



THE COMMUNITY FOUNDATION  
*of Muncie & Delaware County, Inc.*



Be part of the big picture.



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### What is a community foundation?

A community foundation is a public nonprofit organization created by donors and governed by local volunteers who manage a permanent pool of funds providing grants for initiatives and programs that address current and future issues in a specific geographic area.

*The mission of The Community Foundation of Muncie and Delaware County, Inc., is to encourage philanthropy and assist donors in building an enduring source of charitable assets, and exercise leadership in directing resources to enhance the quality of life of the residents of Muncie and Delaware County.*

## Where neighbors create legacies

During the year, we adopted a new tagline, “where neighbors create legacies,” that will be displayed on all communications materials as a constant reminder that we are here to partner with the citizens of Muncie and Delaware County in helping them to achieve their philanthropic goals.

**Picture this....**

When a group of local leaders swapped ideas and pooled resources to form your Community Foundation more than two decades ago, they shared a vision of what Delaware County *could* look like over time. They saw the Foundation as a different kind of organization, a catalyst for positive change that would be here today...and here tomorrow.

They also recognized that the key to bringing their vision into focus was this: A lot of people needed to see the **big picture** and want to be part of it. Donor involvement had to go far beyond the generosity of a few. To qualify as a true *community* foundation, the concept had to appeal to a composite of people who caught a glimpse of the future and liked what they saw.

Now, 21 years later, the picture has never looked brighter. As we reflect on 2006, we celebrate these highlights:

- *Foundation assets have grown to a record \$39,575,622, representing an increase of more than \$2.7 million over 2005.*
- *We've received 896 gifts, a surge of 8 percent from last year.*
- *Donors have created 16 new funds, nine of which are part of our recently introduced Acorn Society (see page 11 for details).*

- *Of the 495 persons who made gifts to the Foundation this year, 203 are new donors.*

This groundswell of support has come from donors whose large and small contributions have enabled us to invest \$709,847 in programs and services through four competitive grant cycles. The pages of this annual report offer a sampling of the ways these donor dollars have addressed needs, provided solutions and explored opportunities in Delaware County this year. Gifts made here have stayed here, helping to:

- *upgrade Delaware County's green spaces*
- *distribute food to hungry families*
- *rescue and care for hundreds of homeless animals*
- *treat audiences to free public concerts*
- *promote an understanding of history*
- *strengthen teenagers' interest in science and technology*
- *support an annual sports competition that attracts thousands of visitors to the region*

Of course, no community is static; each one is a *moving* picture. Just as Delaware County is constantly evolving, so must the Foundation that serves it. We're grateful to members of our board and professional staff for their continued efforts to



make this organization an entity clearly focused on the future. With that focus in mind, this year we recruited to our team Jean Kramer Crosby, who fills the newly created position of Foundation development officer. Among Jean's responsibilities will be to encourage the growth of agency endowments helping to ensure the sustainability of our area nonprofits and to expand the concept of philanthropy into the rural regions of Delaware County.

Perhaps the most "public" change we've made in 2006 has been our work to update the Foundation's communications materials. By enhancing our website, newsletter and brochures, we've tried to increase the depth and value of the information that we offer donors and financial advisors and, at the same time, make it more accessible to the entire community.

After six years of participation in the CAPE initiative, we've seen the gradual transfer of leadership to the local school corporations where the program's work will continue. Of course, our efforts on behalf of education in Delaware County—a \$7 million investment to date—are ongoing and will always be an important component of our grantmaking to the community.

As this 2006 annual report shows, the Foundation continues to improve the **big picture** that is Muncie and Delaware County. This is where neighbors—like you—go to be part of something that is bigger than each of us. We invite you to join us in making an impact on all aspects of our community. This is where neighbors create legacies.

Sincerely,

John D. Littler  
Chairman, Board of Directors

Roni Johnson  
President

## First Sursa Leadership Award honors Marjorie Zeigler's beautification efforts

"We began by planting trees...lots of them," recalls Marjorie Zeigler of early efforts to beautify public green spaces in Muncie. She jokes that she stopped counting the trees when their number exceeded 2,000, but her colleagues say her work with Community Enhancement Projects (CEP) has never stopped. Her ongoing enthusiasm and leadership prompted her selection this year as the first recipient of the David Sursa Leadership Award. The citation, to be given annually, recognizes the



contributions of a person who lives or works in Delaware County and sits on the board of directors of an area nonprofit organization.

"Marjorie's community involvement, particularly her work in enhancing the beauty of Muncie's public and private

spaces, has been remarkable," wrote Bill Reiter, CEP president, in his nominating letter. "She gives her time, financial support and spirit to this community and truly displays all the characteristics that this award represents."

The Foundation established the Sursa Award to honor leaders who understand local issues and are able to visualize and promote positive change. The award carries the name of David Sursa, the Foundation's first president and long time community volunteer, who passed away in 2003 at the age of 77.

"Mr. Sursa's visionary leadership contributed greatly to the success of the Foundation and to the support it has provided our community," said Roni Johnson, Foundation president, in presenting the award at CEP's June board meeting. She traced the work of CEP since its organization in 1990 and cited its collaborations with local government, industry and other nonprofit organizations. She called Marjorie Zeigler a "community catalyst" and added, "I can think of no one more worthy of this honor than Marge." As part of the award, the Foundation made a \$1,000 grant to CEP for its future work in upgrading and maintaining beautification projects.

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### Community foundations: The big picture

Community foundations now serve every county in Indiana, and The Community Foundation of Muncie and Delaware County, Inc., is among the oldest. Governed by local volunteers who manage a permanent pool of funds, the Foundation provides grants for initiatives and programs that address current and future issues in Delaware County. The funds are as diverse as the donors who support them and the projects that benefit from them.

#### Why consider the Foundation as your partner in philanthropy?

Several characteristics set The Community Foundation apart from other worthy public nonprofit organizations. Our donors cite several reasons why they use the Foundation for their charitable giving.

Among them:

##### Proximity

Our professional staff and nine-member volunteer board are area citizens who are familiar with the needs of Delaware County. Our committees are made up of experts with firsthand knowledge in identifying important local issues and targeting funds where they will have the most impact.

##### Opportunity

Donors can create permanent endowment funds that will benefit the community for generations to come. The Foundation honors and protects the charitable intentions of its donors in perpetuity.

##### Security

Our investment managers provide prudent stewardship of donor contributions. Because they oversee a variety of funds, they are able to reduce the cost of administration to a fraction of the cost of administering each fund separately.

##### Personalization

We specialize in working with donors and their families to design grant-making programs tailored to meet charitable objectives and create maximum impact to the community.

##### Privacy

Donors may remain anonymous if they choose. All personal information is kept confidential.

##### Tax benefits

As a public charity, the Foundation offers the highest level of tax benefits for charitable giving. Donors can integrate contributions with their overall financial and estate planning and thereby maximize tax advantages.



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### Team spirit

Building a robot in 42 days requires long hours and a lot of teamwork, especially when the task “mirrors the real world where you’re likely to be short on time, people and funds,” says Mike Koch, an adult mentor for Team 1720, based in Delaware County. Made up of 14 teenagers from area high schools, Team 1720 is part of the national FIRST Robotics program that annually challenges students across the country to build robots to solve a problem that NASA scientists create.



The challenge is issued early in January during a televised kickoff featuring the scientists; then the teams have six weeks to deliver their robots for competition. “We start out meeting five times a week, but that evolves into seven,” says Koch, whose expertise in mechanical engineering helps guide the youth. “Our last day is about 30 hours long.”

Ball State University donates space in its Applied Technology Building, an arrangement that Koch describes as a “huge benefit.” The Community Foundation’s grant for \$6,000 helped “kick start” the team’s rookie season and covered the entry fee for a regional contest in Lafayette.

The program’s goal, summarized in the acronym FIRST (For Inspiration and Recognition of Science and Technology), is to make technical competitions as exciting as sports activities. Koch believes it succeeds. “Once students join the team, they catch the spark and are very dedicated.”

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## 2006 Donors

Since 1985, the Foundation has worked to improve the quality of life in Muncie and Delaware County by developing active partnerships with donors and others who share our belief that positive change can occur through effective charitable giving. We serve donors of all kinds — individuals, families, corporations, foundations and nonprofit organizations.

The Foundation accepts gifts at any time and in any amount. By connecting our donors to causes in the community that they care about, the Foundation continues its commitment to creating a stronger, more compassionate community for the residents of Muncie and Delaware County.

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Mary Dollison, co-founder of Motivate Our Minds, knows firsthand the impact that Foundation funds can have on a young organization. “We’ve seen what donations—large and small—can do,” says Mary. She and her husband, Cornelius, are active contributors because “it’s a way we can help the Foundation help the entire community.”

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### The sounds of music

Innovative programming helped swell audiences at performances by the East Central Indiana Chamber Orchestra this year. Under the baton of retired Ball State Professor Doug Amman, the 40-member orchestra visited venues throughout the area



in a series of free concerts supported in part by a Foundation grant. At many of the events the musicians shared the stage with a 40-voice community choir that formed three years ago. Both groups are a blend of BSU students and local residents, with participants' ages spanning three generations.

"This is a real town-and-gown effort," explains Amman, who admits that "teaching is in my blood and everything I do has an educational aspect to it." For that reason he frequently invites middle school and high school musicians to participate in the orchestra's performances. Sometimes these are "side-by-side" concerts with high school, college and adult musicians playing beside each other. The teenagers "learn and play right along with us," says Amman. Some of the youth have expressed interest in joining the orchestra for next year's season, which begins in September and runs through April.

Although classical music is at the core of most programs, Amman sometimes includes crowd-pleasers such as selections from *The Sound of Music* and *West Side Story*. His motivation: "This kind of music has wide appeal. In our culture, a lot of people haven't had the opportunity to learn much about classical music, so we try to come up with fresh ideas to introduce them to it."

