



College and Community Collaboration

Frequently Asked Questions

As of 3/23/2023

This document provides answers to several frequently asked questions (FAQs) about Lilly Endowment's College and Community Collaboration (CCC) initiative. The FAQs are intended to supplement the information provided in the CCC Request for Proposals (RFP), which can be found [here](#).

The Endowment encourages all interested institutions to carefully review both the RFP and these FAQs when considering submission of a request for funding under this initiative.

Initiative Eligibility and Design

1. Are colleges and universities permitted to submit more than one grant proposal and/or submit a proposal to support more than one campus location?

Other than Indiana University (IU) and Purdue University (Purdue), a college or university may submit only one proposal for grant funding for one location: its core or main campus. As noted on page 2 of the RFP, many colleges and universities serve as "anchor institutions" in the communities in which they have been firmly rooted. Especially with their main campuses, these institutions have accumulated over decades substantial social capital that can provide them the ability, among other things, to convene stakeholders and build consensus to achieve positive outcomes for their communities.

2. IU and Purdue may submit separate implementation grant proposals for up to three and two campuses (core or regional campuses), respectively. Does this opportunity include their other system-wide locations?

No. With this initiative, the Endowment does not contemplate making grants to support regional centers, extensions, satellites or other locations that may be considered part of IU's or Purdue's overall educational systems. For most eligible institutions, the opportunity under the initiative extends only to their main campuses. With respect to IU and Purdue, the opportunity under this initiative extends only to their respective core and regional campuses.

Phase 1: Planning Proposal

3. Does the 5-page limit for the Phase 1 planning grant proposal include the required cover letter signed by the president of the college or university?

No. The cover letter that is to be signed by the college or university president and submitted with the Phase 1 planning grant proposal is not included in this page limitation.

4. How may an institution use planning grant funds?

Planning grant funds may be used for a range of purposes to help an institution identify or develop and then, if the institution elects, submit an implementation grant proposal describing its most compelling project that furthers the aim of the CCC initiative. These funds may be used to facilitate collaboration with community stakeholders and to engage in planning activities that could include, among other activities, market assessments, identification of prospective sites for redevelopment, studies of best practices, site visits to other campuses or communities, consultation with private consultants and exploration of financing options.

5. Is an institution required or expected to include in its planning grant proposal the submission deadline that the institution is working toward?

No. An institution is not required or expected to indicate in its planning grant proposal by which deadline it plans to submit its implementation grant proposal.

6. How does the Endowment define community for purposes in this initiative?

The Endowment is using the term community in a broad sense for this initiative. Community may include neighborhoods adjacent to a college or university campus, neighboring or surrounding communities or a broader region or county in which the college or university is located.

7. If an institution has already engaged in substantial planning activities, can it disregard Phase 1 of the initiative and/or use those funds for another purpose?

A college or university must participate in the initiative's noncompetitive planning phase to be eligible to submit a proposal for the competitive implementation phase. We appreciate that some institutions have undertaken substantial planning and stakeholder engagement activities and hope that additional time and resources will strengthen those efforts. Phase 1 planning grant funds should be spent on planning activities that further the aim of the CCC initiative.

8. Is it appropriate to use Phase 1 planning grant funds to assess and evaluate multiple potential Phase 2 implementation concepts to select and submit the most viable and impactful project for submission of a Phase 2 implementation grant proposal?

Yes. It is permissible to use Phase 1 planning grant funds to evaluate multiple concepts and potential projects that further the aim of the CCC initiative.

9. For institutions with core and regional campuses, should the Phase 1 planning grant proposal identify which campuses will be included in the Phase 2 implementation grant proposal?

Although IU and Purdue are eligible to submit implementation grant proposals for more than one campus, they are not required to identify those campuses in the planning grant proposal.

10. In the Phase 1 planning grant proposal, may an institution request funding for indirect costs (e.g., facilities and administration costs)? If this is permissible, is there a limit?

In Phase 1 planning grant proposals, colleges and universities may include indirect costs in their budgets that do not exceed 10 percent of the total request for planning support.

11. Should an institution identify potential consultants in its planning grant proposal?

Colleges and universities should carefully consider the relevant experience, expertise and qualifications of consultants that they might engage as part of the planning process, but it is not necessary to identify potential consultants in the Phase 1 planning grant proposal.

12. May planning grant activities continue after an institution submits an implementation grant? If an institution does not spend all of its planning grant funds, may those funds be used for other purposes?

If an institution submits an implementation grant proposal this year, the Endowment does not expect planning activities to continue after the institution submits a proposal on or before September 1, 2023. If, however, the institution is not awarded an implementation grant in 2023 and chooses to submit a revised implementation proposal in 2024, it may use any remaining planning funds to support additional planning activities for the revised proposal submitted on or before March 1, 2024.

