners including SEND (Southeast Neighborhood Development); the Annie E. Casey Foundation’s Making Connections initiative; the citywide FOCUS (Fostering Commercial Urban Strategies) program; and the Great Indy Neighborhoods Initiative. When the Indianapolis Cultural Development Commission selected the area as one of six cultural districts in 2002, the designation “coalesced many of the efforts already in place and gave us a clear direction of how to market Fountain Square,” says Baumgarten.

### BEYOND BUZZ WORDS

Identifying the city’s cultural districts was just one part of a \$10 million comprehensive, cultural development and tourism initiative begun in 2001 with equal funding from Lilly Endowment and the city through the Capital Improvement Board of Managers of Marion County (CIB). The Cultural Development Commission, a nine-member panel working under the auspices of the CIB, governs the initiative.

The goal of the initiative, for which the Endowment provided a second grant of \$2.5 million for 2007 and 2008, is to capitalize on the rising interest in cultural tourism, one of the fastest-growing segments of the hospitality industry. More than buzz words, cultural tourism is real, and its benefits go beyond attracting well-educated travelers to the city’s arts and entertainment venues. Such an initiative also can strengthen the local arts community, enhance the quality of life for residents and generate interest among businesses that are considering sites for expansion or relocation.

“Our research showed that this was something we wanted to pursue,” explains Jenny Guimont, director of the commission, which works with and

funds three partner organizations—the Arts Council of Indianapolis, the Indiana Convention and Visitors Association and Indianapolis Downtown Inc. (IDI)—to develop and manage key elements of the program. When they began their work, Guimont and the team were well aware of the cultural assets already in place throughout the city. The challenge was twofold: to identify and fill any gaps that existed and to design a campaign that would communicate an accurate image of Indianapolis to a broad audience. They knew that the city did not have a reputation for cultural vibrancy,

so their initiative needed to raise the profile of the arts and cultural organizations through collaborative marketing and lively programming. The

stakes were high: Over time, this coordinated effort could potentially encourage economic development in Indianapolis and beyond.

“It begins with the perception of a place being progressive, innovative and ambitious,” says Maxwell Anderson, the Melvin and Bren Simon director and CEO of the Indianapolis Museum of Art (IMA), whose prior experience as director of the Whitney Museum in New York and as an international arts consultant gives him a global perspective. “Culture, when fostered by local institutions with excitement and brio, sends the message that this is a place that matters.”

### IN SEARCH OF THE UNIQUE

IDI took on the task of overseeing the development of six cultural districts. Neighborhoods that applied for the designation had to show that they were pedestrian-friendly, offered unique cultural experiences, were

“The districts are helpful when it comes to recruiting talent to Indianapolis.”



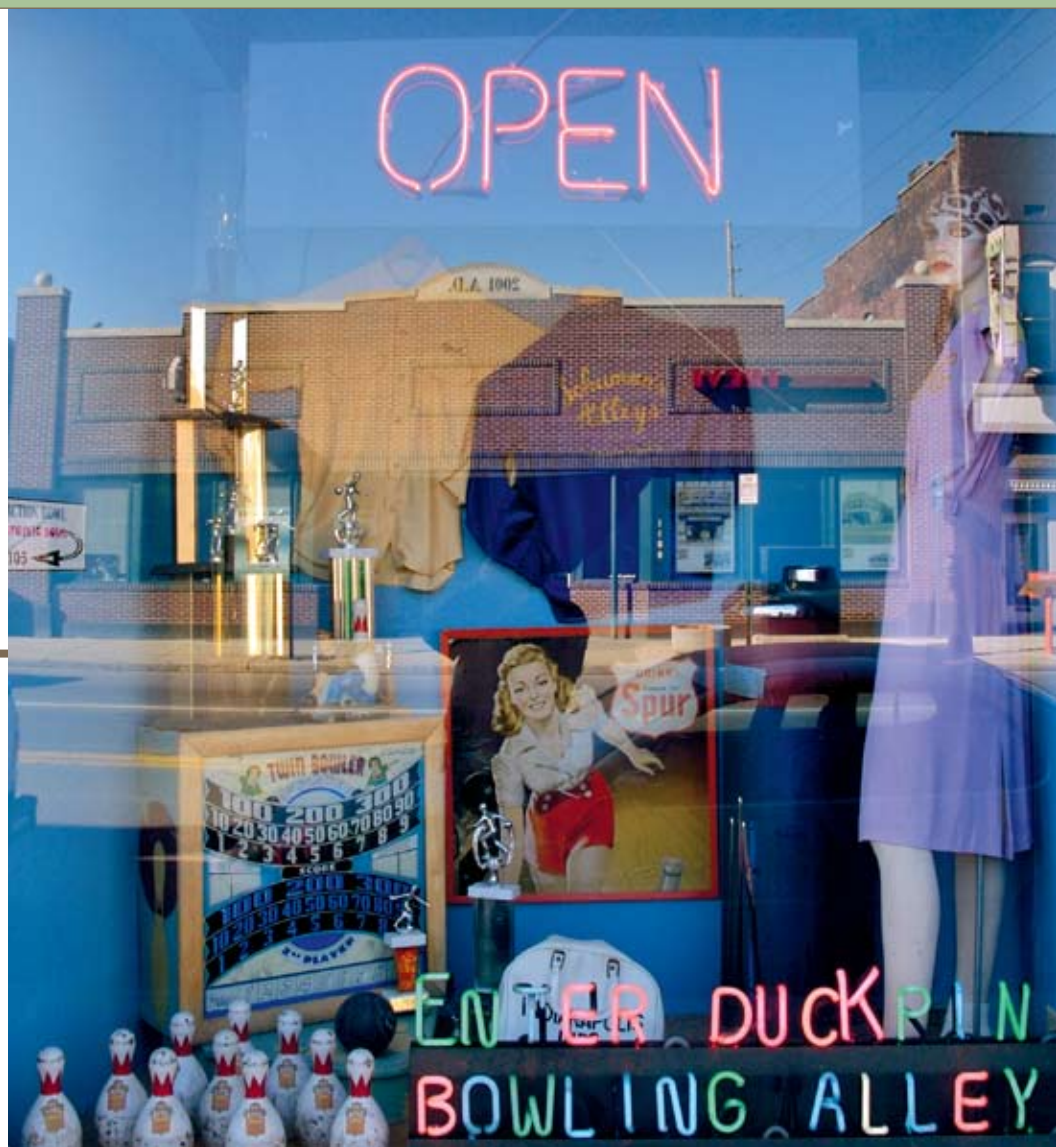
**P 19** The Smokehouse on Shelby in Fountain Square seems like a good place to take a break for (left to right) Jenny Guimont, director of the Indianapolis Cultural Development Commission; Tamara Zahn, president of Indianapolis Downtown Inc., and Paul Baumgarten, manager of the Fountain Square Main Street program. **OPPOSITE** The bright, evocative paintings of Brazilian artist Christine Drummond (pictured) are displayed in the Kuaba Gallery on Massachusetts Ave. Jammed with galleries, eateries, theaters and shops, the district's "cultural tag" is "45 degrees from ordinary." **RIGHT** An integrated, intentional strategic plan has focused on six area "destinations within a destination" in Indianapolis. Duckpin bowling is only one attraction in Fountain Square, where the slogan is "close in and far out." The area is full of restaurants, galleries and studios.

"customer-ready" and had a history of collaboration. Emerging from the process as "destinations within a destination" were Broad Ripple Village, Fountain Square, Indiana Avenue, Massachusetts Avenue, the Canal and White River State Park and the Wholesale District.

"These are areas that have a critical mass of cultural amenities," says Tamara Zahn, president of IDI. "Each has a unique personality that gives Indianapolis richness and diversity. Initially the commission's idea was merely to identify the districts and shine the spotlight on them. But that wasn't enough. From our work in community development we knew we had to continue to build the product. Our efforts over the past five years have been to do just that—build the product and showcase what the districts have to offer."

Each district now has a strategic plan that lists its strengths and opportunities for improvement, and each has a colorful logo and tagline that capture the flavor of the neighborhood. As examples, Fountain Square is "close in and far out," the Wholesale District is "front and center," and Massachusetts Avenue, with its sharply angled street, is "45 degrees from ordinary."

More important are the specialties of each neighborhood. If visitors want anchor museums, they



head for the Canal and White River State Park; if they want great jazz, Indiana Avenue is the place to go; if they want to rub elbows with the college crowd, Broad Ripple Village is just a few miles north of downtown.

"Our redevelopment blueprint clearly states what the district has to offer today and what we want to see it offer in the future," says Randy Jones, who lives and works downtown and is active in the Indiana Avenue Cultural District. "The blueprint has given our area a voice and allowed us to inform potential developers that we want to see projects adhere to the spirit of the plan."

As a way of keeping the districts in touch with each other, a district council meets three times a year. "We generate and share ideas," says Jeanne Scheets, vice president of marketing and public relations for the Indiana Historical Society and council representative from the Canal and White River State

Park District. She cites the value of getting together to “understand and appreciate the unique aspects of each district and what they offer collectively to the community.”

The designated neighborhoods appeal to all demographics, according to Zahn, and they are beginning to serve the corporate community in pragmatic ways. “The districts are helpful when it comes to recruiting talent to Indianapolis,” she explains. “It’s not uncommon for companies to arrange tours of the districts to show employees or potential employees what’s happening here.”

Mark Hill agrees. A successful information technology entrepreneur, Hill is the incoming chair of the board of Techpoint, an initiative (like the BioCrossroads life sciences initiative) focused on growing Indiana’s high-tech economy presently comprised of more than 3,000 tech-based firms. With firsthand experience in recruiting high-tech talent to the Indianapolis area, he clearly appreciates the importance of the community’s cultural image and opportunities it presents for technology businesses to attract and retain the employees they need to succeed.

“It’s clear to me that people who are innovative and entrepreneurial in high-tech business settings are drawn

to communities that exude and foster creativity in other contexts,” says Hill. “They want diverse opportunities to stretch their minds and connect with others who are similarly inclined. Communities that don’t offer these experiences are not likely to attract or retain them.”

### BEYOND THE DISTRICTS: FOSTERING CREATIVITY

In keeping with Indianapolis’ reputation as a city of monuments, the Cultural Development Commission decided to take public art to a new level by asking the Arts Council of Indianapolis to oversee a program that would place sculpture and other creative works in very visible spaces. The first exhibition, the largest ever hosted in Indianapolis, featured 25 bronze works by New York sculptor Tom Otterness. The 2005 show was so popular that several donors, including the Endowment, funded the purchase of three of the pieces for installation outside the Indianapolis Convention Center.

“People were enamored by these sculptures, and families made it a point to visit all 25 and take pictures,” says Guimont. “It became an ‘event’ to experience the bronzes. The exhibition also was a great introduction to citizens who might not consider themselves ‘artsy.’ It opened the door for us to challenge people to look at pieces of art and discuss why they liked them or didn’t like them.”

The positive public response to the bronzes encouraged the Arts Council to mount a second, more contemporary exhibition—a series of 11 whimsical signs by London artist Julian Opie. “Again, people appreciated them and began asking, ‘What’s next?’” says Greg Charleston, president of the Arts Council. Months after the Opie exhibition left the city’s landscape, the artist created a permanent sign, a sashaying *Ann Dancing*, to welcome visitors to the Massachusetts Avenue Cultural District.