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## 2006 Donors *continued*

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Drs. Donald and Sue Whitaker  
Mr. and Mrs. Douglas L. White  
Mr. and Mrs. Michael Whited  
Mr. and Mrs. George Whitwell  
Mr. and Mrs. Kenneth E. Wiley  
Mr. and Mrs. Earl R. Williams  
Mr. and Mrs. James R. Williams  
Mr. and Mrs. Richard H. Williams  
Mr. and Mrs. Foy Williamson  
Willowbrook Interiors, Inc.  
Mr. and Mrs. Joseph E. Wilson

Mr. James Wingate, Sr.  
Women's Fellowship of Bethel  
Church of Christ  
Dr. and Mrs. John E. Worthen  
Dr. and Mrs. John K. Wright  
Dr. John D. Wulff  
Ye Olde Birthday Clubbe  
Mr. Charles W. Yeo  
Yorktown Chamber of  
Commerce  
Mr. and Mrs. Delton Young  
Dr. and Mrs. Leonard E. Zeabart  
Zeigler Foundation  
Mrs. Marjorie Zeigler  
Mr. Stephen E. Zirkle

## 2006 Memorials

Many donors honored the memory of friends and relatives with a contribution to the Foundation. Those special individuals and couples so remembered include:

Ms. Sarah E. Adams  
Mr. Tiny Adams  
Mr. Harvey Armstrong, Jr.  
Mr. William L. Ashcraft  
Mr. Peter Austin II  
Mr. Jack L. Bales  
Mrs. Florence R. Bard  
Mr. William Barefoot  
Mrs. Delaine D. Barry  
Mrs. Louisa Maria Beebe  
Mr. and Mrs. J. Wilber Berry  
Mrs. Joan Bierly  
Mr. and Mrs. Cecil L. Bond  
Mrs. Jeane Brennehan  
Miss Yolanda Marie Broyles  
Mrs. Rhoda Morrow Burgess  
Mr. Frederick Wingate Burt  
Mrs. Bea Buskirk  
Mr. James P. Carey  
Mr. Kelly Cassell  
Mr. Dorris Alan Cheatham  
Mrs. Molly Chiapetta  
Mr. John Clairday  
Mrs. Iris Ialo Clevenger Sharp



## Holiday tailgating

When thousands of pounds of food, stockpiled for hurricane relief in Louisiana, became available to the Second Harvest Food Bank, a \$15,000 Foundation grant helped transport it to East Central Indiana. "This was food that was earmarked for the next onslaught of

storms that never came," explains Lois Rockhill, executive director of the food bank that serves an eight-county area, including Delaware County.

Its arrival here

enabled volunteers at the Albany United Methodist Church to host a tailgate food giveaway that volunteer Jim Martindale describes as "amazing." Recruiting community members to help with the distribution proved easy in spite of late November temperatures that dipped into the 20s. "People really pitched in," says Martindale, who oversees the church's Project Friend initiative. "We reached a lot of people who previously didn't know about our food pantry. As a result of the giveaway, we're now helping more people than ever before."

The food earmarked for Albany was plentiful enough to meet the needs of tailgate participants and stock the shelves of the church's pantry for distribution throughout the holiday season. "We also were able to share some food with another church in our area," says Martindale. "So, although the tailgate event lasted only a day, the benefits continued for more than a month."



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### 2006 Memorials *continued*

Mrs. Christina Conn  
Mrs. Shirley Cossaart  
Mr. William F. Craig Jr.  
Ms. Emeline E. Cunningham  
Ms. Ruth A. Dawson  
Mr. Larry E. Dehaven  
Mr. Jack H. Demaree  
Ms. Eloise Doyle  
Mrs. Mary Ellen Doyle Benn  
Mrs. Kathlyeen M. Dutro  
Mrs. Jan Ellis  
Mr. Kevin Estep  
Mr. Wallace (Gene) Foust  
Mr. David M. Galliher  
Mr. Joseph T. Geary  
Ms. Elenora Gibson  
Mr. James P. Gilliam Sr.  
Mrs. Juanita M. Gregory  
Mr. Thomas E. Guy  
Mrs. Gladys J. Guyon  
Mrs. Martha Jane Weir Havens  
Mr. Lloyd Hiestand  
Mr. Donald Himelick  
Mr. and Mrs. George R. Hines  
Mr. Jim Hinga  
Mrs. Helen Hopper  
Ms. Eula L. Hughes  
Mr. Jon Hunter  
Ms. Lesa Jones  
Mr. Norman E. King  
Dr. Lawrence Lang  
Mr. Bill Larimore  
Mrs. Pauline M. Lasater  
Mr. Michael G. Lee  
Dr. Henry H. Leff  
Mrs. Mary E. Lindley  
Ms. Levella Lindley  
Mr. John B. Lotz  
Mrs. Judith A. Loukos  
Mr. Paul E. Maranda  
Mr. and Mrs. Harry McCreery  
Mr. William R. Merrell  
Ms. Sandra E. Mers  
Mr. George Michael  
Mrs. Patricia K. Moore  
Mrs. Eltoria L. Morning  
Mrs. Helen Muzzarelli  
Mrs. Marjorie J. Nottingham

Mrs. Kathryn Nottingham  
Mrs. Angela Nichole Overbey-Huser  
Mr. David A. Palm  
Mr. Donald L. Patton  
Mrs. Barbara Pearson  
Mrs. Velma Pennybacker  
Ms. Jill Pickart  
Mr. Flan Pilkington  
Mrs. Vivian Pippen  
Mrs. Beatrice Zanolari Powell  
Mr. Floyd W. Raisor  
Mrs. Catherine I. Raisor  
Mrs. Lynn Reece  
Dr. Jack D. Riegler  
Mr. Geoffrey A. Rivers  
Mrs. Janet Kitselman Rose  
Mrs. Catharine C. Rothhaar  
Mr. Charles W. Rothhaar  
Mr. Kirk Rothhaar  
Mrs. Ruth Runsvold  
Mrs. Vera E. Shelby  
Mr. Guy J. Shields  
Mr. John F. Shockley  
Mrs. Shirley A. Shroyer  
Mr. Webster J. Shroyer  
Ms. Juanita J. Smith  
Mr. Richard (Gene) E. Smoot  
Mrs. Betty Stanley  
Mr. Charles Strait  
Mr. David Sursa  
Miss Natalie LaShay Teague  
Mr. and Mrs. Donald G. Thomas  
Mr. Kenneth Thurston  
Mr. and Mrs. Roy Trueblood  
Mrs. Irma P. Trulock  
Mr. Wilbur L. Turner  
Mrs. Emogene E. Turner  
Mr. James Vanleer  
Mr. Lawrence (Sparky) Walsh  
Mrs. Eileen C. Walters  
Mrs. Jane Wendell  
Mrs. Mary F. Williams  
Mr. Robert Wine  
Mr. James Wingate, Sr.  
Miss Mary E. Woods  
Mrs. Martha Yeo  
Dr. Phyllis A. Yuhas

### 2006 Honorariums Donors also used their gifts to honor friends, rela- tives and groups of individ- uals. Those special people so honored include:

Mr. and Mrs. Joseph E. Allardt  
Ms. Andrea Allen  
Mr. Stefan Anderson  
Ball Brothers Foundation  
Mr. Floyd W. Raisor  
Dr. and Mrs. Philip W. Ball  
Dr. and Mrs. Herbert Berner  
Boy Scout Troop #15  
Mr. and Mrs. Kenneth R. Briner  
Mr. Kenneth R. Briner  
Mr. Richard F. Brock  
Mrs. Margaret Bumb  
Mr. James Burgess  
Dr. and Mrs. Richard W. Burkhardt  
Dr. and Mrs. Robert M. Clark  
Mrs. Mary Jo Crutcher  
DeFur Voran  
Delaware County Historical Society  
Mr. and Mrs. C. Richard Douglass  
Dr. William B. Fisher  
Gaston Legion Sons  
Mr. and Mrs. Hurley C. Goodall  
Mr. David W. Heeter  
Mr. Charles Hetrick  
Dr. and Mrs. Hub Houglund  
Mr. and Mrs. Clyde Hunter  
Mr. and Mrs. Jack P. Isenbarger  
Ms. Roni Johnson  
Ms. Suzanne C. Kadinger  
Mrs. Betty Kendall  
Dr. Martha Kendrick  
Mrs. Mary Ann Kratochvil  
Mr. Dale E. Lindley  
Mr. and Mrs. Michael E. Luce  
Meridian Services Corp.  
Mr. and Mrs. Larry A. Mitchell  
Mr. and Mrs. Bernell Mitchell  
Mrs. Bernell Mitchell  
Mrs. Catherine Mitchell  
Mr. and Mrs. E. Bruce Moore  
Mrs. Bea Moten-Foster

Mr. and Mrs. Ronald G. Murphy  
Rev. Dr. and Mrs. Ronald L. Naylor  
Mr. Miles Ogea  
Dr. and Mrs. Don L. Park  
Mr. Rick Petty  
Mrs. Alice B. Prettyman  
Dr. John J. Pruis  
Mr. Fred E. Reese  
Dr. and Mrs. Thomas A. Sargent  
Mrs. Frances P. Sargent  
Ms. Virginia Scarpa  
Mr. and Mrs. Hamer Shafer  
Mr. and Mrs. Melkote Shivaswamy  
Mr. and Mrs. John W. Smith  
Mrs. Joanne Spurgeon  
Mrs. Mary Jane Sursa  
The Community Foundation Staff  
Mr. and Mrs. Steve Toney  
Ms. Willetta R. Vest  
Mr. Terry L. Walker  
Mr. Paul Wearnly  
Drs. Donald and Sue Whitaker  
Dr. Leland Wilhoite  
Mr. Joseph Wilson  
Mrs. Lani S. Wilson

*The Community Foundation truly appreciates every gift received from our generous donors. If we have neglected to mention your 2006 contribution, please accept our sincere apologies for the oversight. Thank you again for your support.*

## Legacy Society

The Community Foundation established its Legacy Society as a way to recognize persons who have demonstrated a commitment to their community by including the Foundation in their estate plans. Membership in the Society requires no minimum gift amount and offers recognition in various Foundation publications and a role in determining the use of their contributions.

