



GEORGE AND FRANCES BALL FOUNDATION

2022 ANNUAL REPORT

*"THE BEST WAY TO PREDICT
THE FUTURE IS TO CREATE IT."*

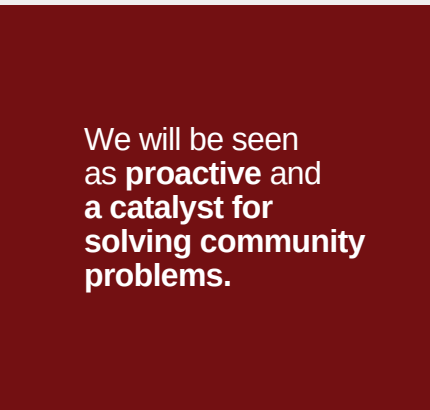
- PETER DRUCKER



Community citizens will know **what the George and Frances Ball Foundation stands for and values.**



We will be admired for our **collaboration with others** to better our community.



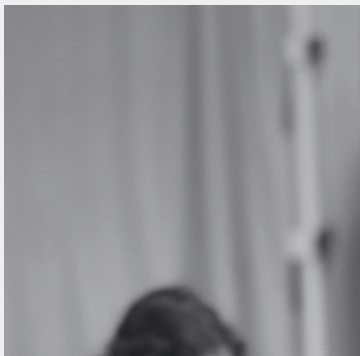
We will be seen as **proactive** and a **catalyst for solving community problems.**



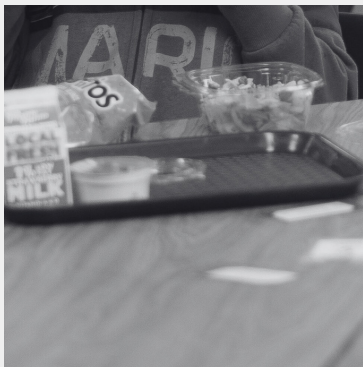
We will be **known for expecting accountability** for grants made.



Our grants process will be known and citizens will understand our process and know how to engage with us.



We will be seen as **builders of capacity** and an organization that **leverages the good works of others.**



We will **actively seek out** and recommend **issues on which to be proactive.**



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A LETTER FROM OUR PRESIDENT AND CEO

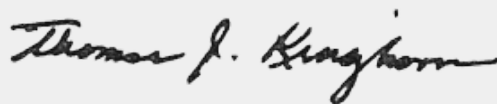
In 2022, the George and Frances Ball Foundation team continued to advance the legacy of George, Frances, and Elisabeth Ball's firm commitment to education and quality of place through grantmaking and convening, as well as other key functions of the organization. As the backbone for Cradle to Career Muncie, the Foundation, alongside a number of key partners, sustained the challenging, incredibly beneficial work of bringing together cross-sector organizations. Together, in an education-focused collective impact framework, we persisted in the wake of this post pandemic time.

As opportunities to learn from other communities reopened, we traveled with our Muncie partners to places like Philadelphia, Nashville, and Chicago to learn from partnerships similar to Cradle to Career Muncie that are further in their maturation. Through this field research, our local partnership discovered the true importance of grassroots level communication efforts, the necessary and comprehensive link between business and industry with educational institutions, and critical ways to keep advancing equity within our Cradle to Career Muncie efforts.

This year, the Foundation invested more than \$5.4 million into our local community's education and youth programs, arts and culture staples, nature and historic preservation efforts, wrap around supports, and civic enhancement endeavors.

We firmly believe that our investment made into educational attainment and quality of place, in terms of collaboration, focus, as well as financial investment, is a clear and actionable articulation of our commitment fulfilling our mission of making Muncie a place where people choose to live, work, learn, and play. It is my sincere hope that this report offers strong perspective on this year's collective accomplishments at the George and Frances Ball Foundation and across the Cradle to Career Muncie partnership.