“We approach public art in two ways,” explains Guimont. “We recognize the need for large-scale exhibits by nationally and internationally known artists, but we also want to give opportunities to local artists.” The result has been to sponsor a biannual Great Ideas Competition; display works by Hoosier artists in street-level windows of vacant buildings; and promote “Be Independent,” a commission and Arts Council program that encourages residents and businesses to invest in the work of local artists.





Some 25 bronze figures sculpted by New York artist Tom Otterness beguiled downtown visitors during the public art exhibition. The Endowment helped fund the purchase of three figures, including *Free Money* (right), which now greet visitors to the Indianapolis Convention Center.



“Buying original art isn’t on the radar screen of a lot of people,” says Guimont. “We hope to demonstrate to them that a wide range of quality artwork is available in Indianapolis.”

In fact, original art can be purchased for as little as \$1 to \$5 from a rehabbed vending machine that proved so popular during its stay in the Artsgarden that its developers later accepted an invitation for it to reside permanently at the IMA. The funky machine, the brainchild of local artists Artur Silva and Matthew Eickhoff, is an example of the innovation encouraged by the commission’s Fast Track grants program. Individuals and arts organizations can apply for modest funds to experiment with “wish list stuff.”

The idea is not to ease the operating budgets of arts organizations but to encourage them to test new ideas for taking their projects or events to a higher level. “For instance, the Eiteljorg Museum used a Fast Track grant of \$5,000 to hire a Native American band to play for its annual festival,” recalls Guimont. “They had record-breaking attendance, and now the museum incorporates music in the festival every year.”

## MAJOR EXHIBITIONS

If smaller projects have nudged Indianapolis into the spotlight as a cultural destination, a major exhibition mounted by the IMA ratcheted the spotlight’s wattage considerably. *The Roman Art from the Louvre*, featuring 184 works on loan from the famed Paris museum, exceeded all expectations for attendance, revenue and national media exposure. Supported in part by a \$1.5 million grant from the Endowment, it was the most successful special exhibition in the IMA’s history.

**OPPOSITE** *The Roman Art from the Louvre* exhibition at the Indianapolis Museum of Art drew the IMA’s largest audience ever. Nearly 200 objects made their first trip to the United States to fascinate and intrigue visitors at the exhibition which ran from late September till year’s end.

**RIGHT** Maxwell Anderson of the IMA—the museum’s initials and its new motto, “It’s My Art”—has expanded evening hours at the museum, added features to its interactive Web site and worked to make the museum an integral part of the art scene in Indianapolis. (The painting behind him is from the post-impressionist School of Pont-Aven, led by Paul Gauguin. The Endowment helped fund the acquisition of the collection.)

However, the museum’s CEO warns that such visibility can be short-lived if there is no follow-up.

“Exceptionally spectacular exhibitions are additive,” says the IMA’s Anderson. “If you do them more than once in a while, they create an attitude of engagement, excitement and commitment that can be remarkable and can change the image of

a place. But if they come just once in a blue moon, the effect doesn’t last very long. That’s why we are committed, season after season from here on out, to stage major national and international exhibitions.”

The IMA also is interested in strengthening relationships with local audiences who patronize the galleries between major exhibitions. To this end, it has expanded its evening hours to accommodate the schedules of working families and has upgraded its interactive Web site to invite patrons to have a say in programming. In an effort to make museum business more transparent, a “dashboard” in the upper right corner of the Web site gives browsers up-to-date statistics on attendance, membership, expenses, works on display and even the daily consumption of electricity.

Anderson, who joined the Indianapolis arts community in 2006, believes that all efforts to enhance the city’s cultural climate—from major exhibits to public art displays to activities within the cultural districts—are beginning to attract widespread attention. “There’s no question that the public perception of Indianapolis has changed nationally,” he says. “The talk of people in the art world about civic engagement with public art in this day and age is fairly rare, and to have it happen here truly is a great thing.”



Using the  
arts to build  
community;  
**Using  
community  
to build  
the  
arts.**



**A**fter researching the Indianapolis arts community for two years, Rebecca Ryan summarizes her findings in good news/bad news terms. The good news is that “Indianapolis has a wide variety and high caliber of art in all forms—visual, performance, dance and theater,” says Ryan, lead economist with Next Generation Consulting (NGC) of Madison, Wis. The bad news: “Indianapolis has a wide variety and high caliber of art in all forms.”

Add to the mix the many professional sports events that Indianapolis offers and the result is a competition for patrons, especially for patrons under the age of 40. The challenge, according to Ryan, is for each arts organization “to get out of the pile and differentiate itself” and to do it in ways that appeal to young audiences.

Supported by two Endowment grants to the Arts Council of Indianapolis, Ryan and her team of consultants designed back-to-back projects that had separate-but-related goals. First, NGC conducted an in-depth study of how young professionals view the various arts venues available to them in Indianapolis. The purpose was to shed light on why more young professionals didn’t engage in the arts as patrons, volunteers and board members.

Second, NGC helped arts organizations implement some of the audience-building ideas that the research generated. The goal was to translate the report’s findings into measurable results.

“We didn’t want to give the research to the arts organizations without offering to help interpret and make use of it,” explains Greg Charleston, president of the Arts Council. “We wanted to emphasize to them that attracting younger audiences is important to the future of their organizations and to our city. It’s going to take sustained, strategic commitment by each organization, and we will achieve greater success if we all work together.”

#### **WHAT’S AT STAKE?**

Charleston and Ryan agree that if successful, this series of strategies will result in benefits that go far beyond standing-

**OPPOSITE** As president of the Indianapolis Arts Council, Greg Charleston has his hands full encouraging all the local arts groups to take their places on the ever-widening cultural stage in the city. He pauses in the Artsgarden, an Endowment-funded venue built above the intersection of Illinois and Washington streets in downtown Indianapolis.

room-only performances and brisk season ticket sales. A lively arts community becomes a marketing tool for a city trying to attract new businesses and for companies trying to recruit talented young professionals to their workforces. As the size of the young professional population increases, that growth becomes yet another selling point for the city. A deep pool of job candidates is a community asset that every human resources department covets. "Many companies are now deciding where to relocate or expand on the basis of the concentration of skilled professionals in the area," explains Ryan.

She bases her comments on NGC's years of creating "handprints" of communities across the country. This service evaluates a city's appeal to the 20-to-40 age group and measures the appeal according to seven indexes that young professionals say they value. "The arts show up in three of the seven indexes," says Ryan. "We have statistics that prove that young professionals take the arts into consideration when they decide whether to locate to an area."

This trend represents a "huge shift of mentality," says Charleston, and it is causing communities to look at themselves in terms of what they have to offer. "When I was growing up, most people went wherever a company sent them," he recalls. "First they took the jobs, and then they worried about where they would be located. That has all changed. Increasingly we have well-educated people in their 20s who first choose where they want to live and then look for jobs in that area. A city can't attract young professionals if it doesn't have what young professionals want."

## BLENDING ARTS AND TECHNOLOGY

When it comes to the arts, young audiences want many of the same services and amenities that appeal to older patrons. Two key differences are that young professionals see the arts as a way to network with persons in their age group, and they expect to use technology to facilitate and enrich these art experiences from beginning to end. This includes learning about events from Web sites, reading reviews of performances posted by patrons, accessing interviews with artists, viewing seating charts, and purchasing and printing tickets electronically. "And


they want to be able to do all this from home, online and at midnight," says Marti, an NGC consultant. "Young professionals are very comfortable with technology, and they want to use it throughout."

As a direct or indirect result of the NGC research, several members of the Indianapolis arts community have introduced social opportunities for young professionals and are experimenting with creative uses of technology. As a sampling:

- » The Indianapolis Symphony Orchestra has launched FORTE, aimed at patrons in the 20-to 40-something age group who are interested in meeting new people while supporting the ISO. Membership is free and events range from happy-hour gatherings to tailgate parties at Conner Prairie Museum before the popular and casual Symphony on the Prairie series.
- » The IMA encourages patrons to visit iTunes U to download free audio and video content related to exhibitions, programs, events and the IMA's permanent collection.
- » The Indiana Repertory Theatre invites theatergoers to log onto the IRT Web site and post reviews—thumbs up or down—of current plays. As a way to build relationships between audiences and performers, an IRT artist blog is under construction.
- » Indyarts.org is a newly enhanced Web site, sponsored by the Arts Council, which offers a searchable arts calendar, links to local arts organizations, lists opportunities to meet artists and publishes schedules of Artsgarden activities.

## WORKING FOR A COMMON SOLUTION

Indianapolis earned high praise from NGC for the amount of coordination and collaboration that occurs among members of the arts community. Taking this collaborative model to the next level, the Arts Council used part of its Endowment grant to host a National Summit on Arts Audience Development for arts executives. More than 200 participants from 14 states convened for the two-day event. They were drawn by a common concern: Arts audiences are growing gray; in fact, some studies claim the average age of an arts patron in America is 52 and inching upward.

"We talked about the NGC research, did some hands-on workshops using model case studies from around the country, and we shared a lot of practical information," says Charleston. "It was energizing. At the end everybody went away asking, 'When can we do this again?'" He hopes to add a second summit to the arts calendar for 2009. 

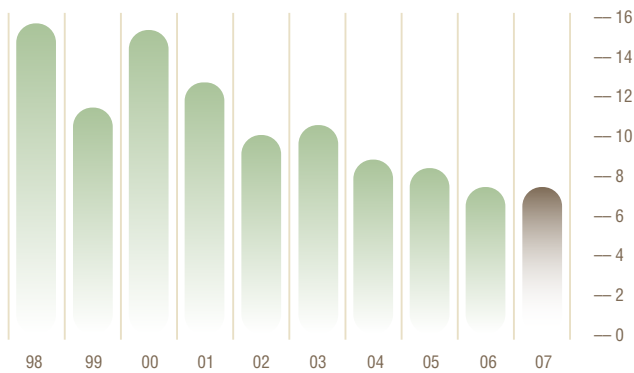
# 2007 Finances & Grantmaking

**Throughout the 70-year life of Lilly Endowment the attention of its founders, directors, officers and staff has been focused primarily on the quality of life in Indiana and Indianapolis.**

This is not accidental. The three founders—J.K. Lilly Sr. and his sons J.K. Jr. and Eli—were grateful for the support of the community in building their pharmaceutical business and wanted, in turn, to help their hometown, Indianapolis, and their state, Indiana, thrive. They started with gifts of stock in that company. Lilly Endowment is a totally separate organization from the company, but those gifts have remained the financial bedrock of the Endowment. Little could they have known that, 70 years later in a new century, the success of their investment would have allowed the Endowment to grant almost \$7 billion, most of it going to charitable organizations in Indianapolis and Indiana. We hope that this annual report provides a glimpse of the range and scope of this grantmaking as we continue to support efforts to improve the quality of life throughout the state.