### Members of the Society include:

|                                |                                   |
|--------------------------------|-----------------------------------|
| Russ and Judy Anderson         | Jean and Mora Morris Trust        |
| David and Joan Bahlmann        | Helen I. Morrison Estate          |
| Edmund F. Ball Estate          | Jack and Thelma Peckinpaugh       |
| Virginia Ball Estate           | William and Betsy Peckinpaugh     |
| Judith M. Barnes               | William Robert Porter Estate      |
| Robert and Tommye Beavers      | John and Angeline Pruis           |
| Waldo and Louisa Beebe         | Jim and Mary Rosema               |
| Mr. and Mrs. R. Donald Bell    | Catharine C. Rothhaar Estate      |
| Mr. and Mrs. Jack Buckles      | Charles W. Rothhaar Estate        |
| Mrs. Margaret Bumb             | Hamer and Phyllis Shafer          |
| Richard and Dorothy Burkhardt  | Isabelle M. Shinabery Trust       |
| Garnet V. Burton Estate        | Bill and Julie Skinner            |
| Donald G. and Donna Sue Conner | Smith Family Fund                 |
| Dr. Robert Cooper Estate       | Bob and Marilyn Smitson           |
| Betty R. Doudt                 | Kelly and Donna Stanley           |
| Dr. Robert Cooper Estate       | David and Sandra Stocker          |
| Bernard W. Freund Estate       | Charles V. and Claudia B. Sursa   |
| Mary Garr Estate               | Mr. and Mrs. David Sursa          |
| Herbert H. Hamilton Estate     | Robert A. Terhune                 |
| Julianna Jarabak Johnson       | Scott M. Terhune                  |
| Roni Johnson                   | Phillip M. Tevis                  |
| Tim and Sharon Kuzma           | Helen and Leon Towne              |
| John and Katherine Littler     | Terry and Cheryl Walker           |
| Dick and Liz Marshall          | Ted and Sarah Wanthal             |
| Dick and Joan McKee            | Mr. and Mrs. B. McClellan Warrell |
| E. Bruce and Pat Moore         | Jim and Adele Wingate             |



Be part of the big picture.

### Taking history on the road

What began as a dream—to transform a retired city bus into a rolling history museum—has become a reality, with Phase I completed and Phase II underway. “It is truly a work of art,” says Demetrius Dee Harris, a member of the Freedom Bus Committee that is overseeing the project.



A Foundation grant of \$10,000 to the Dr. Martin Luther King, Jr. Dream Team defrayed the cost of a vinyl wrap that is so durable that it comes with a 10-year guarantee. The artwork on the wrap depicts several heroes of the Civil Rights Movement: Martin Luther King, Jr., Rosa Parks, Madame C.J. Walker, Muhammad Ali, John F. Kennedy, César Chávez and Frederick Douglas. “We firmly believe there is no other bus like it in the world,” says Harris.

With the exterior now finished, committee members are turning their attention to the design and contents of the bus’s interior. They hope to rotate interactive displays to focus on different aspects of civil rights history. Topics are likely to include the equal rights efforts on behalf of African Americans, migrant workers, women and others. “We don’t want the displays to become stagnant,” says Harris. “We’re concerned about serving the entire public rather than any single interest group. Our vision is to take the bus to every school in Delaware County. This will be an opportunity to help students learn about civil rights in the broadest context.”

Be part of the big picture.

## How to support the big picture

Flexibility is an important benefit of giving to the Foundation. Donors can support specific pieces of the “big picture” with their gifts or they can assign those philanthropic decisions to the Foundation. Donors choose the degree of involvement that is right for them.

### Donor opportunities

In 2006 the Foundation awarded 52 grants totaling over \$650,000 from its **unrestricted funds**. These funds are created and supported by donors who recognize that community needs change over time, that emergencies occur and that opportunities arise. By not designating specific uses for their gifts, donors give the Foundation the flexibility to respond to needs, support innovative ideas and enhance the quality of community life. Unrestricted funds include:

- Stefan & Joan Anderson Fund
- Edmund F. & Virginia B. Ball Memorial Fund
- Bassett Family Fund
- Lousia and Waldo Beebe Fund\*
- Jane Harrell Buckles Fund
- Community Foundation Endowment Fund
- Gordon & Pam Cox Fund
- John and Janice Fisher Fund
- Mutual Federal Savings Bank Charitable Foundation Fund
- Mary Kate Pingry Fund
- Martin and Helen Schwartz Fund
- Hamer & Phyllis Shafer Fund
- Charles & Claudia Sursa Fund
- Mary Jane Sursa Fund
- Joseph and Janet Wilson Fund

**Field of interest funds** allow donors to designate broad areas of interest that they want to support with their contributions. Taking donor concerns into consideration,

the Foundation makes grants to the most appropriate programs or organizations within the specified fields of interest. This year the Foundation awarded 12 grants that totaled \$94,580 from these funds:

- 1924 Community Trust Fund
- Ball Corporation Community Betterment Fund
- Robert P. Bell Fund for Education
- Community Wellness Fund
- Day Star Center Fund
- Economic Development Fund
- The Endowment for the Arts Fund
- Historical Preservation Fund
- Morris Youth Fund
- Jeanne & John Smith Fund\*
- Youth as Resources

As detailed on page 20 of this report, **scholarship funds** totaling \$97,963 were distributed to 48 Delaware County students in 2006. Donors have the option to define the criteria for the scholarships and offer guidelines for recipients' use. Funds that helped students pursue their academic goals this year include:

- Sarah E. Adams Scholarship Fund
- Michael Brodhead Scholarship Fund
- E.A. & E.E. Burgess Scholarship Fund
- Creviston Scholarship Fund
- Delaware Community Schools Memorial Scholarship Fund
- Hurley C. & Fredine (Wynn) Goodall Scholarship Fund
- Ollie Mae Hammond Scholarship Fund

- Jon Hunter Memorial Scholarship Fund
- J Scholarship Fund
- Lilly Endowment Community Scholarship Fund
- Grace K. Maring Scholarship Fund
- Donald Lee Patton Scholarship Fund
- Kathleen Rozelle-Camplin Scholarship Fund
- George and Nelda Van Laningham Fund
- Wilfred Wingate Scholarship Fund
- Yorktown Lions Club Scholarship Fund

In 2006 the Foundation made 53 grants totaling \$238,546 from its **donor advised funds**. These funds allow donors to name specific charities as recipients of support. Although the recommendations are not binding, the Foundation Board values the suggestions as additional sources of information about community priorities. This type of fund is especially helpful for donors who, because of tax or estate-planning issues, wish to take a tax deduction one year and spread contributions over future years. Funds are:

- Stefan & Joan Anderson Fund
- J. Robert and Joanne Baur Fund
- Michael N. Baur Fund
- Waldo & Louisa Beebe Fund
- Jack A. and Sara Jane Buckles Fund
- Durham Veterinary Trust Fund
- First Merchants Bank Charitable Fund
- Herbert H. Hamilton Fund
- Harry and Janet Kitzelman Fund
- Old National Bank Fund
- Old National Trust Charitable Fund
- Jack & Thelma Peckinpaugh Fund
- Martin & Helen Schwartz Fund
- Hamer and Phyllis Shafer Fund
- Shafer Donor Advised Fund
- Smith Family Fund
- Charles and Claudia Sursa Family Fund
- David and Mary Jane Sursa Fund
- Robert and Beverly Terhune Fund
- Terhune Charitable Lead Fund

**Donor designated funds** benefit specific eligible organizations that the donor identifies. If an organization ceases to exist or changes its purpose, the Foundation Board preserves the donor's intention by redirecting funds to an organization with a similar mission. In 2006 the Foundation made 35 grants totaling \$137,548 from these funds:

- Tiny Adams “Toys for Tots” Fund
- Animal Rescue Fund (ARF)\*
- Appeal to the Great Spirit Maintenance Fund
- Isabell Urban Ball Memorial Music Center Fund
- Albert and Mary Baur Fund
- R. Donald and Susan Bell Fund
- Jane R. Church Community Music Fund
- Cornerstone Center for the Arts Fund
- Daleville Community Library Fund
- First Presbyterian Church Maintenance Fund
- First Presbyterian Pre-Kindergarten Fund\*
- Middletown Arts Project Fund
- Minnetrista Cultural Foundation Fund
- Pat and Bruce Moore Family Fund\*
- Motivate Our Minds (MOMS) Fund
- Jean and Mora Morris Fund for Youth
- Muncie Symphony Orchestra Fisher/Shafer Honorary Endowment
- Muncie Symphony Orchestra Outreach & Youth Symphonies Fund
- Muncie Children's Museum Fund
- Charles & Mary Newmier Benefit Fund
- Passing of the Buffalo Fund
- Red-tail/John Craddock Wetlands Fund\*
- Salvation Army Food Pantry Fund
- Anna Winick Schwartz Memorial Fund
- John R. & Mary K. Stanley Fund
- David and Mary Jane Sursa Fund/MSO
- Town of Yorktown Endowment Fund
- Janet A. Wilson Fund

Nonprofit organizations create **agency endowment funds** as a way to protect charitable dollars for the future. Through an endowment within the Foundation, the nonprofit organization secures and builds funds that the Foundation will manage.

## Acorn Fund honors the memory of teen role model Natalie Teague

When Sam and Millie Abram's much-loved granddaughter, Natalie LaShay Teague, died in November from a congenital heart condition, the bereaved Muncie couple wanted to find an appropriate way to honor her memory. "We were best buddies," explains Abram, retired superintendent of Muncie Community Schools Corp. "She often rode with me when I drove to Louisville or Fort Wayne to pick up the other grandchildren." At age 14, Natalie was the oldest and, according to Abram, "was like a mother hen" to her younger cousins.

Her death was a shock to her parents, Sherri Blakey and Bruce Teague; her classmates at Heritage Hall Christian School; and her friends at Union Missionary Baptist Church, where she was an active member. Her popularity was evident by the hundreds of people who came to the church to express their condolences. "We'll never forget the outpouring of love," says Abram.

Realizing the impact that Natalie had had on so many people prompted

Abram to contact the Community Foundation to discuss options for a memorial fund that might benefit causes that were important to the teen. "She was very interested in art and she loved animals," recalls Abram. "She had so many goals and wanted to help youngsters understand that they could have the same kinds of dreams that she had for the future."

The opportunity to start an Acorn Fund in Natalie's name appealed to the family. Over a period of five years, donors will be able to make contributions of any amount, and when the fund reaches \$10,000, it will become a regular grant-making entity of the Foundation.

"I hope that when the fund matures, it will assist organizations that encourage young people to develop dreams that might seem beyond their expectations," says Abram. "And I hope it might motivate adults to help those dreams come true." He believes that Natalie would approve of the idea of a small acorn growing into a strong oak. "She was always so thankful for the blessings in her life," Abram says. "She wanted everyone to be blessed in the same way."