For our children and their future,



THOMAS J. KINGHORN

President and CEO



GFBF MISSION & STRATEGIC PLAN

KEY INFLUENCES THAT INFORM OUR WORK

ENGAGING IN
PROFESSIONAL
DEVELOPMENT

USING DATA &
INFORMATION

IDENTIFYING
COMMUNITY
CHALLENGES

PRIORITIZING
COMMUNITY &
GRANTEE
INPUT

5 WAYS WE DRIVE POSITIVE CHANGE

CONVENER
& LEADER

FUNDER

CAPACITY
BUILDER

ADVOCATE

RESOURCE
SHARER

MOBILIZATION OF COMMUNICATIONS PLAN

POSITIVE CHANGE RESULTING FROM INFORMED WORK

LEGACY OF GFBF:
Enhanced quality
of life

CRADLE TO CAREER:
Elevated economic prosperity
for individuals, families,
& the community

The components of our model of philanthropy shown above are evident throughout this report. For us at the George and Frances Ball Foundation, we hold our role as conveners, capacity builders, advocates, and resource sharers as significant as our role as a funder. There are a number of key influences that help us to effectively support our community in these various functions, such as the use of data and important feedback from the community and grantees. This also includes the proactive identification of community challenges, getting ahead or upstream of perils in, ideally, a much quicker way.

Each of these key influences and roles ultimately drive, we believe, the positive change our mission charges us with: educational attainment that results in economic prosperity and enhanced quality of life in the community.

A YEAR'S SNAPSHOT: CRADLE TO CAREER MUNCIE

Cradle to Career Muncie is a transformational educational attainment initiative aimed at eradicating generational poverty. In 2022, Cradle to Career Muncie's efforts were mobilized by more than 40 partner organizations from a variety of sectors. Partners convene by outcome area, such as kindergarten readiness or high school graduation, in Collaborative Action Networks (CANs).

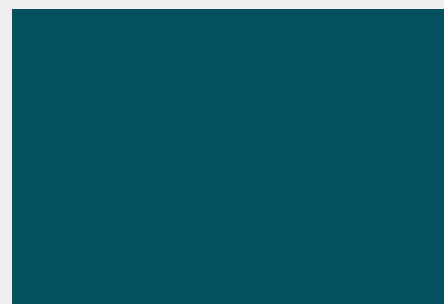
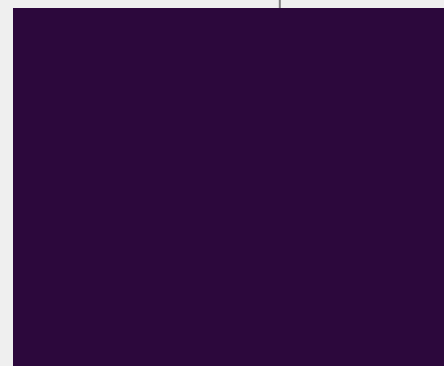
Each CAN advances their work through a Results-Based Accountability (RBA) framework. This approach includes a continuous improvement process through which the group evaluates baseline data, digs deeper into the story behind the data, identifies the partners to involve, examines evidence-based strategies, and builds and implements an action plan.

This cradle to career model is followed by 70+ other communities across the country. These communities are members of the national network of StriveTogether. Cradle to Career Muncie became the only Indiana-based member when designated in June of 2022.

Much of our local Cradle to Career approach also follows the equity-centered Promise Neighborhood model, which was established in the 1990s in Harlem, New York. Using an equity lens, the work of Cradle to Career Muncie is focused on 14 of the city's census tracts deemed the *Muncie Promise Neighborhood* by partners. This fall, Geoffrey Canada, the Harlem Children's Zone leader credited with visioning and developing this model, visited Muncie. Mr. Canada provided post-pandemic inspiration to Muncie Community Schools' teachers and staff, as well as community partners who are committed to Cradle to Career Muncie.



*Muncie: The only
Indiana-based*
StriveTogether®
Every child. Cradle to career.
member



In addition to the accomplishments of each CAN outlined on the next few pages, Cradle to Career Muncie worked with Ball State University and Muncie Community Schools to build-out a strategic communications partnership and data system and team to support the community-wide work of the initiative. Data and communications are fundamental to the continuous improvement nature of this work and enable partners to know and tell the story of Cradle to Career Muncie.