**10-Year History  
Market Value of Assets**  
(dollars in billions)

CHART 1



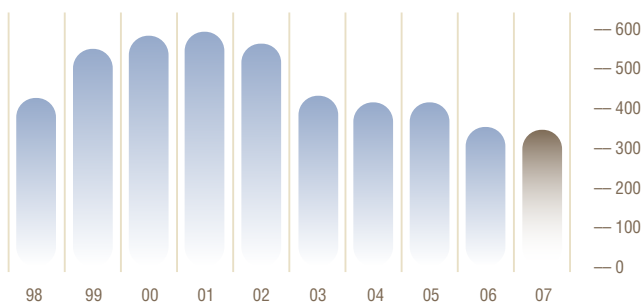
The focus of the Endowment’s grantmaking this year remains in its three major grantmaking areas—community development, education and religion. At the end of 2007, the Endowment’s assets totaled \$7.7 billion (see chart 1). In 2007 the Endowment approved \$333.3 million in new grants and distributed grant payments of \$336.6 million.

## GRANTS PAID

In 2007 the Endowment paid grants of \$336.6 million (see chart 2). In this category, Education Division grants accounted for \$135 million or 40 percent of the total; Community Development Division grants added up to \$111.6 million or 33 percent; Religion Division grants totaled \$90 million or 27 percent (see chart 3).

**10-Year History  
Grants Paid**  
(dollars in millions)

CHART 2

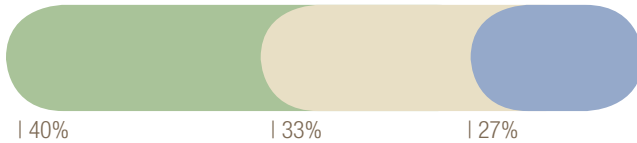


As in previous years, most of the grants were paid to organizations in Indiana – a total of \$245.2 million or 73 percent (see chart 4). Of the payment total of \$336.6 million, \$197 million or 59 percent was paid to non-Marion County grantees in Indiana and \$48.2 million or 14 percent to Marion County (Indianapolis) grantees. Funds for most of these grants came from the Education and Community Development divisions. Organizations outside Indiana were paid \$91.4 million or 27 percent, mostly from the Religion Division.

### Grants Paid by Division (2007)

CHART 3

● Education	\$135.0 million
● Community Development	\$111.6 million
● Religion	\$ 90.0 million
Total	\$336.6 million



### Grants Paid by Geographic Location (2007)

CHART 4

● Indiana (non-Marion Co.)	\$197.0 million
● Marion County (Indianapolis)	\$ 48.2 million
● Outside Indiana	\$ 91.4 million
Total	\$336.6 million



## GRANTS APPROVED

During 2007 the Endowment approved \$333.3 million to 664 grantees, 263 of them new to the Endowment (see chart 5).

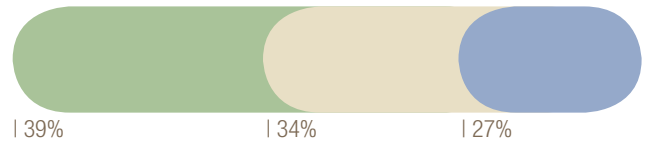
Education Division grants accounted for the most dollars, \$130.9 million or 39 percent of the total. Approvals for the Community Development Division totaled \$112.7 million or 34 percent, while approvals for the Religion Division totaled \$89.7 million or 27 percent (see chart 6).

The geographic pattern for the grants-approved

### Grants Approved by Division (2007)

CHART 6

● Education	\$130.9 million
● Community Development	\$112.7 million
● Religion	\$ 89.7 million
Total	\$333.3 million



### Grants Approved by Geographic Location (2007)

CHART 7

● Indiana (non-Marion Co.)	\$194.1 million
● Marion County (Indianapolis)	\$ 48.5 million
● Outside Indiana	\$ 90.7 million
Total	\$333.3 million



category is much like the grants-paid category:

\$194.1 million or 58 percent for Indiana grantees outside Indianapolis and \$48.5 million or 15 percent for Marion County. Total approvals for Indiana grants amounted to \$242.6 million or 73 percent. The non-Indiana grant approvals totaled \$90.7 million or 27 percent (see chart 7).

## PERSPECTIVE

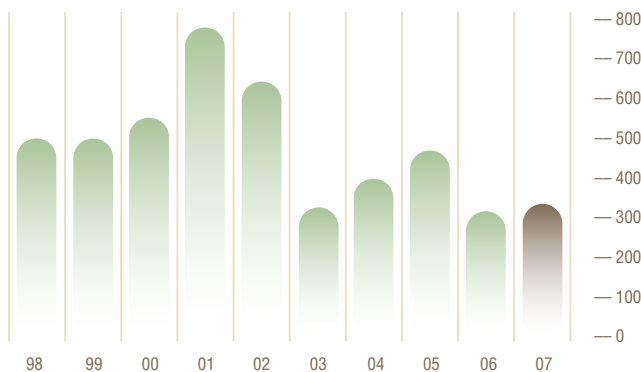
Since 1937 the Endowment has paid \$6.7 billion in grants to 7,452 grantees. Of that \$6.7 billion total paid, Education accounts for \$2.8 billion or 42 percent, Community Development for \$2.2 billion or 33 percent, and Religion for \$1.7 billion or 25 percent.

Board-approved grants are listed in the back of this report and are divided into the Community Development, Education and Religion divisions. Youth Programming and Leadership Education grants are included with the Education and Religion divisions, respectively. 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. "Guidelines & Procedures" are outlined on pages 48-49.

### 10-Year History Grants Approved (dollars in millions)

CHART 5



*Report of Independent Auditors*

The Board of Directors  
Lilly Endowment Inc.

We have audited the accompanying statements of financial position of Lilly Endowment Inc. (the Entity) as of December 31, 2007 and 2006, and the related statements of activities and changes in unrestricted net assets and cash flows for the years then ended. These financial statements are the responsibility of the Entity's management. 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. We were not engaged to perform an audit of the Entity's internal control over financial reporting. Our audits included consideration of internal control over financial reporting as a basis for designing 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 over financial reporting. Accordingly, we express no such opinion. An audit also includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements, assessing the accounting principles used and significant estimates made by management, and evaluating the overall financial statement presentation. We believe that our audits provide a reasonable basis for our opinion.

In our opinion, the financial statements referred to above present fairly, in all material respects, the financial position of Lilly Endowment Inc. as of December 31, 2007 and 2006, and the changes in its unrestricted net assets and its cash flows for the years then ended, in conformity with U.S. generally accepted accounting principles.

February 15, 2008

*Ernst & Young LLP*

## Statements of Financial Position

<i>As of December 31</i>	2007	2006
<b>Assets</b>		
Cash and equivalents .....	\$ 56,708,974	\$ 48,322,750
Investments – at fair value:		
United States government and agency, bank, and corporate interest-bearing obligations .....	18,943,105	137,295,530
Eli Lilly and Company common stock (cost – \$85,055,948 at December 31, 2007, and \$85,455,284 at December 31, 2006) .....	7,341,434,876	7,312,276,888
Diversified equity investments.....	317,773,200	103,769,013
Other assets .....	42,767	133,064
	\$ 7,734,902,922	\$ 7,601,797,245
<b>Liabilities</b>		
Amounts appropriated for future grants .....	\$ 23,946,950	\$ 27,529,307
Unrestricted net assets.....	7,710,955,972	7,574,267,938
	\$ 7,734,902,922	\$ 7,601,797,245
<i>See accompanying notes.</i>		

## Statements of Activities and Changes in Unrestricted Net Assets

<i>Year ended December 31</i>	<b>2007</b>	<b>2006</b>
<b>Income:</b>		
Dividends .....	\$ 241,701,475	\$ 231,823,723
Interest.....	14,365,858	10,185,522
Other .....	33,625,036	19,165,802
<b>Total Income</b>	<b>289,692,369</b>	<b>261,175,047</b>
<b>Deductions:</b>		
Grants approved .....	335,146,768	315,186,392
Expenses:		
Program support.....	6,648,117	8,171,171
Operational support.....	6,131,616	5,469,494
Federal excise tax .....	8,282,198	12,273,936
<b>Total grants approved and expenses</b>	<b>356,208,699</b>	<b>341,100,993</b>
Gain on sale of Eli Lilly and Company common stock (shares – 2,845,000 in 2007 and 7,295,000 in 2006) .....	167,438,455	394,609,619
Increase (decrease) in unrealized appreciation of marketable securities .....	35,765,909	(1,037,125,727)
<b>Increase (decrease) in unrestricted net assets</b>	<b>\$ 136,688,034</b>	<b>\$ (722,442,054)</b>
<b>Unrestricted net assets:</b>		
Balance at beginning of year.....	\$ 7,574,267,938	\$ 8,296,709,992
Increase (decrease) in unrestricted net assets.....	136,688,034	(722,442,054)
<b>Balance at end of year.....</b>	<b>\$ 7,710,955,972</b>	<b>\$ 7,574,267,938</b>
<i>See accompanying notes.</i>		



## Statements of Cash Flows

<i>Year ended December 31</i>	2007	2006
<b>Cash flows used for operating activities:</b>		
Dividends and interest received .....	\$ 256,067,333	\$ 242,009,245
Other income received .....	33,625,036	19,165,802
Grants paid.....	(341,863,979)	(352,335,165)
Grant refunds received .....	3,134,854	608,264
Program support.....	(6,648,117)	(8,171,171)
Operational support.....	(5,905,616)	(5,208,133)
Federal excise tax .....	(8,191,901)	(12,387,776)
Net cash used for operating activities	(69,782,390)	(116,318,934)
<b>Cash flows provided by investing activities:</b>		
Sale of Eli Lilly and Company stock .....	167,837,792	395,633,579
Purchase of investments .....	(1,059,116,907)	(1,122,182,525)
Sale or maturity of investments.....	969,618,786	885,852,897
Investment-related expenses .....	(171,057)	(146,803)
Net cash provided by investing activities	78,168,614	159,157,148
Net increase in cash.....	8,386,224	42,838,214
Cash and equivalents at beginning of year.....	48,322,750	5,484,536
Cash and equivalents at end of year	\$ 56,708,974	\$ 48,322,750
<i>See accompanying notes.</i>		

# Notes to Financial Statements

December 31, 2007

## 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.

### Income and Deductions

Interest and dividend income are recorded as received, and operating expenses are recorded as paid. The currently payable portion of federal excise tax is accrued. Grants are recorded when approved by the Board of Directors.

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.

### Cash and Equivalents

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

### Investments

Investments are stated at fair value in accordance with Statement of Financial Accounting Standards No. 124, *Accounting for Certain Investments Held by Not-for-Profit Organizations*. Diversified equity investments are valued at market quoted fair values.