In 2006, 42 grants totaling \$321,283 were awarded from these funds:

- 4-H Clubs of Delaware County Fund
- A Better Way Shelter for Domestic Violence Fund
- Alpha Center Fund
- Bethel Church/Historic Bethel Cemetery Fund
- Boys and Girls Club/Horatio Alger Fund
- Camp Crosley Fund
- Cardinal Greenway Fund
- Christian Ministries of Delaware County Fund
- Community Enhancement Fund
- Eaton Public Library Fund
- Friends of Beech Grove Cemetery Fund
- Habitat for Humanity Fund
- Heritage Hall Christian School Fund
- Hillcroft Services Fund
- Ruby Hughes Memorial Fund, Friends of The Youth Opportunity Center
- Isanogel Center Campership Fund
- Isanogel Center Fund
- LifeStream Services Fund
- Masonic Community Building Foundation Fund
- Meridian Services Fund
- Mock Fund for Special Education
- Mt. Pleasant Township Education Fund
- Muncie Children's Museum Fund
- Muncie Civic Theatre Fund
- Muncie Community Schools Fund
- Muncie Mission Ministries Fund
- Muncie Symphony Orchestra Fund
- Muncie Symphony Orchestra Endowment Fund
- Red-tail Conservancy Fund
- Mary Frances Thomas Muncie Public Library Fund
- Tri Kappa Fund
- United Way—Building Self-Sufficiency
- United Way—Fostering Health & Well-Being Fund
- United Way—Helping Kids Succeed Fund
- United Way—Serving the Elderly and Disabled Fund
- United Way Stabilization Fund
- United Way—Strengthening Families and Individuals Fund
- United Way Legacy Fund
- Westminster Village Foundation Fund
- White River Corridor Maintenance Fund
- Youth Opportunity Center Fund

### Acorn Society

New this year, the Acorn Society invites individuals and organizations to build a charitable legacy of \$10,000 over a period of up to five years. A donor creates a fund with an initial gift of \$1,000 and gives it a name—often honoring a person, family, cause or organization. Contributions to the fund are tax-deductible and can be made at any time. As the fund grows toward the targeted \$10,000 level, the Foundation waives all administrative charges. Once the "acorn" achieves "oak" status, it becomes a regular grant-making fund of the Foundation. Acorn Society members include:

Dr. Patrick and Marilyn Cleary  
Mr. and Mrs. Ron and Cheryl Fauquher  
Mr. Julian and Dr. Suzanne Gresham  
Ms. Roni Johnson  
Mr. and Mrs. John and Katherine Littler  
Muncie Children's Museum, Inc.  
Mr. and Mrs. Steve and Barbara Smith  
Natalie LaShay Teague Fund  
Mr. and Mrs. Terry and Cheryl Walker

**Honorary funds** were established to honor individuals in our community who were instrumental in the early success of the Foundation. The funds include:

- Doyle Baker Haeussler Fund
- David and Joanna Meeks Fund
- Richard M. Ringoen Fund
- Wilbert and Florence Schade Fund
- Sherman M. Zeigler Fund

Two other types of funds are located within the Community Foundation. **Non permanent funds** are established for specific community projects; over time they are expended when the projects are completed. These funds are:

- Community Alliances to Promote Education Fund (CAPE)
- DelCom 21st Century Fund
- Riverbend Park Fund
- Second Harvest Food Bank Fund \*
- Trail Blazer Fund

**Gift annuity funds** included:

- Betty Doudt
- William and Margaret Dutton
- Ethelyn Ringwalt
- Helen and Leon Towne
- McClellan (Mac) and Lila Warrell

*\* denotes a new 2006 fund*

*All gifts are subject to the powers of modification and removal as specified in the United States Treasury Regulations Section 1.170A-9(e)(1)(v)(B).*



Be part of the big picture.



### Picture perfect

“A lot of people care deeply about having open spaces to enjoy,” says Barry Banks, executive director of the Red-tail



Conservancy, an organization that preserves, protects and restores natural areas in five counties in East Central Indiana. A Foundation grant for \$15,700 will help the Conservancy improve accessibility between a corner of Prairie Creek Reservoir Park and the Cardinal Greenway trail. The project, set for spring 2007, will upgrade the surface of the loop trail and provide uniform elevation with the popular Cardinal Greenway system.

Funds from several community sources—among them the Kitselman Fund at the Foundation—have underwritten the creation of the loop trail, parking lot and connector. Once the entire project is completed, hikers will be able to step off of the Cardinal Greenway trail and walk into the 18-acre prairie that the Conservancy has restored. “This is the sixth growing season of the prairie,” explains Banks. “It’s mature, magnificent and native to this part of Indiana.”

### Ways to give

Gifts to The Community Foundation take many forms. We recommend that donors fully discuss their options with their financial, tax or estate planner. Our website ([www.cfmdin.org](http://www.cfmdin.org)) offers answers to the most frequently asked questions. Two choices on our menu—“Informed Giving” and “Professional Advisors”—are particularly useful. The range of giving opportunities is broad and includes:

**Cash.** By check, credit card or cash, these gifts are eligible for charitable deductions in the year the donor makes them.

**Appreciated securities.** A donor avoids capital gains tax while securing an income tax deduction for the current fair-market value of the gift.

**Testamentary gift.** This is a specific bequest in a donor’s will or testamentary trust that is exempt from estate tax.

**Life insurance policy.** By naming the Foundation as owner and beneficiary of an existing or new policy, the donor receives an immediate tax deduction, which usually approximates the cash surrender value of the policy. All premium payments that the donor makes thereafter are deductible as a charitable contribution.

**Charitable remainder trust.** The donor or someone the donor selects receives an income for life by transferring assets to a trust and taking an immediate tax deduction. When the trust expires, the remainder creates a permanent fund in the donor’s name.

**Charitable gift annuity.** A donor makes a substantial gift to charity and retains the right to a lifetime income. Upon maturity, the unused portion of the annuity supports a charitable cause that the donor has designated.

**Charitable lead trust.** This option allows a donor to make a significant charitable gift through his or her estate while providing an inheritance to a loved one.

**Private foundation transfer.** A donor transfers assets to a new fund at the Foundation where staff handles all administrative duties.

**Pension Protection Act of 2006.** Congress enacted legislation that offers charitably minded individuals an opportunity to make gifts from their IRAs and exclude the amount of their gifts from gross income.

## Grant awards top \$700,000

The addition of more than **200 new donors** to our expanding list of contributors enabled the Foundation to award competitive grants totaling **\$709,847** in 2006. This represents an increase of **\$86,000** over last year. Donor dollars helped support county organizations in providing diverse services in five areas of interest: arts and culture, human services, education, economic development, and community betterment.

Large and small contributions supported programs to benefit persons in every age group. As examples, youthful guests at the Muncie Children's Museum enjoyed renovations to the popular train station exhibit; at-risk teen musicians were matched with adult mentor musicians; patrons of the Albany Community Library welcomed streamlined check-out procedures made possible by new software; and area senior citizens placed long-distance phone calls for free during the Christmas holiday season.

The following list offers a snapshot of this year's grant-making activity. For the big picture, complete with details about each grant, visit our website at [www.cfmdin.org](http://www.cfmdin.org).

### Arts and culture

Shakespeare returned to Minnetrista and members of the Muncie Symphony Orchestra visited the Children's Museum, thanks to Foundation funding this year. Among recipients of arts and culture grants in 2006 were:

Ball State University Department of Theatre: \$5,000  
 Ball State University Downtown Dinner Theatre: \$3,000  
 Cornerstone Center for the Arts: \$16,000  
 East Central Indiana Chamber Orchestra: \$3,000  
 Minnetrista: \$6,100  
 Muncie Civic Theatre Association: \$20,000  
 Muncie Symphony Orchestra: \$13,000  
 VSA Arts of Indiana: \$1,000  
 Young Musician's Club: \$2,380

### Human services

Start-up plans for the Delaware County Child Advocacy Center received a boost when the Foundation awarded a \$50,000 grant to Meridian Services Corp. Other human services organizations that benefited from support included:

A Better Way, Inc.: \$7,500  
 Big Brothers/Big Sisters: \$1,440

Big Brothers/Big Sisters: \$2,500  
 Boys and Girls Club of Muncie: \$10,000  
 Bridges Community Services: \$14,300  
 Cancer Services of Delaware County: \$3,100  
 Christian Ministries of Delaware County: \$5,000  
 Delaware County Special Olympics: \$7,500  
 Family Services of Delaware County, Inc.: \$9,977  
 Family Services of Delaware County, Inc.: \$2,500  
 Habitat for Humanity: \$35,000  
 Isanogel Center, Inc.: \$1,400  
 Meridian Services Corp.: \$50,000  
 Muncie Mission: \$50,000  
 Open Door Community Services: \$25,000  
 Second Harvest Food Bank of East Central Indiana: \$15,000  
 United Way of Delaware County, Inc.: \$75,000  
 Wayside Mission: \$7,500

### Education

Foundation grants helped bring opera to elementary schools and enabled 10 county teachers to attend a workshop that suggested ways to integrated economics into the classroom. Charitable contributions also

## Photo finish

Delaware County's population swells each summer by more than a thousand when triathletes and their families converge in July for the annual Muncie



Endurathon, now in its 28th year. "We fill up the hotels in this area and sometimes as far away as New Castle and Anderson," says Bill Summers, a member of the Muncie Visitors

Bureau Board of Directors and a veteran Endurathon volunteer. "This event has real economic impact on the community. People come in a day or two ahead and often stay through the weekend."

Planning the Endurathon is a year-long project, and arranging for adequate security is always a top priority. A 2006 Foundation grant for \$6,500 helped provide teams of law enforcement officers along the 56-mile bicycle route and in the "transition area" where Endurathon participants change from swim gear to bike gear to running gear.

Although the popularity of triathlons has increased and prompted many cities to host similar events, Muncie's race continues to maintain its popularity because, according to Summers, "we do it as well as anybody in the country." The 2007 version promises even greater participation because of the addition of a sprint race, which will include a 400-yard swim, a 12.3-mile bike race and a 3.1-mile run. "This will allow athletes to experience Muncie's Triathlon without having to train for an event that covers 70 total miles," says Summers. "It will be a triathlon within a triathlon."



Be part of the big picture.