ROADMAP TO SUCCESS

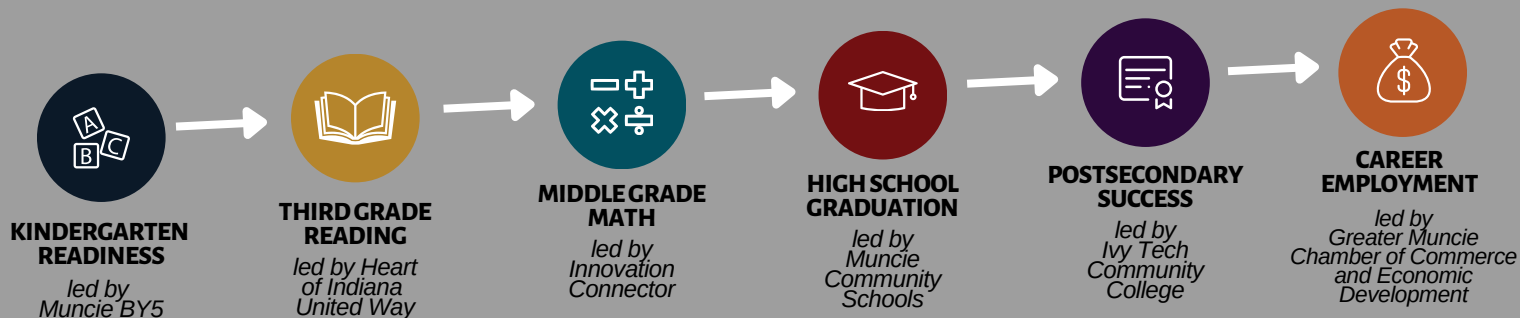
HOW WE ORGANIZE OUR WORK WITH 40+ PARTNERS

GUIDING DOCUMENTS: MCS STRATEGIC AND INNOVATION PLANS

BACKBONE ORGANIZATION: GEORGE AND FRANCES BALL FOUNDATION

C2C MUNCIE LEADERSHIP TABLE

COLLABORATIVE ACTION NETWORKS (CANs)



SOCIAL EMOTIONAL LEARNING led by Muncie Community Schools



FAMILY AND COMMUNITY ENGAGEMENT led by YMCA of Muncie

Cradle to Career Muncie leaders with Geoffrey Canada at the 2022 MCS Innovation Summit.



KINDERGARTEN READINESS

Together, we...

- Launched the CAN with ten early childhood stakeholder partners
- Began digging into the data to inform strategy development for the first and most proactive part of the broader Cradle to Career Muncie strategy



MIDDLE GRADE MATH

Together, we...

- Brought together school and community partners to address one of the most challenging areas of achievement for students: middle grade mathematics
- Set the 'Big Goal' of 5% growth each year for ILEARN Grade 8 Math
- Selected Middle Grade Attendance and Basic Math Skill Proficiency as contributing indicators
- Began exploring evidence-based strategies that have been shown to improve middle grade attendance and basic math skill development

THIRD GRADE READING

Partners in this CAN shifted focus to efforts rooted in family engagement, community mobilization, and system change to drive child outcomes in reading.

Together, we...

- Installed Book Nooks where we distributed literacy kits to families in places where they were already waiting
- Visited Philadelphia's Read by 4th Initiative
 - Read by 4th is Philly's early literacy movement and the nation's boldest call to protect every child's right to read. They believe that everyone has a role to play in growing stronger readers
 - Representatives from the George and Frances Ball Foundation, Muncie Community Schools, Muncie Public Library, Ball State University, Muncie BY5, and Heart of Indiana United Way invested two full days of learning, exploring, seeing the tangible examples of successes, and understanding the structure of the system that has made Read by 4th such a successful campaign
- Began working directly with Muncie Community Schools to explore the potential of implementing Science of Reading (phonics-based) curriculum in each elementary school



HIGH SCHOOL GRADUATION

Muncie Central leaders and support team members joined community partners to advance high school success and future preparedness for students.

Together, we...

- Took deeper dives into the data that drives high school graduation and students' preparedness for their next steps post-high school
- Set the 'Big Goal' of 95% high school graduation rate
- Established four contributing indicators which the group will work to improve:
1) Equitable high school graduation rates for all student groups, 2) Percentage of 9th graders on track to graduate, 3) High school attendance rate, 4) Percentage of MCHS seniors with a post-graduation plan
- Created a strategic action plan and began implementing it by:
 - Hiring a 9th Grade On-Track Coordinator
 - Building-out a new approach to school safety and discipline
 - Improving the quality and quantity of college and career readiness activities and resources for students
 - Establishing a school and community data team to better and more equitably track data to drive and inform future strategies



POSTSECONDARY SUCCESS

The Postsecondary Success CAN continued to make strides in their efforts to see adults to and through high level certificates, 2-year and 4-year degree programs, and beyond.