### Facilities and Equipment

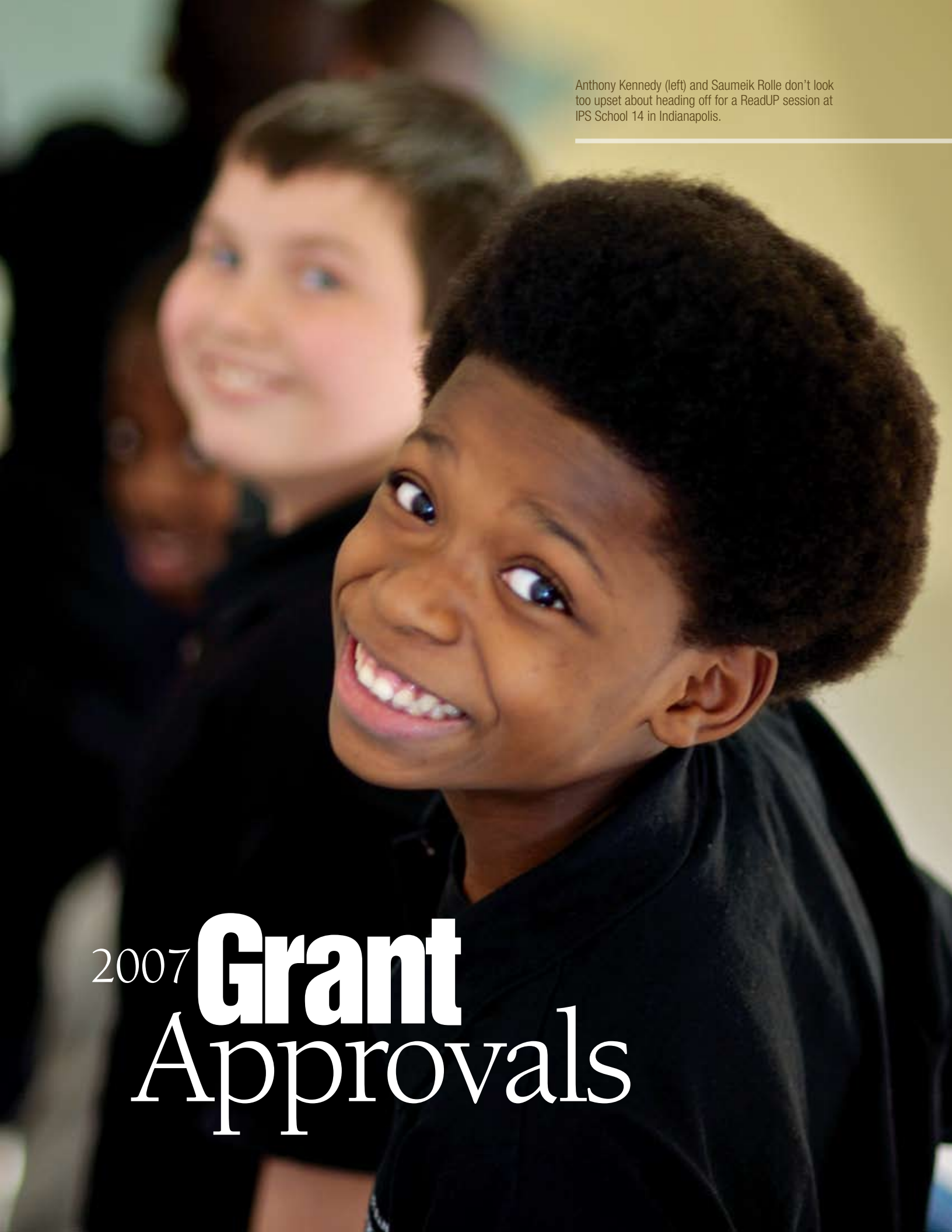
Expenditures for facilities and equipment are expensed as paid.

### Use of Estimates

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.

## 2. REQUIRED DISTRIBUTIONS

The Internal Revenue Code provides that the Endowment generally must distribute for charitable purposes 5% of the average market value of its assets. The Endowment must make additional qualifying distributions of approximately \$348,000,000, before January 1, 2009, to meet the 2007 minimum distribution requirements.



Anthony Kennedy (left) and Saumeik Rolle don't look too upset about heading off for a ReadUP session at IPS School 14 in Indianapolis.

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2007 **Grant**  
Approvals

## Community Development Division Grants

*Dollar amount approved in 2007*

### AMERICAN CABARET THEATRE

*Indianapolis, IN*

General operating support 125,000

### AMERICAN ENTERPRISE INSTITUTE FOR PUBLIC POLICY RESEARCH

*Washington, DC*

General operating support 100,000

### AMERICAN PIANISTS ASSOCIATION

*Indianapolis, IN*

Support for 2007 Indy Jazz Fest 190,000

Support for 2008/09 Classical Fellowship Awards  
and 2010 Jazz Fellowship Awards 250,000

### ARTS COUNCIL OF INDIANAPOLIS

*Indianapolis, IN*

General operating support 300,000

2008 Art & Soul at the Artsgarden 87,500

### ATLAS ECONOMIC RESEARCH FOUNDATION

*Arlington, VA*

General operating support 500,000

### CATHEDRAL ARTS

*Indianapolis, IN*

Eighth Quadrennial International  
Violin Competition 900,000

### CHILDREN'S MUSEUM OF INDIANAPOLIS

*Indianapolis, IN*

Support for Egyptian exhibits, *Global  
Perspectives* and *Tutankhamen and  
the Pharaohs* 4,000,000

### CHILDREN'S THEATRE INSTITUTE

*Indianapolis, IN*

Performing Arts Center renovation  
and construction 45,000

### CICOA (CENTRAL INDIANA COUNCIL ON AGING) FOUNDATION

*Indianapolis, IN*

Support for leadership transition 36,000

### CICP (CENTRAL INDIANA CORPORATE PARTNERSHIP) FOUNDATION

*Indianapolis, IN*

Advanced Manufacturing and  
Logistics Workforce Development  
and Education Initiative 3,015,000

### COALITION FOR HOMELESS INTERVENTION AND PREVENTION

*Indianapolis, IN*

General operating support 260,000

### COLAP (COMMUNITY ORGANIZATIONS LEGAL ASSISTANCE PROJECT)

*Indianapolis, IN*

General operating support 35,000

### CROSSROADS REHABILITATION CENTER

*Indianapolis, IN*

Autism Family Support Center 1,500,000  
Respite initiative 500,000

### DANCE KALEIDOSCOPE

*Indianapolis, IN*

General operating support and special project 130,000  
Production of *The Planets* 45,000

### DOMESTIC VIOLENCE NETWORK OF GREATER INDIANAPOLIS

*Indianapolis, IN*

General operating support 210,000

### ECONOMIC CLUB OF INDIANA

*Indianapolis, IN*

Relaunch the Economic Club of Indianapolis  
as the Economic Club of Indiana 50,000

### EITELJORG MUSEUM OF AMERICAN INDIANS AND WESTERN ART

*Indianapolis, IN*

General operating support 1,147,500

### FEDERALIST SOCIETY FOR LAW AND PUBLIC POLICY STUDIES

*Washington, DC*

General operating support 150,000

### FESTIVAL MUSIC SOCIETY OF INDIANA

*Indianapolis, IN*

Transitional staff support 25,000

<b>FOUNDATION FOR RESEARCH ON ECONOMICS AND THE ENVIRONMENT</b> <i>Bozeman, MT</i>	General operating support	50,000
<b>FRASER INSTITUTE</b> <i>Vancouver, BC</i>	General operating support	300,000
<b>FREEDOM HOUSE</b> <i>Washington, DC</i>	General operating support	100,000
<b>GEORGE MASON UNIVERSITY FOUNDATION</b> <i>Fairfax, VA</i>	Law and Economics Center	100,000
<b>IAAAA EDUCATION INSTITUTE</b> <i>Indianapolis, IN</i>	Indiana Partnerships for Lifespan Communities	100,000
<b>INDIANA ASSOCIATION FOR COMMUNITY ECONOMIC DEVELOPMENT</b> <i>Indianapolis, IN</i>	General support	125,000
<b>INDIANA ASSOCIATION OF UNITED WAYS</b> <i>Indianapolis, IN</i>	4Community Phase 2 and general support	9,484,000
<b>INDIANA COALITION ON HOUSING AND HOMELESS ISSUES</b> <i>Indianapolis, IN</i>	Homeward Bound staff support	50,000
<b>INDIANA DEPARTMENT OF NATURAL RESOURCES</b> <i>Indianapolis, IN</i>	Statewide trails system capital fund	1,250,000
<b>INDIANA GRANTMAKERS ALLIANCE</b> <i>Indianapolis, IN</i>	General operating support	272,500
<b>INDIANA GRANTMAKERS ALLIANCE FOUNDATION</b> <i>Indianapolis, IN</i>	GIFT technical assistance program	664,700
<b>INDIANA HUMANITIES COUNCIL</b> <i>Indianapolis, IN</i>	IHC Leadership Summit, assessment of future directions	50,000

<b>INDIANA OPERA SOCIETY</b> <i>Indianapolis, IN</i>	General operating support	123,750
<b>INDIANA REPERTORY THEATRE</b> <i>Indianapolis, IN</i>	General operating support	300,000
<b>INDIANA SPORTS CORP.</b> <i>Indianapolis, IN</i>	General support	500,000
<b>INDIANA SYMPHONY SOCIETY</b> <i>Indianapolis, IN</i>	General operating support	1,237,500
<b>INDIANA-WORLD SKATING ACADEMY</b> <i>Indianapolis, IN</i>	General support	250,000
<b>INDIANAPOLIS ART CENTER</b> <i>Indianapolis, IN</i>	General operating support	200,000
<b>INDIANAPOLIS MUSEUM OF ART</b> <i>Indianapolis, IN</i>	General operating support	500,000
<b>INDIANAPOLIS NEIGHBORHOOD HOUSING PARTNERSHIP</b> <i>Indianapolis, IN</i>	Support for programs, housing-system infrastructure and administrative costs	5,300,000
<b>INDIANAPOLIS NEIGHBORHOOD RESOURCE CENTER</b> <i>Indianapolis, IN</i>	General support	250,000
<b>INDIANAPOLIS ZOOLOGICAL SOCIETY</b> <i>Indianapolis, IN</i>	General operating support	1,116,720
<b>INSTITUTE FOR RESEARCH ON THE ECONOMICS OF TAXATION</b> <i>Washington, DC</i>	General operating support	85,000
<b>INTERCOLLEGIATE STUDIES INSTITUTE</b> <i>Wilmington, DE</i>	General operating support	125,000

**INTERNATIONAL CENTER OF INDIANAPOLIS***Indianapolis, IN*

General operating support 300,000

**JOY'S HOUSE (TMP ENTERPRISES)***Indianapolis, IN*

Capital campaign 700,000

**KEEP INDIANAPOLIS BEAUTIFUL***Indianapolis, IN*Capital support for building acquisitions  
and rehabilitation 350,000

Program and general support 325,000

**LOCAL INITIATIVES SUPPORT CORP.***New York, NY*

Indianapolis LISC program 500,000

Urban Forum Conference in Indianapolis 10,000

**MADAME WALKER URBAN  
LIFE CENTER***Indianapolis, IN*

General operating support 500,000

**MANHATTAN INSTITUTE FOR POLICY  
RESEARCH***New York, NY*

General operating support 200,000

**MARTIN UNIVERSITY***Indianapolis, IN*

Support for lecture series 50,000

**NATIONAL CENTER FOR POLICY  
ANALYSIS***Dallas, TX*

General operating support 150,000

**NEIGHBORHOOD SELF-EMPLOYMENT  
INITIATIVE***Indianapolis, IN*

Capacity building 50,000

**NEW HARMONY PROJECT***Indianapolis, IN*

General operating support 50,000

**PACIFIC RESEARCH INSTITUTE  
FOR PUBLIC POLICY***San Francisco, CA*

General operating support 175,000

**PRESIDENT BENJAMIN HARRISON  
FOUNDATION***Indianapolis, IN*

Recovery, restoration and preservation project 40,000

**PROPERTY AND ENVIRONMENT  
RESEARCH CENTER***Bozeman, MT*

General operating support 50,000

**REASON FOUNDATION***Los Angeles, CA*

General operating support 225,000

**SAGAMORE INSTITUTE FOR  
POLICY RESEARCH***Indianapolis, IN*

General operating support 300,000

**SALVATION ARMY***Indianapolis, IN*Operation Compassion for Indiana troops  
in Iraq and Afghanistan 25,000**SOCIAL PHILOSOPHY AND  
POLICY FOUNDATION***Bowling Green, OH*