**Grant awards** *continued*

made possible educational programs and improvements initiated by these grantees:

- Albany Community Library: \$3,750
- Back to School Teachers' Store: \$5,000
- Ball State University Opera Outreach Program: \$3,400
- College Mentors for Kids! Inc.: \$4,500
- Delaware County Coordinating Council: \$7,500
- Delaware County Farm Festival, Inc.: \$1,000
- Dr. Martin Luther King, Jr. Dream Team: \$10,000
- Indiana Council for Economic Education: \$3,000
- Motivate Our Minds, Inc.: \$15,000
- Muncie Central High School: \$2,000
- Muncie Children's Museum, Inc.: \$7,500
- Muncie Community Schools: \$5,300
- WBST-Indiana Public Radio: \$3,785

**Community betterment**

Efforts to bring people out of poverty and help them connect with the community are at the core of a program initiated by TEAMwork for Quality Living. A grant from the Foundation is helping to implement the project in its pilot phase. Other community betterment grants for 2006 were:

- Cardinal Greenways: \$4,000
- Community Enhancement Projects, Inc.: \$35,000
- Debonairs Club, Inc.: \$10,000
- Girl Scouts of Wapahani Council, Inc.: \$2,500
- Lifestream Services, Inc.: \$4,500
- Monroe Township Abandoned Cemetery Restoration: \$5,000
- Muncie Endurathon: \$6,560
- Red-tail Conservancy: \$15,771
- Robert Cooper Audubon Society: \$2,184
- Ross Community Center: \$2,500
- Selma Lions Club: \$6,000
- Sports and Hobby Development Group: \$6,000
- TEAMwork for Quality Living: \$18,700

Yorktown-Mt. Pleasant Township Community Library: \$2,200

**Economic development**

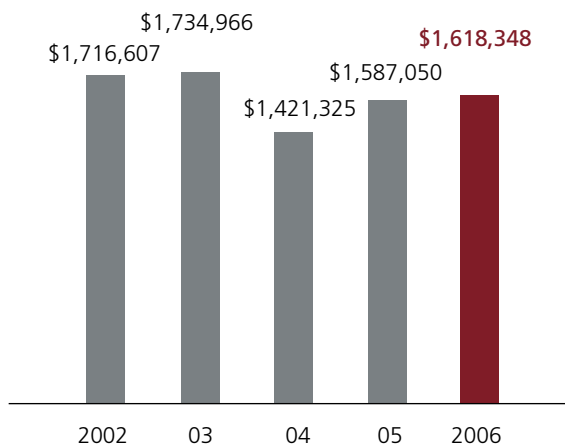
Two visionary organizations are using Foundation support to explore workforce development and economic development in the East Central Indiana region. They are:

- Delaware Advancement Corp.: \$100,000
- Energize-ECI: \$25,000

**The Foundation Board also approved six proactive grants totaling \$35,480. The first four awards were in the area of human services and last two in the area of education.**

- Bells are Ringing: \$1,000
- Project Senior Sunshine: \$3,500
- Second Harvest Food Bank: \$15,000
- United Way of Delaware County, Inc.: \$480
- Indiana Academy for Science, Mathematics and Humanities: \$2,000
- Robert P. Bell Education Committee: \$13,500

**History of Grants**





Be part of the big picture.

## Endowment stabilizes Animal Rescue Fund efforts

Terri Panszi, founder of the Animal Rescue Fund (ARF), jokes that as a child she felt such empathy for animals that she couldn't bear to watch the harrowing adventures of Lassie on TV, and the classic film *Old Yeller* "almost did me in." By the time she was a teenager, she was making weekly visits to the Muncie animal shelter, leaving dog and cat treats at the door rather than face the homeless occupants. Later, as an adult volunteer, she caught onto the "rhythm" of the shelter and often adopted those animals whose time was running out.

"The breaking point was one night when my husband couldn't pull his car into the garage because there were two pot-bellied pigs in his way," she says. "I remember thinking, 'OK, maybe I've taken this too far.'"

The solution was ARF. "It was one of those field-of-dreams things—if you build it, they will come," recalls Terri, describing the rented facility that she turned into a shelter funded by her salary as a hospital mammographer. "Boy, did they come!" When rising occupancy and escalating costs threatened to close ARF's doors, a feature story in the *Star Press* touched off a groundswell of support. An anonymous donor sent a check for \$5,000 with a note attached: "Don't give up the ship!" A local businesswoman bought a fixer-upper home on Riggan Road and made it available to ARF, rent-free. Merchants offered cans of paint, and Ball State University let Terri and her volunteers go dumpster diving to reclaim dismantled lofts and turn them into partitions and gates.

"This place is truly a hodge-podge, but it's home to some that have never had a home," Terri says of ARF's current compound. "Since we've been here we've helped rescue, feed, assist and place more than 7,000 animals."

The community has been generous in its ongoing support of the shelter. This year an anonymous donor, recognizing the long-term need for ARF, met with members of the Community Foundation staff to explore ways to ensure the shelter's sustainability. The result was a gift of \$100,000 that created a permanent ARF fund within the Foundation. The ease of making contributions has already attracted dozens of donors, many of whom are new to Foundation giving. As a result, the shelter has a dependable stream of income for the first time in its history.

"This is a dream come true," says Terri. "I wish that ARF didn't have to exist, but I realize that the need will always be here. Through the Community Foundation, I now have hope that ARF will outlive all of us...that this thing we started, however haphazard, will be everlasting."



### Morris Fund supports 15 youth-serving agencies

In the decade since the Jean and Mora Morris Fund for Youth was established with a \$2 million bequest, nine Delaware County youth-serving agencies each have received a total of \$90,332 in grants. In 2006, the fund supported the following agencies with awards of \$8,133 each:

- Big Brothers/Big Sisters
- Boy Scouts of America
- Isanogel Center
- Muncie Children's Museum, Inc.
- Police Athletic League Club (PAL)
- Wapehani Girl Scout Council
- Muncie Family YMCA
- Youth Opportunity Center
- YMCA

Jean Morris, Muncie's first optometrist, and his wife Mora, a home economics teacher, also made provisions for a portion of their fund to provide competitive grants to other youth-serving agencies in the community. This year, the Foundation awarded six organizations a total of \$58,635 from the Morris Youth Field of Interest Fund. For descriptions of these grants, see pages 14-16.

### Bell Education Committee awards 40 classroom grants

Forty grants ranging in value from \$50 to \$350 supported innovative classroom projects to benefit 2,651 students this year. The awards were made possible through the efforts of the Robert P. Bell Committee for Education, established in 1992 to honor the past president of Ball State University and former Foundation director. The purpose of the Bell Grants Committee is to recognize teachers' creativity and fund several selective classroom projects. The deadlines for grant applications are the first days of October, December, February and April of each school year.

Area school superintendents appointed the following teachers to serve on the Bell Education Committee in 2006:

- Jeanette Jones, Chair, Daleville Community Schools
- Wendy Jones, Cowan Community Schools

- Betty Johnson, Delaware Community Schools
- Jennifer Walton, Liberty-Perry Community Schools
- Tracey Anderson, Mt. Pleasant Township Community Schools
- Pat Kennedy, Muncie Community Schools
- Marilyn DeWeese, Burriss Laboratory School
- Pamela Meier-Fisher, Wes-Del Community Schools

### Guidelines for organizations seeking Foundation support

Foundation grants are investments in the future of Delaware County. We make most awards through a competitive process that occurs four times a year. Like the organizations whose stories unfold on the pages of this annual report, groups that seek Foundation support usually are tax-exempt according to Section 501(c)(3) of the Internal Revenue Code. They also support programs and projects in the Foundation's five major areas of interest:

- Arts and culture
- Human services
- Economic development
- Education
- Community betterment

The work of the Foundation is twofold. We strive to improve the quality of life in our community and, simultaneously, we respond to donors' philanthropic interests and wishes. The Foundation's staff, Grants Committee and Board of Directors carefully review all grant proposals and award funds that strengthen and support non-profit programs and organizations. In general, we give highest priority to applications that meet one or more of these criteria:

- Yield substantial benefits to the community for the resources invested
- Promote cooperation among agencies without duplicating services
- Enhance or improve institutional or organizational self-sufficiency
- Provide seed money for innovative community programs
- Encourage matching gifts or leverage funding from other donors
- Have broad-based appeal and provide services currently unavailable

### Let's pretend

As director of education at Muncie Civic Theatre, Marty Grubbs explains, "I'm not here to find a star. I'm here to teach kids to appreciate theater and show them how much fun it is."



The Young Actors Workshops on Saturday mornings utilize special scripts designed to give each participant a "moment" in the spotlight—a bit of dialogue or a song lyric that showcases the child's talent. The 10-week series of classes culminates with a free public performance that generally plays to a large and appreciative audience. "The theater is usually packed with proud parents and grandparents," says Grubbs.

Recent Foundation grants have supported a scholarship program to make the workshops accessible to more students and, this year, to update the theater's technical equipment. The antiquated sound system—some of it more than 20 years old—often failed to amplify young voices and resulted in less audience feedback. "The new equipment boosts the kids' confidence because the audience is laughing at their lines and enjoying their songs."

Parents tell Grubbs that the theater experience benefits their children in ways they didn't expect. Many gain self assurance; others do better in school because they learn to focus their energy and attention. "There's something wonderful about getting on stage," says Grubbs. "Some kids are naturals; they love to pretend. For others, it's a little scary, but once they try it, their eyes are opened and they blossom."

Be part of the big picture.



## 2006 Scholarships

In 2006, 48 Delaware County high school seniors shared \$97,963 in college scholarship awards made possible by 15 Foundation funds. Donors who create the funds have the opportunity to name the scholarships and set the criteria for the award recipients. As examples, the Hurley and Fredine Goodall Scholarships honor the former state legislator and his wife; the Donald Lee Patton Memorial Scholarships pay tribute to the five-time Indiana state champion wrestling coach and former Delta High School athletic director; the McDonald's Restaurants Scholarships are a way that Robert and Beverly Terhune have chosen to say "thanks" to students who work at their restaurants in two counties.

### Sara E. Adams Scholarship

*Criteria:* Member of a Delaware County high school girls' golf team who displays good citizenship, has a positive attitude and plans to attend an accredited college or university in Indiana.

*Recipient:* Kasey Ann Tobias

### Michael Brodhead Scholarship

*Criteria:* Delaware County college-bound senior who has overcome a physical disability while achieving academic success and participating in activities outside the classroom.

*Recipient:* Kelsey Jo Koch

### Max V. and Nellie C. Creviston Scholarship

*Criteria:* Graduate of Cowan Junior-Senior High School with preference given to a student studying engineering.

*Recipient:* Christina Collins

### Delaware Community Schools Scholarship

*Criteria:* Graduate of Delta High School who shows scholarship, diligence, leadership and citizenship; winner may choose to attend any post-secondary institution.

*Recipient:* Sean Hays

### Hurley C. and Fredine (Wynn) Goodall Scholarships

*Criteria:* Financially needy minority students enrolled in a two-year associate program at Ivy Tech State College.

*Recipients:* Tracie Anderson, Angela Saffell

### Jon Hunter Scholarships

*Criteria:* Graduates of Wes-Del High School; must demonstrate love and dedication to their sport and possess high moral character.