Together, we...

- Identified three contributing indicators on which to focus including: 1) Barrier Busting, 2) Student Motivation and Persistence, 3) Connection to College and Career
- Launched the WorkMatters Program at Ivy Tech for justice-involved individuals to get back on track to a meaningful education and career
- Opened the Intercultural Center for Inclusion at Ivy Tech, a space specifically prioritizing the needs of single parent learners and part of the barrier busting focus of the CAN
- Traveled to Baltimore to be part of a small outcomes-specific convening hosted by StriveTogether where we:
 - Focused for 3 intensive days on postsecondary and workforce outcomes
 - Shared Ivy Tech's Work Matters program data and concept with other cradle to career partnerships from across the country
 - Built new relationships with peer communities from 10+ other states



Cradle to Career Muncie leaders at StriveTogether's Postsecondary and Workforce Outcomes Convening.

CAREER EMPLOYMENT

Thirteen partners from Cradle to Career Muncie travelled to the Academies of Nashville to learn about one of the nation's leading career exploration and exposure models.

Together, we...

- Visited the Academies of Nashville to participate in a semiannual site visit learning experience. The Academies of Nashville is a Chamber of Commerce and Economic Development-led, nationally recognized high school transformation model. They provide a robust high school experience for students by integrating hands-on college and career learning opportunities.
- Participants included partners from Ivy Tech Community College, YMCA of Muncie, Eastern Indiana Works, Muncie Community Schools, Muncie BY5, Heart of Indiana United Way, and Innovation Connector
- The group had a number of takeaways from this site learning experience, including:
 - The importance of building on the existing work of Muncie Community Schools and the robust offerings available to students
 - The value of communities having a convener who serves as the liaison between school and employer partners, speaking each of their languages and connecting the two different, but overlapping, ecosystems
 - The role of both local workforce data and student interest in driving the types of college and career exploration opportunities and experiences, from kindergarten through postsecondary education



Cradle to Career Muncie leaders
visiting the Academies of Nashville.



FAMILY AND COMMUNITY ENGAGEMENT

Together, we...

- Began the conversation around defining family and community engagement as it relates to students' school success; next, we will develop tools to help us measure our progress at increasing engagement
- Established an advisory council to help organize and lead the work
- Reviewed action-oriented, information-gathering taskforces focused on establishing baseline data and information. This included: Data and Measurement, Communications, Ecosystem/Asset Mapping, and Community Leadership Connections



SOCIAL EMOTIONAL LEARNING

Together, we...

- Launched our work from an established Professional Learning Community of Muncie Community Schools' leaders and support staff
- Focused on understanding data and identifying multi-year strategies for improvement on 1) attendance and 2) challenging behaviors
- Worked with CAN Leader Jenny Smithson to involve community organizations and community members, within the work of the CAN, to expand its impact and reach both in and out of school

THIS YEAR IN GRANTMAKING

The Foundation awarded more than \$5.4 million in grants to local nonprofit organizations for projects, programs, and initiatives within our five focus areas of:

**EDUCATION
AND YOUTH**

**ARTS AND
CULTURE**

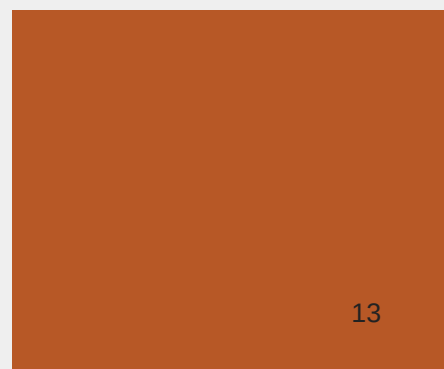
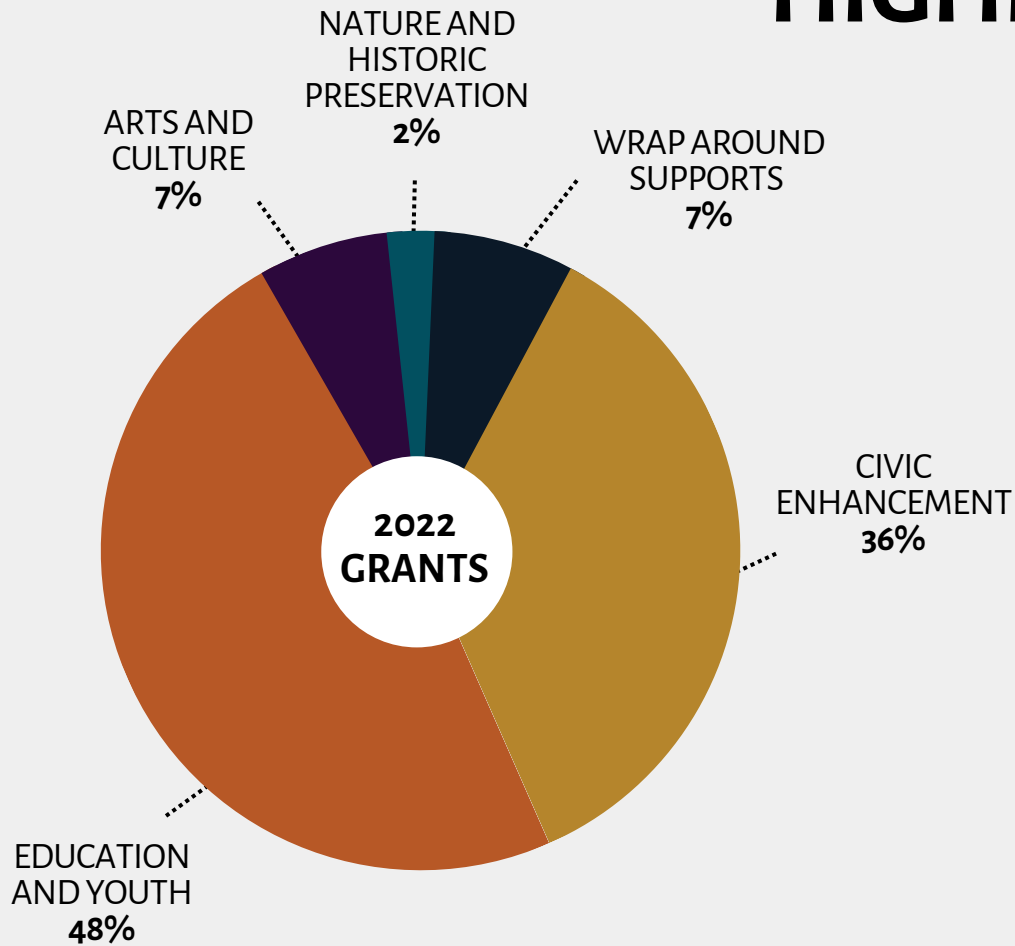
**WRAP
AROUND
SUPPORTS**