General operating support 100,000

**STANFORD UNIVERSITY***Stanford, CA*General operating support for  
Stanford's Hoover Institution 125,000**TAX FOUNDATION***Washington, DC*

General operating support 75,000

**UNITED WAY OF AMERICA***Alexandria, VA*Center on Philanthropy partnership  
for research and training 6,000,000**UNITED WAY OF CENTRAL INDIANA***Indianapolis, IN*

Homelessness Targeted Initiatives Fund 2,967,134

Targeted Initiatives Fund 550,000

2007 Campaign 3,750,000

2008 community assessment 50,000

<b>UNIVERSITY OF SOUTHERN INDIANA</b>	
<i>Evansville, IN</i>	
General operating support for Historic New Harmony project	125,000
<hr/>	
<b>YOUNG AUDIENCES OF INDIANA</b>	
<i>Indianapolis, IN</i>	
General operating support	200,000
Partial support for implementation of strategic plan	75,000
<hr/>	
<b>GRANTS TO SUPPORT EDUCATIONAL PROGRAMS OF ECONOMIC OPPORTUNITIES 2015 INITIATIVE FOR 10-COUNTY REGION IN SOUTHEAST INDIANA</b>	
(2 grants)	38,000,000
<hr/>	
<b>COLUMBUS LEARNING CENTER MANAGEMENT CORP. (\$26,000,000)</b>	
<i>Columbus, IN</i>	
<hr/>	
<b>HERITAGE FUND OF BARTHOLOMEW COUNTY (\$12,000,000)</b>	
<i>Columbus, IN</i>	
<hr/>	
<b>GRANTS TO SUPPORT INDIANA COMBAT SERVICE MEMBERS AND THEIR FAMILIES</b>	
(4 grants)	19,866,982
<hr/>	
<b>CRANE TECHNOLOGY</b>	
<i>Bloomington, IN</i>	
Support for pilot project called the Crane Learning & Employment Center for Veterans, the first comprehensive program of its kind in the country to help veterans with disabilities enter or reenter the workforce (\$400,000)	
<hr/>	
<b>INDIANA NATIONAL GUARD RELIEF FUND</b>	
<i>Indianapolis, IN</i>	
Support for Relief Fund grants to Indiana National Guard members and/or their families who suffer significant financial hardship as a result of active duty service (\$570,000)	
<hr/>	
<b>PURDUE RESEARCH FOUNDATION</b>	
<i>West Lafayette, IN</i>	
Support for Purdue's Military Family Research Institute, the only such university- based institute in the country (\$8,995,584)	

<b>RICHARD L. ROUDEBUSH VA MEDICAL CENTER</b>	
<i>Indianapolis, IN</i>	
Support for the Indiana Veterans Enhanced Services Initiative, which will involve establishing a Seamless Transition Integrated Care Clinic, construction of a Comfort Home to house families of injured service members, retreats for returning combat veterans and their spouses, and rehabilitation events for veterans including the National Veterans Golden Age Games (\$9,901,398)	
<hr/>	
<b>HOLIDAY ASSISTANCE FUND</b>	
(19 grants ranging from \$2,000 to \$102,000)	300,000
<hr/>	
Catholic Charities Indianapolis Community Action of Greater Indianapolis Fall Creek Parkway Church of Christ Flanner House Hall Temple Church of God in Christ Indiana Black Expo Indiana Department of Correction, Indianapolis Juvenile Correctional Facility Indianapolis Jaycee Charities Indianapolis Urban League Kingsley Terrace Church of Christ La Plaza Latino Community Development Corp. Lutheran Child & Family Services of Indiana New Covenant Church & Ministries Rev. Richard Hunter Ministries Salvation Army Save the Youth Program United Way of Central Indiana Westminster Neighborhood Ministries	
<hr/>	
<b>INDIANA COMMUNITY FOUNDATION PROGRAM FOR SUSTAINING RESOURCE DEVELOPMENT</b>	
<i>Carmel, IN</i>	
Legacy Fund ( <i>Hamilton County</i> )	250,000
<hr/>	
<b>Subtotal - Community Development</b>	
Division Grants	112,569,286
<hr/>	
Community Development Division	
Discretionary Grants	157,700
<hr/>	
<b>Total - Community Development</b>	
Division Grants	112,726,986
<hr/>	

## Education Division and Youth Programming Grants

*Dollar amount approved in 2007*

### ARCHDIOCESE OF INDIANAPOLIS

*Indianapolis, IN*

Capital support for center-city elementary and urban high schools	5,000,000
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### CICP (CENTRAL INDIANA CORPORATE PARTNERSHIP) FOUNDATION

*Indianapolis, IN*

Expand access to advanced placement instruction in Indiana	50,000
I-STEM Resource Network	3,400,000

### FUND FOR HOOSIER EXCELLENCE

*Indianapolis, IN*

Endowment for scholarship program	50,000
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### GREATER INDIANAPOLIS CHAMBER OF COMMERCE FOUNDATION

*Indianapolis, IN*

Common Goal Initiative	400,000
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### INDEPENDENT COLLEGES OF INDIANA

*Indianapolis, IN*

Administration of Lilly Endowment Community Scholarship Program	1,100,000
Lilly Endowment Community Scholarship Program	17,000,000

### INDIANA STATE UNIVERSITY

*Terre Haute, IN*

Extending Teacher Creativity 2008: A Summer Workshop and Teaching Academy for Teacher Creativity fellows	160,785
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### INDIANA STATE UNIVERSITY FOUNDATION

*Terre Haute, IN*

NetWorks transitional funding	3,000,000
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### INDIANA STUDENT FINANCIAL AID ASSOCIATION

*Lafayette, IN*

College Goal Sunday 2008	50,000
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### INDIANA UNIVERSITY FOUNDATION

*Bloomington, IN*

Fund for Excellence for the Indiana University School of Law-Bloomington	25,000,000
Indiana Campus Compact	1,517,415
Jacobs School of Music faculty studio building	44,000,000

### INDIANAPOLIS CENTER FOR EDUCATION ENTREPRENEURSHIP (dba The Mind Trust)

*Indianapolis, IN*

Teach for America, Indianapolis	2,000,000
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### MUSIC FOR ALL

*Indianapolis, IN*

Resource-development capacity building	495,000
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### TEACHERS' TREASURES

*Indianapolis, IN*

Moving and facility renovation costs	100,000
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### THURGOOD MARSHALL COLLEGE FUND

*New York, NY*

Computer information system strategic plan	100,000
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### UNITED NEGRO COLLEGE FUND

*Fairfax, VA*

2008 Indianapolis television special and fund-raising program	85,000
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### WOODROW WILSON NATIONAL FELLOWSHIP FOUNDATION

*Princeton, NJ*

Indiana Teacher Fellowship Program pilot	10,161,106
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### TEACHER CREATIVITY FELLOWSHIP PROGRAM

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

(120 grants of \$8,000 each)	960,000
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<b>TEACHER CREATIVITY DISTINGUISHED FELLOWS PROGRAM</b>	
Competitive summer program for renewal of Indiana schoolteachers, guidance counselors and library media specialists whose renewal programs require additional financial support and time away from the classroom. Each teacher receives up to \$25,000, and a separate grant of up to \$25,000 is available to the teacher's school district to cover the costs of a replacement teacher if necessary.	
(9 grants ranging from \$20,550 to \$25,000 for distinguished fellows)	217,329
(6 grants ranging from \$600 to \$19,280 for teacher-replacement costs)	31,405
<b>Youth Programming</b>	
<b>AT-YOUR-SCHOOL (AYS) CHILD SERVICES</b> <i>Indianapolis, IN</i>	
Support for fellowships, professional development and networking for Indiana youth workers	1,200,000
<b>BOYS &amp; GIRLS CLUBS OF AMERICA</b> <i>New York, NY</i>	
Building the resource development capacity of Boys & Girls Clubs in Indiana	2,500,000
<b>CENTER FOR LEADERSHIP DEVELOPMENT</b> <i>Indianapolis, IN</i>	
Capital campaign	750,000
Operating support	250,000
<b>CHILDREN'S BUREAU</b> <i>Indianapolis, IN</i>	
Enhancement of evaluation and quality-improvement processes and outreach services for Latino families	295,000
<b>CHRYSALIS ACADEMY OF LIFE AND LEARNING</b> <i>Indianapolis, IN</i>	
Capacity building	50,000
<b>COMMUNITY ADDICTION SERVICES OF INDIANA</b> <i>Indianapolis, IN</i>	
Marketing consulting and computer technology enhancements	50,000

<b>CONCORD CENTER ASSOCIATION</b> <i>Indianapolis, IN</i>	
Partial support for the Now for the Future and Brotherhood programs	227,125
<b>FATHERS AND FAMILIES RESOURCE/RESEARCH CENTER</b> <i>Indianapolis, IN</i>	
Operating support	250,000
<b>GIRLS INC.</b> <i>New York, NY</i>	
Staff development and enhancement of national technology and communications systems	800,000
<b>INDIANA AMATEUR BASEBALL ASSOCIATION</b> <i>Indianapolis, IN</i>	
Development of capacity-building and program support	600,000
<b>INDIANA ASSOCIATION OF UNITED WAYS</b> <i>Indianapolis, IN</i>	
Establishment of Indiana After-School Network	50,000
<b>INDIANA BLACK EXPO</b> <i>Indianapolis, IN</i>	
Operating support	625,000
Stakeholder survey for executive director search	24,500
<b>INDIANA YOUTH INSTITUTE</b> <i>Indianapolis, IN</i>	
Operating support	5,000,000
<b>INDIANA YOUTH SERVICES ASSOCIATION</b> <i>Indianapolis, IN</i>	
Organizational assessment	50,000
<b>INDIANAPOLIS ART CENTER</b> <i>Indianapolis, IN</i>	
Beyond Perceptions and SMART (Supportive Mentoring through Art) Program	35,000

**JOHNS HOPKINS UNIVERSITY***Baltimore, MD*

Technical assistance to build  
the capacity of and to disseminate  
the Summer Youth Program

Fund model 194,681

**MARION COUNTY COMMISSION  
ON YOUTH***Indianapolis, IN*

Operating support 190,000

**NATIONAL URBAN FELLOWS***New York, NY*

Support for a fellowship in Indianapolis,  
recruitment and marketing activities in  
Indiana, and efforts to increase  
NUF alumni giving