*Recipients:* Natalie Graham, Mike Mosier

### J Scholarship

*Criteria:* Delaware County high school graduate interested in pursuing a business degree from the Ball State University Miller College of Business.

*Recipient:* Matthew Bare

### Lilly Endowment Community Scholarships

*Criteria:* Delaware County residents who will graduate by June 2006 from an accredited Delaware County high school and have been accepted at an accredited public or private university in Indiana. Consideration

is given to student activities and achievements, community service, academic ability and potential for leadership.

*Recipients:* Samuel Hiatt, Kyle Holt

### Community Foundation Scholarships

*Criteria:* Nominated for a Lilly Endowment Community Scholarship (see above), recipients receive awards of \$500 from The Community Foundation in honor of their achievements.

*Recipients:* Erin Bantz, Luke Beasley, Austin Bristow, Robert Caylor, Bryant Cook, Ian Tracy Cross, Joy Ellcessor, Joshua Fortriede, Brian Hathaway, Alayna Huffman, Whitney Jones, Rachel King, Erin Kischuk, Kassandra McCorkhill, Samuel McIntire, Ethan Morrical, Dan Quinn, Corey Ragland, Sylvie Rousseau, Whitney Ruble, Evan Tomlinson

"I greatly appreciate the opportunity you have given me to prepare myself to be a better student, better person and stronger member of my community."

— Matthew Bare, 2006 J Scholar

### Grace Maring Scholarship

*Criteria:* Wapahani High School students living in Perry Township who plan to attend any accredited post-secondary institution.

*Recipients:* Samantha Billiter, Joshua Johnson, Danielle Triplett

### McDonald's Restaurants of Delaware and Madison Counties Scholarships

*Criteria:* Employees of the Terhune McDonald's Restaurants in Delaware or Madison County.

*Recipients:* Thomas Brown, Alyssa Brumback, Carly Humphrey, Jacob Miller, Heather Turner, Jennifer Sweazy

### Donald Lee Patton Memorial Scholarship

*Criteria:* Member of a high school wrestling team for at least two years; must demonstrate a love for wrestling and a spirit of winning.

*Recipients:* Mark Allen Mathews, William Benjamin Nicely

### Kathleen Rozelle-Camplin Scholarship

*Criteria:* Graduate of Daleville High School; recognizes scholarship, community service, citizenship and participation in school activities.

*Recipients:* Kirsten Bedell, Matthew Timmons

### George and Nelda Van Laningham Scholarship

*Criteria:* Student plans to attend the Ball State University Miller College of Business to study in the Small Business/Entrepreneurship Program.

*Recipient:* Clayton Davis

### Wilfred W. Wingate Scholarship

*Criteria:* Graduate of a Delaware County high school who is studying nursing at Ball State University; preference given to students intending to practice nursing in Delaware County.

*Recipient:* Danielle Reason

### Yorktown Lions Club, Inc., Scholarships

*Criteria:* Graduate of Yorktown High School with an 8.0/12.0 grade point average and displays good citizenship.

*Recipient:* Blake Hensley

For additional information about each of this year's winners, visit the Foundation website at [www.cfmdin.org](http://www.cfmdin.org).

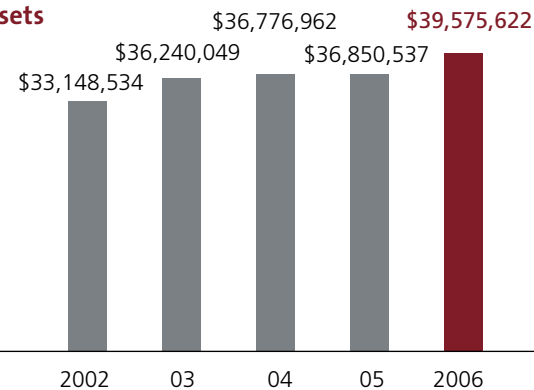
## Financial Review

### Consolidated Statement of Financial Position

December 31, 2006 and 2005

|   | <u>2006</u>          | <u>2005</u>          |
|---|----------------------|----------------------|
| <b>Assets</b>   |                      |                      |
| Cash .....  | \$ 43,325            | \$ 289,344           |
| Investments — at market .....   | 39,027,110           | 35,941,259           |
| Accrued interest receivable .....   | 69,573               | 79,133               |
| Prepaid expenses .....  | 3,075                | 1,941                |
| Pledges receivable .....  | 90,940               | 33,750               |
| Advances to grantees for CAPE program .....   | 35,862               | 54,387               |
| Leasehold improvements, at cost less accumulated depreciation<br>of \$63,091 in 2006 and \$54,679 in 2005 ..... | 21,030               | 29,443               |
| Equipment, at cost less accumulated depreciation<br>of \$496,041 in 2006 and \$350,194 in 2005 .....            | 284,707              | 421,280              |
|   | <u>\$ 39,575,622</u> | <u>\$ 36,850,537</u> |
| <b>Liabilities and net assets</b>   |                      |                      |
| Wages and withholdings payable .....  | \$ 78                | \$ 79                |
| Grants payable .....  | 389,472              | 336,453              |
| Annuities payable .....   | 75,397               | 83,780               |
| Funds held for the benefit of others .....  | 4,666,513            | 4,277,952            |
| Investments managed for others .....  | 765,916              | 871,622              |
|   | <u>\$ 5,897,376</u>  | <u>\$ 5,569,886</u>  |
| Net assets:   |                      |                      |
| Unrestricted .....  | \$ 18,702,879        | \$ 17,272,682        |
| Temporarily restricted .....  | 4,124,849            | 3,657,017            |
| Permanently restricted .....  | 10,850,518           | 10,350,952           |
|   | <u>\$ 33,678,246</u> | <u>\$ 31,280,651</u> |
|   | <u>\$ 39,575,622</u> | <u>\$ 36,850,537</u> |

### History of Assets



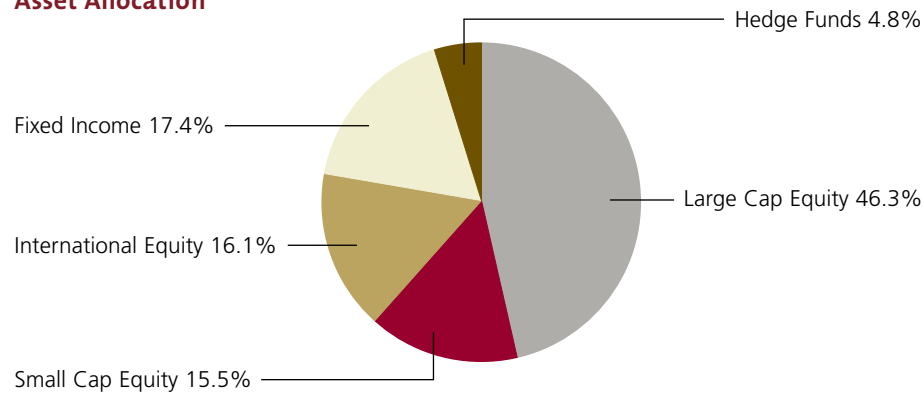
## Financial Review

## Consolidated Statement of Activities

For the year ended December 31, 2006, with summarized information for the year ended December 31, 2005

|  | <i>Unrestricted</i>  | <i>Temporarily<br/>Restricted</i> | <i>Permanently<br/>Restricted</i> | <i>Total<br/>2006</i> | <i>Total<br/>2005</i> |
|--|----------------------|-----------------------------------|-----------------------------------|-----------------------|-----------------------|
| <b>Revenue, gains, and other support</b>       |                      |                                   |                                   |                       |                       |
| Investment income .....                        | \$ 839,875           | \$ 662,793                        |                                   | \$ 1,502,668          | \$ 1,113,533          |
| Contributions .....                            | 259,883              |                                   | \$ 499,566                        | 759,449               | 1,613,625             |
| Administrative fee revenue .....               | 47,373               |                                   |                                   | 47,373                | 56,160                |
| Net gain on sales of securities .....          | 538,359              | 415,552                           |                                   | 953,911               | 761,826               |
| Net unrealized gain (loss) on securities ..... | 966,597              | 734,342                           | 1,700,939                         |                       | (150,452)             |
| Total revenue, gains, and other support .....  | <u>\$ 2,652,087</u>  | <u>\$ 1,812,687</u>               | <u>\$ 499,566</u>                 | <u>\$ 4,964,340</u>   | <u>\$ 3,394,692</u>   |
| Net assets released from restrictions .....    | 1,344,855            | (1,344,855)                       |                                   |                       |                       |
|  | <u>\$ 3,996,942</u>  | <u>\$ 467,832</u>                 | <u>\$ 499,566</u>                 | <u>\$ 4,964,340</u>   | <u>\$ 3,394,692</u>   |
| <b>Expenses</b>                                |                      |                                   |                                   |                       |                       |
| Program services — grants .....                | \$ 1,095,264         |                                   |                                   | \$ 1,095,264          | \$ 1,236,746          |
| Program services — CAPE .....                  | 839,631              |                                   |                                   | 839,631               | 983,208               |
| Management and general expenses .....          | 574,252              |                                   |                                   | 574,252               | 439,488               |
| Management and general expenses — CAPE .....   | 19,545               |                                   |                                   | 19,545                | 261,248               |
| Investment expenses .....                      | 38,053               |                                   |                                   | 38,053                | 37,595                |
| Total expenses .....                           | <u>\$ 2,566,745</u>  |                                   |                                   | <u>\$ 2,566,745</u>   | <u>\$ 2,958,285</u>   |
| <b>Change in net assets</b> .....              | <u>\$ 1,430,197</u>  | <u>\$ 467,832</u>                 | <u>\$ 499,566</u>                 | <u>\$ 2,397,595</u>   | <u>\$ 436,407</u>     |
| <b>Net assets at beginning of year</b> .....   | 17,272,682           | 3,657,017                         | 10,350,952                        | 31,280,651            | 30,844,244            |
| <b>Net assets at end of year</b> .....         | <u>\$ 18,702,879</u> | <u>\$ 4,124,849</u>               | <u>\$ 10,850,518</u>              | <u>\$ 33,678,246</u>  | <u>\$ 31,280,651</u>  |

## Asset Allocation





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**Consolidated Statement of Cash Flows**
*For the years ended December 31, 2006 and 2005*