**CIVIC
ENHANCEMENT**

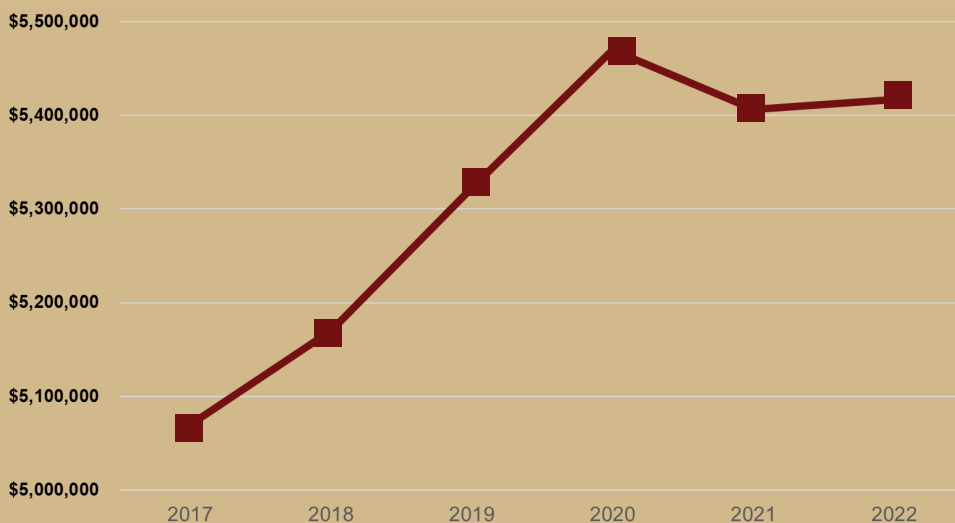
**NATURE AND
HISTORIC
PRESERVATION**



GRANTMAKING HIGHLIGHTS



GRANTMAKING OVER THE YEARS



GRANTS AWARDED

TYPES OF GRANTS

O = Operating **P** = Program Specific **M** = Matching Opportunity **C** = Capital and Equipment **E** = Endowed Funds

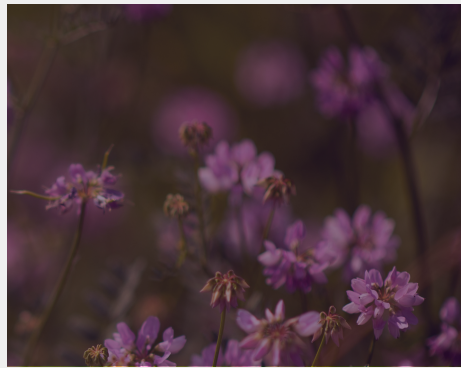
EDUCATION AND YOUTH

Organization	Amount	Type	Purpose
Ball State University	\$800,000	E	George and Frances Ball Scholarship
Boys & Girls Clubs of Muncie	\$150,000	O, P	Operations and Programming
College Mentors for Kids	\$12,000	P	BSU Chapter Programming
Fellowship of Christian Athletes	\$10,000	O	ECI Operations
First Choice for Women	\$5,000	P	Toddler Milestone Initiative
Heart of Indiana United Way	\$92,500 \$1,500	O	Delaware County Operations Good Attendance Campaign
Innovation Connector	\$58,500	P	Coding Connector and SparkIT
Ivy Tech Foundation	\$400,000 \$79,000	C, P	George and Frances Ball Building WorkMatters Program
Motivate Our Minds	\$40,000	P	Afterschool Enrichment Program

EDUCATION AND YOUTH CONTINUED

Organization	Amount	Type	Purpose
Muncie Children's Museum	\$25,000	O	Director of Education and Exhibits
Muncie Community Schools	\$777,000 \$13,600 \$10,000 \$3,500	O, P	High School Graduation CAN Strategies, Data Team and System Southside Middle School Robotics Team Geoffrey Canada Education Summit Summer School Incentive Program
Project Leadership	\$40,000	P	College and Career Readiness Programs
Shafer Leadership Academy	\$5,000	P	Parent Council Support at South View
TeenWorks	\$50,000	P	Summer and Year-Round Programs
Youth for Christ, Muncie Area	\$32,500 \$16,250	P	Juvenile Justice Ministry at the YOC CityLife Program at Southside Middle School





ARTS AND CULTURE

Organization	Amount	Type	Purpose
Cornerstone Center for the Arts	\$90,000	E	General Operating Support
ECI Chamber Orchestra	\$4,000	P	Free Muncie Concerts
Masterworks Chorale	\$3,500	P	October Concert
Muncie Arts and Culture Council	\$100,000	C	Muncie Arts and Culture Trail
Muncie Civic Theatre	\$87,786	O	Scripts, Royalties, and Music for the Season
Muncie Downtown Development Partnership	\$7,500	P	Three Trails Music Series
Music for All	\$15,000	P	Summer Symposium
Orchestra Indiana	\$40,000	O	General Operating
Youth Symphony Orchestras of ECI	\$10,000	P	Partnership Program

TYPES OF GRANTS

O= Operating **P**= Program Specific **M**= Matching Opportunity **C**= Capital and Equipment **E**= Endowed Funds