76,500

**PEACE LEARNING CENTER***Indianapolis, IN*

Conflict-resolution theater arts programs  
and related fund-raising capacity building

650,000

**PLANNED PARENTHOOD OF INDIANA***Indianapolis, IN*

Partial support for teen peer education 50,000

**ROBBINS FOUNDATION  
(dba Suite Dreams Project)***Indianapolis, IN*

Fund-raising, marketing, public  
relations and staff upgrades

50,000

**RONALD MCDONALD HOUSE***Indianapolis, IN*

Roof replacement 100,000

**SEARCH INSTITUTE***Minneapolis, MN*

2007 Healthy Communities-Healthy  
Youth Conference 50,000

**YOUTHBUILD USA***West Somerville, MA*

YouthBuild Directors Fellows Program  
and fund-raising support for asset  
trust for graduates 50,000

**Y-PRESS***Indianapolis, IN*

Partial operating support and  
fund-raising development 50,000

**SUMMER YOUTH PROGRAM FUND 2007**

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

(27 competitive grants ranging from  
\$2,875 to \$25,000) 421,745

Adult & Child Center  
African Community International  
Broadway United Methodist Church  
Camptown  
Children's Bureau  
Community Alliance of the Far Eastside  
Dayspring Center  
Dirty Dozen Hunting and Fishing Club Foundation  
Dyslexia Institute of Indiana  
Great Commission Church of God  
Indianapolis Algebra Project  
La Plaza  
Life Line Community Center (2)  
Mary Rigg Neighborhood Center  
National Junior Tennis League of Indianapolis  
New Light Christian Church  
Northside New Era Community Outreach  
Oasis Christian Community Development Corp.  
Old Centrum Foundation  
Purdue University  
St. Florian Center  
Scott United Methodist Church  
Urban Arts Consortium of Indianapolis  
Very Special Arts of Indiana  
YMCA of Indianapolis  
Young Audiences of Indiana

**SUMMER YOUTH PROGRAM FUND 2007**

Grants for organizations to provide summer  
activities for youth

(139 competitive grants to support 160  
programs ranging from \$1,500 to \$60,236) 1,278,255

Academy of Greater Works  
Adult & Child Center  
African Community International  
American Diabetes Association, Indiana Affiliate  
Anglican Church of Resurrection  
Antioch Neighborhood Restoration & Outreach Ministry  
Area Youth Ministry

Art With a Heart  
 Asante Children's Theatre  
 At-Your-School (AYS) Child Services  
 Auntie Mame's Child Development Center  
 Beech Grove City Schools  
 Bethesda Temple Apostolic Church  
 Booth Tarkington Civic Theatre  
 Bosma Industries for the Blind  
 Boys & Girls Clubs of Indianapolis (5)  
 Brebeuf Preparatory School  
 Broadway United Methodist Church  
 Brookside Community Youth Program  
 Butler-Tarkington Neighborhood Association  
 Butler University  
 Camptown  
 Catholic Charities Indianapolis (2)  
 Catholic Youth Organization  
 Cherubims  
 Children's Bureau  
 Christamore House  
 Circle City Frontiers Club  
 Claude McNeal's Musical Theatre Training Program  
 Coburn Place Safe Haven  
 Community Action of Greater Indianapolis  
 Community Alliance of the Far Eastside  
 Concord Center Association  
 Coppin Chapel African Methodist Episcopal Church  
 Cosmo Knights Scholarship Fund  
 Damar Services  
 Day Nursery Association of Indianapolis  
 Dayspring Center  
 Diabetic Youth Foundation of Indiana  
 Dirty Dozen Hunting and Fishing Club Foundation  
 DREAM Alive  
 Dyslexia Institute of Indiana  
 Eagledale Neighborhood Association  
 East 10th United Methodist Children and Youth Center  
 Ebenezer Missionary Baptist Church  
 Edna Martin Christian Center  
 Fay Biccard Glick Neighborhood Center at Crooked Creek  
 First Baptist Church, North Indianapolis  
 First-Meridian Heights Presbyterian Church (2)  
 Flanner House  
 Forest Manor Multi-Service Center  
 Freetown Village  
 Garden City Christian Church  
 Girl Scouts of Central Indiana  
 Girls Inc.  
 Good News Mission  
 Great Commission Church of God  
 Greater Educational Opportunities (GEO) Foundation  
 Happy Hollow Children's Camp  
 Harrison Center for the Arts  
 Hawthorne Social Service Association  
 Health and Hospital Corporation of Marion County  
 Heart of Sailing  
 Hemophilia of Indiana

Indiana Athletic Teen Basketball Association  
 Indiana Deaf Camps Foundation  
 Indiana Golf Foundation  
 Indiana Minority Health Coalition  
 Indiana School for the Deaf  
 Indiana Sports Corp.  
 Indiana State Museum Foundation  
 Indiana University Foundation  
 Indianapolis Algebra Project  
 Indianapolis Art Center  
 Indianapolis Interfaith Hospitality Network  
 Indianapolis Junior Golf Foundation  
 Indianapolis Parks Foundation (4)  
 Indianapolis Public Schools  
 Indianapolis-Marion County Public Library Foundation  
 James Whitcomb Riley Memorial Association  
 (dba Riley Children's Foundation)  
 Jameson Camp  
 JEWEL Christian Academy (Eastern Star Jewel  
 Educational Services)  
 John H. Boner Community Center  
 Kaleidoscope Church and Community Partnership  
 Keep Indianapolis Beautiful  
 La Plaza  
 Life Line Community Center  
 Little Bethel Missionary Baptist Church  
 Little Red Door Cancer Agency  
 Lutheran Child & Family Services of Indiana  
 Marian College  
 Marion County Commission on Youth  
 Martin Luther King Multi-Service Center  
 Mary Rigg Neighborhood Center  
 Metro Ministries  
 Metropolitan School District of Perry Township  
 Metropolitan School District of Washington Township (2)  
 Mission Indy  
 Muscular Dystrophy Association  
 National Junior Tennis League of Indianapolis  
 New Covenant Church & Ministries  
 New Light Christian Church  
 Noble of Indiana  
 Northside New Era Community Outreach  
 Oasis Christian Community Development Corp.  
 Old Centrum Foundation  
 100 Black Men of Indianapolis  
 Pathway to the Future Learning Center  
 Peace Learning Center  
 People's Burn Foundation  
 Philharmonic Orchestra of Indianapolis  
 Phillips Temple CME Church  
 Project SEED  
 Promise Land Christian Community Church  
 Purdue University  
 Redeemer Hospitality Mission  
 Ruth Lilly Center for Health Education  
 St. Florian Center  
 St. John's Community Care Services  
 St. Richard's School Foundation

Salvation Army (2)	
Save the Youth Program	
Scott United Methodist Church	
Senior Connects Corp. (dba Net Literacy Corp.)	
Shepherd Community	
Southeast Community Services	
Speedway Baptist Church	
Speedway United Methodist Church	
University of Notre Dame	
Urban Arts Consortium of Indianapolis	
Very Special Arts of Indiana (2)	
Visions Ministries	
Vista Care Hospice Foundation	
Westminster Neighborhood Ministries	
Witherspoon Performing Arts Center	
YMCA of Indianapolis (10)	
Young Audiences of Indiana	
Youth Job Preparedness Program	
Zion Hill Missionary Baptist Church	
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<b>Subtotal - Education Division Grants</b>	114,878,040
<b>Subtotal - Youth Programming Grants</b>	15,917,806
Education Division Discretionary Grants	113,000
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<b>Total - Education Division and Youth Programming Grants</b>	130,908,846

## Religion Division and Leadership Education Grants

*Dollar amount approved in 2007*

<b>ALBAN INSTITUTE</b>	
<i>Herndon, VA</i>	
Operating support	1,200,000
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<b>AMERICAN THEOLOGICAL LIBRARY ASSOCIATION</b>	
<i>Chicago, IL</i>	
Increased access for pastors to ATLAS	1,210,000
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<b>CALVIN COLLEGE</b>	
<i>Grand Rapids, MI</i>	
Continuing support for the Calvin Institute of Christian Worship	6,931,260
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<b>CATHOLIC UNIVERSITY OF AMERICA</b>	
<i>Washington, DC</i>	
Planning for study of how young adults participate in religious groups	49,931
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<b>CENTER FOR COURAGE &amp; RENEWAL</b>	
<i>Bainbridge Island, WA</i>	
Continued support for Courage to Lead project	1,200,000
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<b>CENTER FOR YOUTH MINISTRY TRAINING</b>	
<i>Brentwood, TN</i>	
Laboratory for Youth Ministry project	404,420
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<b>CHRIST PROTESTANT EPISCOPAL CHURCH</b>	
<i>Alexandria, VA</i>	
Continuation of Foundations for Spiritual Leadership Clergy Residency Program	436,673
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<b>CHRISTIAN BOARD OF PUBLICATION</b>	
<i>St. Louis, MO</i>	
Continuation of the Mainline Evangelism project	647,700
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<b>CHRISTIAN THEOLOGICAL SEMINARY</b>	
<i>Indianapolis, IN</i>	
Continuation of the Indiana Clergy Peer Group Study Program	1,776,845

<b>CHURCH FEDERATION OF GREATER INDIANAPOLIS</b>	
<i>Indianapolis, IN</i>	
Support for Benevolence Fund, Congregational Mentoring Program and Web site development	150,000

<b>DIOCESE OF CHICAGO</b>	
<i>Chicago, IL</i>	
Continuation of Making Excellent Disciples program	447,500

<b>DUKE UNIVERSITY</b>	
<i>Durham, NC</i>	
Establishment of a center for Christian institutional leadership	13,968,106

<b>EDUCATIONAL BROADCASTING CORP.</b>	
<i>New York, NY</i>	
Support for 11th season of <i>Religion &amp; Ethics NewsWeekly</i> public television program	6,250,000

<b>FULLER THEOLOGICAL SEMINARY</b>	
<i>Pasadena, CA</i>	
Ecology of Vocation project	750,000

<b>FUND FOR THEOLOGICAL EDUCATION</b>	
<i>Atlanta, GA</i>	
Continuing support for Volunteers Exploring Vocation project	1,798,500
Project Rising Sun: A Leadership Academy for the Next Generation of Black Church Pastors	750,000
Project to expand networks among organizations cultivating a new generation of Christian pastoral leaders	607,323

<b>GENERAL BOARD OF THE CHURCH OF THE NAZARENE</b>	
<i>Kansas City, MO</i>	
Support for Religious Congregations & Membership Study 2010	250,000

<b>HARTFORD SEMINARY</b>	
<i>Hartford, CT</i>	
Continuation of mentoring program for younger scholars studying congregational life	507,672

<b>INDIANA UNIVERSITY FOUNDATION</b>	
<i>Bloomington, IN</i>	
Continuation of Young Scholars in American Religion program	852,589
Partial support of Spirit & Place civic festival	400,000

<b>INDIANAPOLIS CENTER FOR CONGREGATIONS</b>	
<i>Indianapolis, IN</i>	
Continued support for satellite programs in Indiana	5,567,663
Project to strengthen evaluation practices	1,462,600

<b>INSTITUTE FOR AMERICAN VALUES</b>	
<i>New York, NY</i>	
Project to expand research and teaching on the moral and religious experience of children of divorce	225,800