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| <i>Increase (decrease) in cash and cash equivalents</i>                  | <b>2006</b>             | <b>2005</b>              |
|--|-------------------------|--------------------------|
| <b>Cash flows from operating activities</b>                              |                         |                          |
| Cash received from investments . . . . .                                 | \$ 1,512,228            | \$ 1,110,935             |
| Cash received from contributions . . . . .                               | 255,315                 | 1,282,935                |
| Cash received from administrative fees . . . . .                         | 47,373                  | 56,160                   |
| Cash paid from managed funds . . . . .                                   | (133,794)               | (146,431)                |
| Cash received (paid) from funds held for the benefit of others . . . . . | 10,436                  | (151,137)                |
| Cash paid to suppliers and employees . . . . .                           | (460,200)               | (696,681)                |
| Grants paid . . . . .  | <u>(1,881,875)</u>      | <u>(2,180,946)</u>       |
| Net cash used by operating activities . . . . .                          | <u>\$ (650,517)</u>     | <u>\$ (725,165)</u>      |
| <b>Cash flows from investing activities</b>                              |                         |                          |
| Capital expenditures . . . . .   | \$ (9,275)              | \$ (2,269)               |
| Proceeds from sale of fixed assets . . . . .                             |                         | 3,141                    |
| Proceeds from sales and maturities of investments . . . . .              | 12,957,049              | 7,252,556                |
| Purchases of investments . . . . .                                       | <u>(12,730,421)</u>     | <u>(6,514,061)</u>       |
| Net cash provided by investing activities . . . . .                      | <u>\$ 217,353</u>       | <u>\$ 739,367</u>        |
| <b>Cash flows from financing activities</b>                              |                         |                          |
| Cash received from contributors for restricted funds . . . . .           | \$ 195,528              | \$ 260,093               |
| Principal payments on charitable gift annuities . . . . .                | <u>(8,383)</u>          | <u>(17,888)</u>          |
| Net cash provided by financing activities . . . . .                      | <u>\$ 187,145</u>       | <u>\$ 242,205</u>        |
| <b>Net increase (decrease) in cash and cash equivalents . . . . .</b>    | <b>\$ (246,019)</b>     | <b>\$ 256,407</b>        |
| <b>Cash and cash equivalents at beginning of year . . . . .</b>          | <u>289,344</u>          | <u>32,937</u>            |
| <b>Cash and cash equivalents at end of year . . . . .</b>                | <u><b>\$ 43,325</b></u> | <u><b>\$ 289,344</b></u> |

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## Financial Review

## Reconciliation of change in net assets to net cash used by operating activities

|   | 2006                | 2005                |
|---|---------------------|---------------------|
| <b>Change in net assets</b> .....   | \$ 2,397,595        | \$ 436,407          |
| <b>Adjustments to reconcile change in net assets to net cash used by operating activities</b> |                     |                     |
| Depreciation .....  | 154,260             | 155,067             |
| Loss on disposal of fixed assets .....  | 21,194              | 21,194              |
| Net gain on sales of securities .....   | (1,100,794)         | (887,814)           |
| Net unrealized loss (gain) on securities .....  | (1,964,393)         | 175,964             |
| Contributions to restricted funds .....   | (195,528)           | (295,391)           |
| Noncash stock contributions .....   | (247,292)           | (35,299)            |
| Increase in prepaid expense .....   | (1,134)             | (614)               |
| Decrease (increase) in interest receivable .....  | 9,560               | (2,598)             |
| Increase in pledges receivable .....  | (57,190)            | (33,750)            |
| Decrease in advances to grantees for CAPE program .....                                       | 18,525              | 86,613              |
| Decrease in wages and withholdings payable .....  | (1)                 | (160,699)           |
| Decrease in accounts payable .....  | (59,911)            | (59,911)            |
| Increase in grants payable .....  | 53,020              | 39,008              |
| Decrease in investments managed for others .....  | (105,706)           | (103,488)           |
| Increase (decrease) in funds held for the benefit of others .....                             | 388,561             | (59,854)            |
| <b>Net cash used by operating activities</b> .....  | <u>\$ (650,517)</u> | <u>\$ (725,165)</u> |
| <b>Supplemental schedule of noncash investing activities</b>                                  |                     |                     |
| Stock contributions .....   | <u>\$ 247,292</u>   | <u>\$ 35,299</u>    |

## Notes to Financial Statements

## Note 1. Summary of Significant Accounting Policies

## Basis of Accounting

The financial statements include the consolidated accounts of The Community Foundation of Muncie and Delaware

County, Inc. and its affiliated not-for-profit corporation Community Alliance To Promote Education, Inc. (CAPE). All significant intercompany transactions and accounts have been eliminated.

The Foundation follows the accrual basis of accounting and, accordingly, has adopted *Statement of Financial Accounting Standards (SFAS) No.'s 116, 117, 124, and 136.*

*SFAS No. 117, Financial Statements of Not-for-Profit Organizations*, establishes standards for external financial reporting by not-for-profit organizations and requires that resources be classified for accounting and reporting purposes into three net asset categories according to donor-imposed restrictions: unrestricted, temporarily restricted, and permanently restricted net assets. *SFAS No. 116,*

*Accounting for Contributions Received and Contributions Made*, requires that unconditional promises to give be recorded as receivables and revenues and requires the organization to distinguish between contributions received for each net asset category in accordance with donor-imposed restrictions. Support that is restricted by the donor is reported as an increase in unrestricted net assets if the restriction expires in the reporting period in which the support is recognized. All other donor-restricted support is reported as an increase in temporarily or permanently restricted net assets, depending on the nature of the restriction. When a restriction expires, temporarily restricted net assets are reclassified to unrestricted net assets.

*SFAS No. 136, Transfers of Assets to a Not-for-Profit Organization or Charitable Trust that Raises or Holds Contributions for Others* requires that, if a not-for-profit organization establishes with its own funds, a fund at a community foundation for its own benefit by naming itself or an affiliate as beneficiary, the transfer of assets to the community foundation is not contribution revenue and should be accounted for as a liability. If the community foundation continues to report the fund as an asset of the foundation, however, they must establish a liability for the market value, representing the present value of the future payments expected to be made to the not-for-profit.

## Income Taxes

The Internal Revenue Service has determined the Organizations are not private foundations within the meaning of *Internal Revenue Code Section 509(a)(3)* and are

exempt from federal income tax under the provisions of *Internal Revenue Code Section 501(c)(3)*. Accordingly, no income tax provision has been made in the accompanying financial statements.

### Contributions

The organization receives a significant amount of donated services from unpaid volunteers. No amounts have been recognized in the Statement of Activities because the criteria for recognition under *SFAS No. 116, Accounting for Contributions Received and Contributions Made*, has not been satisfied.

Donated securities are recorded at fair market value at the date of the gift. Gain or loss is recorded in the Statement of Activities when the security is sold.

### Property and Equipment

Equipment and leasehold improvements are valued at cost. Depreciation is computed on the straight-line method over the estimated useful lives of the assets. Depreciation expense for 2006 and 2005 was \$154,260 and \$155,067, respectively.

### Cash and Cash Equivalents

For purposes of the Statement of Cash Flows, all unrestricted demand deposit accounts, unrestricted money market accounts, and cash on hand are considered to be cash equivalents.

### Use of Estimates

The preparation of financial statements in conformity with U.S. generally accepted accounting principles requires management to make estimates and assumptions that affect the reported amounts of assets and

liabilities and disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenses during the reporting period. Actual results could differ from those estimates.

### Reclassification

Certain prior year amounts have been reclassified to conform to current year presentation.

### Note 2. Purpose

The Foundation was organized exclusively to seek and accept donations from private and

public sources for the purpose of distributing the income therefrom for charitable purposes to organizations and to enhance and promote philanthropy in Delaware County, Indiana. CAPE was organized to improve the level of educational attainment in Delaware County, Indiana.

### Note 3. Investments

The cost and market value of investments were as follows at:

|   | <i>Cost</i>          | <i>Unrealized<br/>Gains</i> | <i>Unrealized<br/>Losses</i> | <i>Estimated<br/>Market<br/>Value</i> |
|---|----------------------|-----------------------------|------------------------------|---------------------------------------|
| <b>December 31, 2006</b>                |                      |                             |                              |                                       |
| Money markets . . . . .                 | \$ 1,711,372         |                             |                              | \$ 1,711,372                          |
| Common stock . . . . .                  | 6,602,587            | \$ 2,376,502                | \$ 59,547                    | 8,919,542                             |
| Common trust and mutual funds . . . . . | 15,000,819           | 5,323,297                   |                              | 20,324,116                            |
| Private equity fund . . . . .           | 1,600,000            | 199,243                     |                              | 1,799,243                             |
| Corporate bonds . . . . .               | 4,117,387            | 48,359                      | 36,392                       | 4,129,354                             |
| U.S. government bonds . . . . .         | 2,133,079            | 3,642                       | 20,138                       | 2,116,583                             |
| Real estate . . . . .                   | 26,900               |                             |                              | 26,900                                |
|   | <u>\$ 31,192,144</u> | <u>\$ 7,951,043</u>         | <u>\$ 116,077</u>            | <u>\$ 39,027,110</u>                  |
| <b>December 31, 2005</b>                |                      |                             |                              |                                       |
| Money markets . . . . .                 | \$ 2,144,110         |                             |                              | \$ 2,144,110                          |
| Common stock . . . . .                  | 5,630,268            | \$ 2,122,740                | \$ 97,410                    | 7,655,598                             |
| Common trust and mutual funds . . . . . | 15,277,061           | 3,791,163                   | 28,729                       | 19,039,495                            |
| Private equity fund . . . . .           | 1,600,000            | 45,206                      |                              | 1,645,206                             |
| Corporate bonds . . . . .               | 3,011,929            | 72,639                      | 37,454                       | 3,047,114                             |
| U.S. government bonds . . . . .         | 2,380,671            | 21,469                      | 19,304                       | 2,382,836                             |
| Real estate . . . . .                   | 26,900               |                             |                              | 26,900                                |
|   | <u>\$ 30,070,939</u> | <u>\$ 6,053,217</u>         | <u>\$ 182,897</u>            | <u>\$ 35,941,259</u>                  |

Gross realized gains and gross realized losses on sales of securities were:

|                                 | <i>2006</i>         | <i>2005</i>       |
|---------------------------------|---------------------|-------------------|
| Gross realized gains . . . . .  | \$ 1,301,851        | \$ 1,072,949      |
| Gross realized losses . . . . . | (201,057)           | (185,135)         |
| Net gain . . . . .              | <u>\$ 1,100,794</u> | <u>\$ 887,814</u> |

## Financial Review

SFAS No. 124, *Accounting for Certain Investments Held by Not-For-Profit Organizations* requires the entities to record all investments in equity securities with readily determinable fair values and all debt securities at fair value in the statement of financial position. Thus, as the fair values of investments fluctuate, unrealized gains or losses are recorded. As of December 31, 2006 and 2005, certain donor-restricted endowment funds' fair market value of assets were below cost in the amount of \$3,349 and \$34,121, respectively.