WRAP AROUND SUPPORTS

Organization	Amount	Type	Purpose
AWAKEN	\$5,000	O	MARRC Case Management
Christian Ministries	\$25,000	P	Men's Emergency Sleeping Room
Greater Muncie Habitat for Humanity	\$85,000	P	Homeownership and Repair Program
Heart of Indiana United Way	\$92,500	O	Delaware County Operations
Inside Out, CDC	\$50,400	P, M	Fresh Directions for Kids Meal Program and Annual Fund Match Challenge
Open Door Health Services	\$13,000	P	Covering Kids and Families
Second Harvest Food Bank	\$40,000	P	Big Idea Initiative in Delaware County
Youth Opportunity Center	\$34,000	O	Child and Family Psychology Fellowship
YWCA Central Indiana	\$40,000	P	Emergency Shelter and COTS Program



TYPES OF GRANTS

O = Operating **P** = Program Specific **M** = Matching Opportunity **C** = Capital and Equipment **E** = Endowed Funds

CIVIC ENHANCEMENT

Organization	Amount	Type	Purpose
Ball State University	\$5,000	P	Middletown Studies
Community Enhancement Projects	\$54,000	C	Muncie Memory Spiral
The Community Foundation of Muncie and Delaware County	\$5,000	P	Funders Forum
Delaware Advancement Corporation	\$60,000	O	Vision 2021 Gap Year
ECI Regional Partnership	\$65,000	O, M	General Operating and Out-of-County Matching Challenge
Indiana Philanthropy Alliance	\$9,000	O	Statewide Grant
Minnetrista	\$1,110,000 \$5,000	O, C	General Operating and Capital CEO Transition Funds
Muncie Action Plan	\$5,000	C	Country Village Creekwood Playground Improvements
Nonprofit Support Network	\$55,000	O	General Operating
Open Door Health Services	\$30,000	O	8twelve Coalition

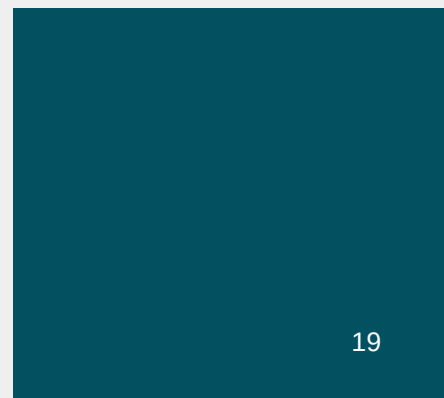
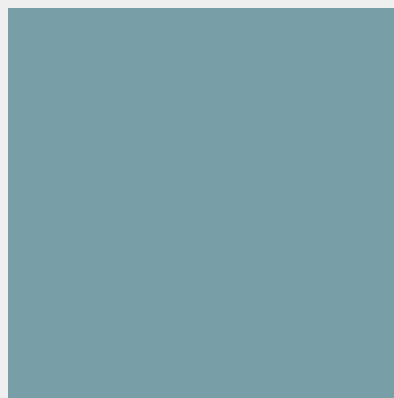
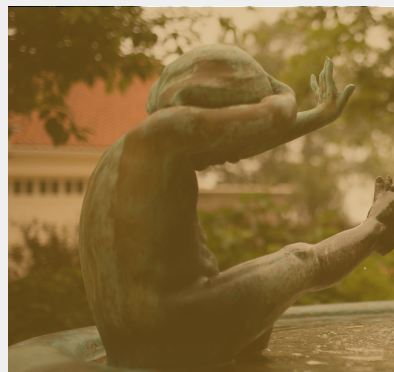


CIVIC ENHANCEMENT CONTINUED

Organization	Amount	Type	Purpose
Riley Children's Foundation	\$50,000	O	Luke Bracken Wiese Fund for Juvenile Diabetes Research
Ross Community Center	\$30,000	P	Family and Community Engagement
Whitely Community Council	\$35,000	O	Executive Director Support
YMCA of Muncie	\$415,000	C	New Building Project

NATURE AND HISTORIC PRESERVATION

Organization	Amount	Type	Purpose
Red-tail Land Conservancy	\$60,000	O, M	General Operating and Annual Fund Matchign Challenge
The Nature Conservancy	\$70,000	P	Upper White River Watershed Project