<b>INSTITUTE OF CHURCH ADMINISTRATION AND MANAGEMENT</b>	
<i>Atlanta, GA</i>	
Operating expenses and institutional planning	750,000

<b>INSTITUTO FE Y VIDA</b>	
<i>Stockton, CA</i>	
Catholic Latino Youth and Parents project	688,773

<b>LUTHER SEMINARY</b>	
<i>St. Paul, MN</i>	
The Christian's Calling in the World project	49,665

<b>MASSACHUSETTS CONFERENCE OF THE UNITED CHURCH OF CHRIST</b>	
<i>Framingham, MA</i>	
Partial continued funding of the Pastoral Excellence Program	750,000

<b>MESSIAH COLLEGE</b>	
<i>Grantham, PA</i>	
Religion in the Academy project	469,061

<b>MINNESOTA PUBLIC RADIO</b>	
<i>St. Paul, MN</i>	
Expansion of <i>Speaking of Faith</i> educational resources project	1,556,750

**MOREHOUSE COLLEGE***Atlanta, GA*

Completion of the Howard Thurman  
Papers project 250,000

**NATIONAL FEDERATION FOR CATHOLIC  
YOUTH MINISTRY***Washington, DC*

National Initiative on Adolescent Catechesis 450,000

**OCCIDENTAL COLLEGE***Los Angeles, CA*

Continuation of Values and Vocation  
project, a program of the Theological  
Exploration of Vocation Initiative 499,582

**PRESBYTERIAN CHURCH (USA)***Louisville, KY*

Continued support for the U.S.  
Congregational Life Survey project 1,470,555

**PRINCETON UNIVERSITY***Princeton, NJ*

Continuation of the Christian Thought  
and Practice Initiative 1,500,000

**ST. JOHN'S UNIVERSITY***Collegeville, MN*

Project on the participation of young  
men in theologically grounded  
vocational exploration 599,900

**SAMARITAN INSTITUTE***Denver, CO*

Continued support for Clergy and  
Congregation Care Program 984,935

**SEMINARY CONSORTIUM FOR URBAN  
PASTORAL EDUCATION***Chicago, IL*

Support for 2008 Congress on Urban Ministry 50,000

**UNIVERSITY OF BALTIMORE***Baltimore, MD*

Maintaining Vital Connections  
Between Faith Communities and  
Their Organizations project 500,000

**UNIVERSITY OF CHICAGO***Chicago, IL*

Collaborative Theological Reflection  
for Ministry project 499,950

**VANDERBILT UNIVERSITY***Nashville, TN*

Support for the African American  
Lectionary project 1,692,956

**WABASH COLLEGE***Crawfordsville, IN*

Wabash Program for Pastoral  
Leadership in Indiana 1,544,770

**WHEATON COLLEGE***Wheaton, IL*

Study of changes in American  
Protestant missions 491,700

**CLERGY RENEWAL PROGRAM FOR  
INDIANA CONGREGATIONS**

Program to strengthen Indiana congregations  
by supporting renewal and reflection periods  
for pastors  
(28 grants ranging from \$24,127 to \$45,000) 1,168,677

Arlington Heights Baptist Church (American Baptist Church, USA  
[ABC, USA]), Indianapolis  
Benton Mennonite Church, Goshen  
Berkey Avenue Mennonite Fellowship, Goshen  
Chesterfield Community Church of God (Church of God, Anderson)  
Christ Episcopal Church, Madison  
Christ Evangelical Lutheran Church (Evangelical Church in America  
[ELCA]), Kokomo  
Church at the Crossing (Church of God, Anderson), Indianapolis  
Community Church, Columbus (nondenominational)  
East Side Christian Church (Disciples of Christ), Evansville  
Eastgate Christian Church (Disciples of Christ), Indianapolis  
Epiphany Lutheran Church (ELCA), Fort Wayne  
First Baptist Church (ABC, USA), Lafayette  
First English Evangelical Lutheran Church (ELCA), Mishawaka  
First Mennonite Church, Indianapolis  
Garfield Park Baptist Church (ABC, USA), Indianapolis  
Geist Christian Church (Disciples of Christ), Indianapolis  
Irvington United Methodist Church, Indianapolis  
Judson Road Christian Church (Independent Christian), Kokomo  
Living Hope Community Church of the Nazarene, Valparaiso  
Mitchell Church of Christ

St. Andrew Catholic Church, Richmond  
 St. Andrew United Methodist Church, West Lafayette  
 St. Andrew's Episcopal Church, Valparaiso  
 St. John Baptist Church (Progressive National Baptist  
 Convention), Gary  
 St. Mark's United Methodist Church, Decatur  
 St. Matthew Catholic Church, Mount Vernon  
 Zionsville Christian Church (Disciples of Christ)  
 Zionsville United Methodist Church

**NATIONAL CLERGY RENEWAL  
 GRANTS PROGRAM**

Program to strengthen congregations by  
 supporting renewal and reflection periods  
 for pastors

(133 grants ranging from \$14,240 to \$45,000) 5,315,408

Albuquerque (N.M.) Mennonite Church  
 Ascension Evangelical Lutheran Church (Evangelical Lutheran  
 Church in America [ELCA]), Riverside, Ill.  
 Bethany Church (United Church of Christ [UCC]), Montpelier, Vt.  
 Bethany Lutheran Church (ELCA), Tulsa, Okla.  
 Bethel African Methodist Episcopal Church, Sparks, Nev.  
 Bethel United Church of Christ, Beloit, Ohio  
 Bethlehem Baptist Church, Alexandria, Va.  
 Bible Baptist Church (Baptist General Conference [BGC]),  
 Mauston, Wis.  
 Birchman Baptist Church (Southern Baptist Convention [SBC]),  
 Fort Worth, Texas  
 Calvary Baptist Church (BGC and American Baptist Churches, USA  
 [ABC, USA]), Boalsburg, Pa.  
 Calvary Baptist Church (SBC and ABC, USA), Roanoke, Va.  
 Carmel Reformed Church (Reformed Church of America [RCA]),  
 Rock Valley, Iowa  
 Cary (N.C.) Presbyterian Church (Presbyterian Church  
 USA [PCUSA])  
 Cathedral of All Souls (Episcopal), Asheville, N.C.  
 Cathedral of the Immaculate Conception (Catholic),  
 Crookston, Minn.  
 Central Presbyterian Church (PCUSA), Kansas City, Mo.  
 Chestnut Hill United Methodist Church, Philadelphia  
 Christ Community Church (nondenominational), Murphysboro, Ill.  
 Christ Congregational Church (UCC), Miami  
 ChristBridge Fellowship (nondenominational), Tomball, Texas  
 Christ Presbyterian Church of Rancho La Costa (PCUSA),  
 Carlsbad, Calif.  
 Christ the Redeemer Lutheran Church (ELCA), Minneapolis  
 Church of Our Lady of the Angels (Catholic), Trenton, N.J.  
 Church of St. Mary (Catholic), Eugene, Ore.  
 Church of St. Richard (Catholic), Richfield, Minn.  
 Church of the Holy Communion (Episcopal), Memphis, Tenn.  
 Church on the Hill (UCC), Lenox, Mass.  
 Circle of Hope (Brethren in Christ Church), Philadelphia  
 Clayton (Calif.) Community Church (Evangelical Presbyterian)  
 Concordia Evangelical Lutheran Church (ELCA), Duluth, Minn.

Congregational Church (UCC), South Hempstead, N.Y.  
 Court Street United Methodist Church, Hattiesburg, Miss.  
 Desert Palm United Church of Christ, Tempe, Ariz.  
 Edwards Church (UCC), Framingham, Mass.  
 Emmanuel Episcopal Church, Greenwood, Va.  
 English Evangelical Lutheran Church of the Incarnation  
 (ELCA), Milwaukee  
 Evangelical Free Church, Atlantic, Iowa  
 Evangelical Lutheran Bethany Church (ELCA), Seattle  
 Evangelical Lutheran Church of the Holy Trinity (ELCA),  
 Jamestown, N.Y.  
 Fairview (Pa.) Presbyterian Church (PCUSA)  
 Faith Lutheran Church (ELCA), Sarasota, Fla.  
 First and Franklin Street Presbyterian Church (PCUSA),  
 Baltimore  
 First Baptist Church (Cooperative Baptist Fellowship [CBF] and  
 SBC), Huntsville, Ala.  
 First Christian Church (Disciples of Christ), Anniston, Ala.  
 First Christian Church (Disciples of Christ), Eugene, Ore.  
 First Congregational Church (UCC), Santa Cruz, Calif.  
 First Congregational Church (UCC), Sheboygan, Wis.  
 First Congregational United Church of Christ, Pocatello, Idaho  
 First Parish Church United (UCC), Westford, Mass.  
 First Presbyterian Church (PCUSA), Barre, Vt.  
 First Presbyterian Church (PCUSA), Bozeman, Mont.  
 First Presbyterian Church (PCUSA), Mill City, Ore.  
 First Presbyterian Church (PCUSA), New Bern, N.C.  
 First Presbyterian Church (PCUSA), Visalia, Calif.  
 First Presbyterian Church (PCUSA), Watertown, N.Y.  
 First Reformed United Church of Christ, Burlington, N.C.  
 First United Methodist Church, Greensburg, Pa.  
 Glenshaw (Pa.) Presbyterian Church (PCUSA)  
 Good Shepherd Congregation (Catholic), Menomonee Falls, Wis.  
 Grace Church (Episcopal), Holland, Mich.  
 Grace Evangelical Lutheran Church (ELCA), Boone, N.C.  
 Granite Springs Church (Christian Reformed Church), Lincoln, Calif.  
 Grantham (Pa.) Brethren in Christ Church  
 Highland Park (Ill.) Presbyterian Church (PCUSA)  
 Holy Family Congregation (Catholic), Fond du Lac, Wis.  
 Holy Trinity Episcopal Church, Fayetteville, N.C.  
 Immanuel Community Reformed Church (RCA), Lansing, Mich.  
 Immanuel Congregational Church (UCC), Hartford, Conn.  
 Kenilworth United Church of Christ, Buffalo, N.Y.  
 Knox Presbyterian Church (PCUSA), Minneapolis  
 Lake Oswego (Ore.) United Methodist Church  
 Lakehills Community Covenant Church (Evangelical Covenant),  
 El Dorado Hills, Calif.  
 Littleton (Colo.) United Methodist Church  
 Lord of the Hills Lutheran Church (ELCA), Centennial, Colo.  
 Lyster Lutheran Church (ELCA), Nelson, Wis.  
 McMinville (Ore.) United Methodist Church  
 Messiah Lutheran Church (ELCA), Auburn, Wash.  
 Morgan Park Church of God (Church of God, Anderson), Chicago  
 Nelsonville (Wis.) Evangelical Lutheran Church (ELCA)  
 New Beginnings Moravian Church (Moravian Church in America),  
 Huntersville, N.C.  
 New Hurley Reformed Church (RCA), Walkkill, N.Y.

Northminster Baptist Church (Alliance of Baptists and CBF),  
Richmond, Va.

Oak Hills Presbyterian Church (PCUSA), Milwaukie, Ore.