The Foundation holds shares in a private equity fund to potentially increase investment rate of return and to provide further diversification. The fund participates in other partnership investments which may include venture capital, buyout, distressed debt, hedge, oil and gas, arbitrage, and similar partnerships.

### Note 4. Investments Managed for Others

The Foundation manages investments for certain unrelated not-for-profit organizations and individuals and receives a management fee for this service. Distributions from these funds are based on their direction subject to the Foundation's approval.

### Note 5. Contingencies

No material contingent grants were outstanding as of December 31, 2006 and 2005.

### Note 6. Pledges

As of December 31, 2006 and 2005, pledges receivable were \$90,940 and

\$33,750, respectively, and are expected to be collected as follows:

|                           | 2006             | 2005             |
|---------------------------|------------------|------------------|
| Due within one year ..... | \$ 28,000        | \$ 33,750        |
| Due in 1-5 years .....    | 62,940           |                  |
|                           | <u>\$ 90,940</u> | <u>\$ 33,750</u> |

### Note 7. Leases

The Foundation entered into a sublease agreement on July 1, 1999. The sublease includes monthly payments of \$1,173 for a period of five years. Upon expiration of the initial lease term, a renewal term expiring on October 31, 2006, was exercised. The current lease agreement is month-to-month with a \$1,327 monthly payment.

Rent expense for 2006 and 2005 was \$15,923 and \$18,689, respectively.

### Note 8. Employee Benefit Plan

The Foundation maintains a retirement plan under *Section 403(b)* of the *Internal Revenue Code* for eligible employees after one year of employment. Employees may contribute up to the IRS established limits. For eligible employees, the Foundation contributes 8% of qualified wages to the plan. The Foundation's expense related to the plan for 2006 and 2005 was \$12,048 and \$18,503, respectively.

### Note 9. Annuity Obligation

The Foundation is the recipient of gift annuities which require future payments to contributors or their named beneficiaries. The assets received from the donor are recorded at fair value. The Foundation has

recorded a liability of \$75,397 at December 31, 2006, which represents the present value of the future annuity obligations. The liability was determined using discount rates ranging from 6.6% to 11.1%.

### Note 10. Significant Concentrations of Credit Risk

The Foundation and CAPE maintain cash balances in federally insured financial institutions. The balances are insured up to \$100,000 at each financial institution by the Federal Deposit Insurance Corporation. At December 31, 2006, the uninsured balance was approximately \$1,423,100.

### Note 11. Prior-Year Summarized Information

The financial statements include certain prior-year summarized comparative information in total but not by net asset class. Such information does not include sufficient detail to constitute a presentation in conformity with U.S. generally accepted accounting principles. Accordingly, such information should be read in conjunction with the Foundation's financial statements for the year ended December 31, 2005, from which the summarized information was derived.

### Note 12. Temporarily Restricted Net Assets

Temporarily restricted net assets at December 31, 2006 and 2005, consist of funding for educational programs conducted through the Community Alliance To Promote Education, Inc., gift annuities, and accumulated earnings of permanently restricted funds available for distribution under the Foundation's spending policy.

Board of Directors  
The Community Foundation of Muncie  
and Delaware County, Inc.  
Muncie, Indiana



We have audited the accompanying consolidated statement of financial position of The Community Foundation of Muncie and Delaware County, Inc., and the Community Alliance To Promote Education, Inc. (related entity) as of December 31, 2006, and the related consolidated statements of activities and cash flows for the year then ended. These financial statements are the responsibility of management. Our responsibility is to express an opinion on these financial statements based on our audit. The prior year's summarized comparative information has been derived from the Foundation's 2005 financial statements, and in our report dated February 10, 2006, we expressed an unqualified opinion on those financial statements.

We conducted our audit in accordance with U.S. generally accepted auditing standards. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation. We believe that our audit provides a reasonable basis for our opinion.

In our opinion, the consolidated financial statements referred to above present fairly, in all material respects, the financial position of The Community Foundation of Muncie and Delaware County, Inc., and related entity as of December 31, 2006, and the results of its activities and cash flows for the year then ended in conformity with U.S. generally accepted accounting principles.

*Whitinger & Company LLC*

Certified Public Accountants  
March 2, 2007

**Board of Directors & Staff**

**Officers**

- John D. Littler  
*Chairman*
- Suzanne Gresham, Ph.D.  
*Vice Chairman*
- Ermalene M. Faulkner  
*Secretary*
- Gordon D. Cox  
*Treasurer*

**Other Board Members**

- Ramon A. Avila, Ph.D.
- Marilyn E. Cleary
- Ronald K. Fauquher
- Kelly N. Stanley
- Terry L. Walker



*From left: Marilyn Cleary, Ramon Avila, Ermalene Faulkner, Ronald Fauquher, John Littler, Gordon Cox, Suzanne Gresham, Terry Walker, and Kelly Stanley*

**Staff**

- Roni Johnson  
*President*
- Suzanne Kadinger, CPA  
*Program Officer*
- Jean Kramer Crosby  
*Development Officer*
- Cheryl Decker  
*Executive Assistant*
- Amanda Curts  
*Administrative Support*
  
- Richard D. Hughes  
*Legal Counsel*
- W. Alan Simmons, CPA  
*Financial Counsel*



*From left: Cheryl Decker, Jean Kramer Crosby, Suzanne Kadinger, Amanda Curts, Roni Johnson, and students at Motivate Our Minds (MOMs)*



*From left: Richard Hughes and Alan Simmons*

## Committees & Advisors

### Governance Committee

John D. Littler  
*Chairman*

Gordon D. Cox  
Ermalene M. Faulkner  
Suzanne Gresham

### Personnel Committee

*The Personnel Committee is responsible for all human resource activities, including policy development and implementation with the approval of the Board of Directors.*

Suzanne Gresham  
*Chairman*

Stefan S. Anderson  
Douglas A. Bakken  
Gordon D. Cox  
Ermalene M. Faulkner  
Robert A. Holt  
Kim S. West

### Emeritus Committee

Stefan S. Anderson  
Jack Buckles  
Wilbur R. Davis  
Charles V. Sursa

### Audit Committee

*The Audit Committee secures the Engagement Letter, reviews the annual audit prepared by an independent auditor in accordance with the Generally Accepted Accounting Principles, and reports the findings to the Board of Directors.*

Terry L. Walker  
*Chairman*

Gordon D. Cox  
Jack L. Demaree  
Kelly N. Stanley

### Finance Committee

*The Finance Committee monitors the investment managers' performance and recommends policies to the Board of Directors regarding the financial operations of the Foundation.*

Kelly N. Stanley  
*Chairman*

Stefan S. Anderson  
Waldo F. Beebe  
Gordon D. Cox  
Michael L. Cox  
Jack L. Demaree  
Ron K. Fauquher  
David W. Heeter  
Charles N. Hetrick  
Thomas J. Kinghorn  
R. Donn Roberts  
Charles E. Sanders, Jr.  
W. Alan Simmons  
Charles V. Sursa  
Terry L. Walker

### Grant Policy Committee

*The Grant Policy Committee serves as a review board for initial evaluation of grant requests prior to making recommendations to the Board of Directors.*

Ermalene M. Faulkner  
*Chairman*

Terry Whitt Bailey  
Marilyn E. Cleary  
Mary L. Dollison  
R. Paul Garrison  
Suzanne Gresham  
Robert A. Holt  
Michael O. Lunsford  
Jon H. Moll  
Ronald G. Murphy  
June P. Payne  
Kim S. West

### Development Committee

*The Development Committee assists the Board of Directors in developing and implementing initiatives which encourage charitable giving within our community.*

Marilyn E. Cleary  
*Chairman*

Ramon A. Avila  
Douglas A. Bakken  
James P. Borgmann  
Gordon D. Cox  
Thomas L. Farris  
Michael B. Galliher  
J. Richard Marshall  
H. Elaine Merritt  
Steve R. Miller  
Patricia Schaefer

Robert W. Scott  
Hamer D. Shafer  
Steven M. Smith  
Earl R. Williams  
John E. Worthen

### Advisory Board

Stefan S. Anderson  
Terry Whitt Bailey  
Douglas A. Bakken  
Waldo F. Beebe  
James P. Borgmann  
Michael L. Cox  
Jack L. Demaree  
Mary L. Dollison  
Thomas L. Farris  
Michael B. Galliher  
R. Paul Garrison  
David W. Heeter  
Charles N. Hetrick  
Robert A. Holt  
Barbara A. Jones  
Thomas J. Kinghorn  
Michael O. Lunsford  
J. Richard Marshall  
H. Elaine Merritt  
Steve R. Miller  
Jon H. Moll  
Ronald G. Murphy  
June P. Payne  
R. Donn Roberts  
Charles E. Sanders, Jr.  
Patricia Schaefer  
Robert W. Scott  
Hamer D. Shafer  
W. Alan Simmons  
Steven M. Smith  
Kim S. West  
Earl R. Williams  
John E. Worthen

### In Memoriam

Edmund F. Ball  
Oliver C. Bumb  
C. David Sursa

### Board of Directors Designations

**Ramon A. Avila**, designated by the President of Ball State University Board of Trustees

**Marilyn E. Cleary**, non-designated

**Gordon D. Cox**, designated by the Chief Volunteer Officer of the Muncie-Delaware County Chamber of Commerce

**Ermalene M. Faulkner**, designated by the President of the County Commissioners of Delaware County, Indiana

**Ron K. Fauquher**, designated by the Chief Volunteer Officer of the United Way of Delaware County, Inc.

**Suzanne Gresham**, non-designated

**John D. Littler**, designated by the committee composed of the Chief Executive Officers of all banks and savings and loan associations headquartered in Delaware County, Indiana

**Kelly N. Stanley**, designated by the Mayor of the City of Muncie

**Terry L. Walker**, non-designated



**THE COMMUNITY FOUNDATION**  
*of Muncie & Delaware County, Inc.*  
Where neighbors create legacies

P.O. Box 807 • Muncie, Indiana 47308  
(765) 747-7181 • [www.cfmdin.org](http://www.cfmdin.org) • [commfound@cfmdin.org](mailto:commfound@cfmdin.org)

The Foundation is a member  
of the Council on Foundations and  
the Indiana Grantmakers Alliance.