OUR TEAM



STAFF

Thomas Kinghorn
President and CEO

Kortney Zimmerman
Senior Program Officer

Kelsey Harrington
Program and Analytics Officer

Tamara Phillips
President and CEO, Ball Associates

Carol Seals
Accountant, Ball Associates

Shannon Cline
Administrative Assistant, Ball Associates

DIRECTORS

Jon H. Moll
Chairman

Stefan S. Anderson
Chairman Emeritus

Ronald K. Fauquher
Vice Chairman

Ted Wiese
Secretary

Tamara S. Phillips
Foundation Manager

Will Bracken

Ermalene M. Faulkner

Michael B. Galliher

Steven M. Smith

Marianne Vorhees

Directors Emeritus

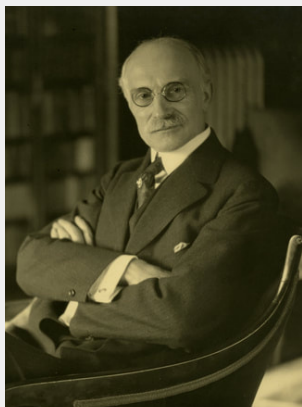
Norman E. Beck
Joan H. McKee
Robert M. Smitson

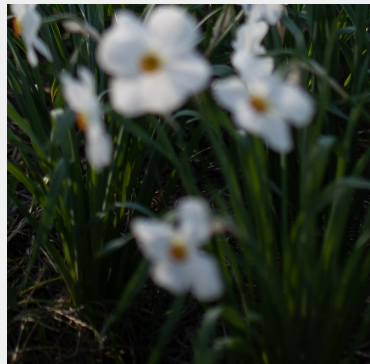
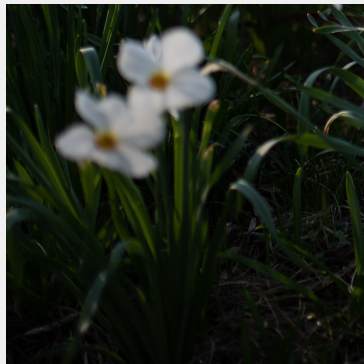
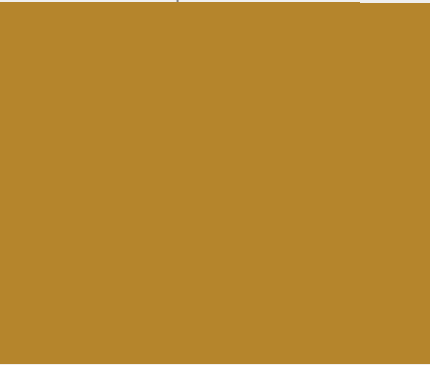
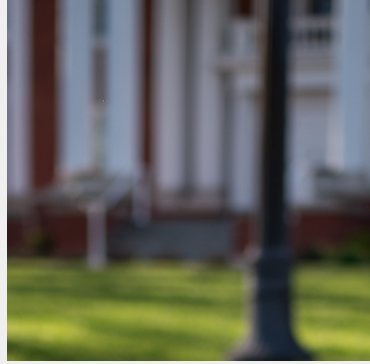
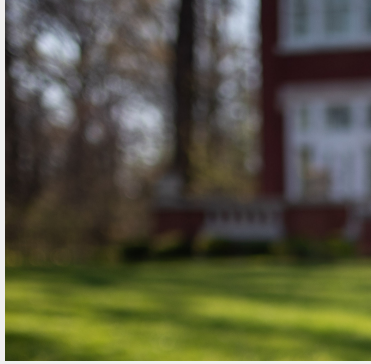
G.A. BALL FAMILY LEGACY



CELEBRATING 85 YEARS OF CONTINUED COMMITMENT TO MUNCIE AND DELAWARE COUNTY

The Foundation, founded in 1937 by George and Frances Ball, was organized exclusively to promote charitable, scientific and educational purposes, with a strong commitment to the needs of East Central Indiana. The family was well known for their philanthropy and for numerous other accomplishments including championing education, collecting items such as rare children's literature, and creating the Ball Jar Blue Book. Honoring the family's interests and legacy past, present, and the future, the Foundation reviews and funds grants across 5 different focus areas including education and youth, civic enhancement, arts and culture, wrap around supports, and nature and historic preservation. The Foundation adopted a new proactive grantmaking strategy in 2018, which carries forward the education-focused legacy of George and Frances Ball with efforts to increase educational attainment through a community Cradle to Career Initiative.





GEORGE AND FRANCES BALL FOUNDATION

Investing in the prosperity of children, families, and community.



(765) 741-5500



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www.gfballdn.org