Olive Branch Christian Church (Disciples of Christ), Norge, Va.

Park Presbyterian Church (PCUSA), Beaver, Pa.

Parkside Community Church (UCC), Sacramento, Calif.

Peace Presbyterian Church (PCUSA), Winterville, N.C.

Pilgrim Congregational Church (UCC), Duluth, Minn.

Pilgrim United Church of Christ, Fond du Lac, Wis.

Plymouth Congregational Church (UCC), Lawrence, Kan.

Plymouth Presbyterian Church (PCUSA), St. Helens, Ore.

Prairie Baptist Church (ABC, USA), Prairie Village, Kan.

Prince of Peace Lutheran Church (ELCA), La Crescent, Minn.

St. Augustine's Episcopal Church, Morrow, Ga.

St. Barnabas Episcopal Church, Brooklyn, N.Y.

St. Bartholomew's Episcopal Church, Atlanta

St. Columba's Episcopal Church, Naytahwaush, Minn.

St. Francis Episcopal Church, Great Falls, Va.

St. Francis in the Fields Episcopal Church, Malvern, Pa.

St. James Evangelical Lutheran Church (ELCA), Verona, Wis.

St. John Catholic Church, Yamhill, Ore.

St. John's Church in the Wilderness (Episcopal), Denver

St. John's United Church of Christ, Newport, Ky.

St. John's United Methodist Church, Austin, Texas

St. Joseph Roman Catholic Church, New Orleans

St. Luke Tabernacle Community Church (American Baptist/  
Progressive National Baptist Convention), Rochester, N.Y.

St. Luke's Episcopal Church, Long Beach, Calif.

St. Mark's Episcopal Church, Dalton, Ga.

St. Paul's Episcopal Church, Alexandria, Va.

St. Philip Episcopal Church, Columbus, Ohio

St. Saviour's Episcopal Parish, Bar Harbor, Maine

Salem Mennonite Church, Freeman, S.D.

Shepherd of the Hill Presbyterian Church (PCUSA), Puyallup, Wash.

Shepherd of the Hills Presbyterian Church (PCUSA), Austin, Texas

Sherman Street Christian Reformed Church (RCA),  
Grand Rapids, Mich.

Springwater Presbyterian Church (PCUSA), Estacada, Ore.

Transfiguration Episcopal Church, San Mateo, Calif.

Trinity Episcopal Church, Owensboro, Ky.

Trinity Episcopal Church, Rochester, N.Y.

Trinity Lutheran Church (ELCA), Butler, Pa.

Trinity Lutheran Church (Lutheran Church/Missouri Synod),  
Franktown, Colo.

United Christian Parish (multidenominational), Lakeport, Calif.

United Church of Christ, Condon, Ore.

University Baptist Church (ABC, USA), Austin, Texas

University Christian Church (Disciples of Christ), Austin, Texas

University Mennonite Church, State College, Pa.

Vernon (N.J.) United Methodist Church

Wellspring Community Church (ABC, USA), Des Moines, Iowa

Western Oaks Christian Church (Disciples of Christ),  
Oklahoma City

Westview Christian Reformed Church, Grand Rapids, Mich.

Whitworth Community Presbyterian Church (PCUSA),  
Spokane, Wash.

Woodlands Christian Church (Disciples of Christ), Ponca City, Okla.

Zion Lutheran Church (ELCA), Albion, Neb.

**INITIATIVE TO ADDRESS ECONOMIC  
CHALLENGES FACING INDIANA PASTORS**

Program to enable regional denominational  
judicatories serving Indiana congregations  
to address economic challenges faced  
by pastors

(22 grants ranging from \$33,150 to \$50,000) 1,012,284

Christian Church (Disciples of Christ) in Indiana  
Episcopal Diocese of Indianapolis  
Indiana Annual Conference of the African Methodist  
Episcopal Church  
Indiana Area Foundation of the United Methodist Church  
Indiana Baptist Convention  
Indiana Central District of the Wesleyan Church  
Indiana Church of God State Office  
Indiana-Kentucky Conference of the United  
Church of Christ  
Indiana-Michigan Mennonite Conference  
Indiana Ministries of the Church of God  
Indiana North District of the Wesleyan Church  
Indiana South District of the Wesleyan Church  
Indiana-Kentucky Synod Evangelical Lutheran  
Church in America  
Indiana Yearly Meeting of the Religious Society  
of Friends  
Missionary Church, Central District  
Missionary Church, North Central District  
Northern Indiana District Church of the Brethren  
Presbytery of Ohio Valley  
Southwest Indiana District Church of the Nazarene  
State Convention of Baptists in Indiana  
Synod of Lincoln Trails  
Western Yearly Meeting of Friends

**SUSTAINING PASTORAL  
EXCELLENCE PROGRAM**

Continuing support for projects that focus attention and  
energy on maintaining high-caliber ministry among pastoral  
leaders nationwide

(22 grants to 21 religious institutions  
ranging from \$126,125 to \$1,000,000) 16,986,092

American Baptist Assembly, Green Lake (Wis.) Conference Center  
American Baptist Churches in the USA, Valley Forge, Pa.  
Asociacion para la Education Teologica Hispana, Austin, Texas  
Austin (Texas) Presbyterian Theological Seminary (2)  
Board of Church Extension of Disciples of Christ, Indianapolis  
Boston University  
Capital Region Theological Center, Albany, N.Y.  
Christian Reformed Church in North America, Grand Rapids, Mich.  
Church of God Ministries, Anderson, Ind.  
Church of God School of Theology, Cleveland, Tenn.  
Episcopal Divinity School, Cambridge, Mass.



Institute for Clergy Excellence, Huntsville, Ala.  
 Lott Carey Baptist Foreign Mission Convention, Washington  
 Memphis (Tenn.) Theological Seminary  
 Millsaps College, Jackson, Miss.  
 St. John's University School of Theology, Collegeville, Minn.  
 St. Paul's Monastery, St. Paul, Minn.  
 Samford University, Birmingham, Ala.  
 Seattle University School of Theology and Ministry  
 United Methodist Church, Arkansas Area, Little Rock, Ark.  
 Westminster Theological Seminary, Escondido, Calif.

## Leadership Education

### COMMUNITY LEAGUE

Newark, NJ

Continuing support for philanthropy  
 education for youth 800,000

### COUNCIL ON FOUNDATIONS

Washington, DC

2007 membership dues 55,000

### FOUNDATION CENTER

New York, NY

General operating support 125,000

### INDEPENDENT SECTOR

Washington, DC

2007 membership dues 17,500

### INDIANA GRANTMAKERS ALLIANCE

Indianapolis, IN

Recognition program for nonprofit organizations 10,000

### NATIONAL CENTER FOR BLACK PHILANTHROPY

Washington, DC

Partial support for a national conference on  
 black philanthropy 40,000

### PHILANTHROPIC RESEARCH

Williamsburg, VA

General operating support 50,000

### PHILANTHROPY ROUNDTABLE

Washington, DC

General operating support 25,000

### VALPARAISO UNIVERSITY

Valparaiso, IN

Continued support for the Project on Civic Reflection 1,375,656

**Subtotal** - Religion Division Grants 87,125,640

**Subtotal** - Leadership Education Grants 2,498,156

Religion Division Discretionary Grants 32,200

**Total** - Religion Division and  
 Leadership Education Grants 89,655,996

**Grand Total** - All Divisions 333,291,828

Incentive Grants for Employee Giving 5,248,486

Total – All Grants Approved \* 338,540,314

\* Reconciliation to Financial Statements  
 To reconcile the total of all grants approved  
 with the financial statements, the following  
 adjustments must be made:

Adjustments for decommitments (258,692)

Adjustments for refunds (3,134,854)

**Net Total – Grant Approvals 335,146,768**

## Guidelines & Procedures

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

### AREAS OF INTEREST

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

### COMMUNITY DEVELOPMENT

Our community development grantmaking focuses primarily on the quality of life in Indianapolis and Indiana, and we grant funds for human and social needs, central-city and neighborhood revitalization, low-income housing, and arts and culture in Indianapolis. We also support amateur athletics and fitness organizations, facilities and programs that help advance the city's economic revitalization and community recreational opportunities.

On a statewide level, we provide major support to community foundations and the advancement of United Ways.

### EDUCATION

Our education grantmaking revolves primarily around our interest in improving education in Indiana, with special emphasis on higher education and on programs designed to increase the percentage of Indiana residents with bachelor's degrees. We support a number of invitational grant programs, many of which are aimed at Indiana's colleges' and universities' abilities to increase the state's educational attainment level.

We also support programs that increase access to higher education by African Americans, Native Americans and Hispanic Americans.

### RELIGION

Our primary aim in this field is to deepen and enrich the religious lives of American Christians, principally by supporting efforts to encourage, support and educate a new generation of talented pastors and to strengthen current pastors in their capacities for excellence in ministry.

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

### YOUTH, LEADERSHIP EDUCATION, AND FUND-RAISING AND PHILANTHROPY

Besides grantmaking in our three principal areas of community development, education and religion, the Endowment also awards grants in support of youth development, leadership education, and fund-raising and philanthropy.

Our youth grants support direct-service organizations in central Indiana, build the capacity of intermediary organizations throughout the state, and provide professional development for the staffs and volunteer leadership of these organizations.

In leadership education, we seek to support and nurture good stewardship among the trustees and executives of the types of charitable organizations we primarily serve by funding scholarship on the characteristics of able trusteeship and good governance of nonprofit organizations.

On a limited basis, we also support programs (nationally and in Indiana) to increase charitable giving among Americans. We fund efforts to create a body of reliable knowledge about giving and fund-raising and to encourage the scholarly pursuit of the subject.

### GEOGRAPHIC PRIORITIES

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

This priority applies to grants for community development



and elementary/secondary education (exceptions include occasional funding for national programs that complement or relate to our work in Indiana).

The Endowment's interest in higher education extends to Indiana colleges and universities and to historically black colleges nationwide. Grants to other institutions of higher learning outside Indiana generally are restricted to programs offered by the Endowment on an invitational basis.

Our work in religion is national in scope, as is our support for leadership education. Grants for international purposes are limited to a small number of disaster-relief efforts and to a few United States-based economics and public policy programs affecting North and South American countries.

### LIMITATIONS

The Endowment generally does not support the following:

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

### APPLICATION PROCESS

If you believe your charitable organization has a request that fits within our guidelines, we suggest that you write us a preliminary letter of no more than two pages. The letter should tell us about your organization, the project you have in mind and the amount of support you will need from us. We respond in writing to all preliminary inquiries. In cases that warrant further consideration, we may ask you to furnish a full proposal. E-mailed or faxed requests will not be considered.

### APPROVAL PROCESS

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



*Please direct correspondence to:*

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2801 N. Meridian St.  
P.O. Box 88068  
Indianapolis, IN 46208-0068  
Telephone 317/ 924-5471  
Fax 317/ 926-4431  
Web site: [lillyendowment.org](http://lillyendowment.org)



Steve Nellis takes time for some one-on-one attention with young Jose at the East 10th United Methodist Children and Youth Center in Indianapolis. Nellis is one of the center's volunteers from Redcats USA, a multichannel home shopping leader, where he is supervisor of operations.

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## ACKNOWLEDGMENTS

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