The Endowment has not determined whether it will approve the use of planning grant funds for other purposes. If after the grant period expires there are unspent planning grant funds, the college or university should contact Endowment staff regarding the use of the remaining funds.

Phase 2: Implementation Proposal

13. If an institution submits an implementation grant proposal by the September 1, 2023, submission deadline and the project is not funded, may the institution submit a revised implementation grant proposal for the March 1, 2024, submission deadline? If so, may the institution seek feedback from the Endowment as part of the re-submission process?

Colleges and universities that do not receive a grant in 2023 after submitting an implementation grant proposal may submit a revised implementation grant proposal by March 1, 2024. However, as this is a competitive initiative, Endowment staff will not provide specific feedback on any implementation grant proposal.

14. What does the Endowment mean by “demonstrable community benefit?”

While a proposed project may benefit a college or university, the project should not solely or principally benefit the institution. The proposed project should have a community-centered, mutually beneficial purpose. It should be designed to be broadly and readily available to and/or used by the community. The proposed project should be designed to include ongoing oversight and governance that meaningfully includes key community stakeholders, where applicable.

15. May an institution submit an implementation grant proposal and be a collaborator on another proposal led by a different institution?

With the exception of IU and Purdue, the Endowment will accept only one proposal from each eligible institution. If two institutions collaborate on a project that benefits a shared community, they should submit a joint implementation grant proposal. This joint proposal will serve as their respective implementation grant proposal submissions. In this instance, available funding for a joint implementation grant proposal would increase to up to \$50 million but remains limited to 30 percent of the overall proposed project budget. Another proposal may not be separately submitted by either institution.

16. Does this initiative favor brick-and-mortar projects more than joint college-community services or programs?

No. It is permissible to seek funding for any efforts that further the aim of the initiative and address the guiding questions outlined on pages 2 and 3 of the RFP and the Phase 2 selection criteria on pages 5 and 6 of the RFP. Please bear in mind that the aim of the initiative is to encourage Indiana's colleges and universities to collaborate with community stakeholders to envision and jointly undertake significant community development efforts to create more vibrant places in which to live, learn, work and play.

17. May an institution submit an implementation grant proposal for a capital project that is not located on college property?

Yes. It is permissible to seek funding for any efforts that further the aim of the initiative and address the guiding questions outlined on pages 2 and 3 of the RFP. Institutions should also take into consideration the Phase 2 selection criteria described on pages 5 and 6 of the RFP. Please bear in mind that the aim of the initiative is to encourage Indiana's colleges and universities to collaborate with community stakeholders to envision and jointly undertake significant community development efforts to create more vibrant places in which to live, learn, work and play.

18. May an implementation grant proposal include multiple, unrelated projects or subcomponents?

No. One of the purposes of the noncompetitive planning grant funds in Phase 1 of this initiative is to afford institutions the opportunity to evaluate multiple concepts and potential projects during the planning process. Through that process and collaborative deliberations, a project or plan that identifies a cohesive strategy that is aligned with the aim of the CCC initiative should emerge. Implementation grant proposals may include multiple and related programs and/or projects; however, the programs and projects that are complementary and part of a cohesive strategy will likely be favored in the competitive phase of the initiative.

19. May the Phase 2 implementation grant proposal include an academic program expansion designed to meet a community need?

Yes. In its implementation grant proposal, the institution should demonstrate that the program expansion meets the needs of the community in which the institution is located. As noted previously, an institution may seek funding for any efforts that further the aim of the initiative and address the guiding questions outlined on pages 2 and 3 of the RFP.

20. Are facilities that have an athletic/wellness focus eligible for funding under the initiative?

Yes. In its implementation grant proposal, the institution should demonstrate that the facilities will meet the needs of the community in which the institution is located. As previously noted, an institution may seek funding for any efforts that further the aim of the initiative and address the guiding questions outlined on pages 2 and 3 of the RFP.

21. Will the Endowment limit the amount of grant money spent on construction costs for the implementation phase?

There is no specific limit on construction costs. As noted in the RFP, however, the Endowment will only partially fund a proposed project. That is, requested grant amounts in support of a proposed project may not exceed 30 percent of a proposed project budget.

22. In the Phase 2 implementation grant proposal, may an institution request funding for indirect costs (e.g., facilities and administration costs)? If this is permissible, is there a limit?

Colleges and universities may include in their Phase 2 implementation grant proposals funding for indirect costs; however, those costs may not exceed 10 percent of the total request for grant funding.

23. Will all funds for the implementation phase need to be received directly by the college or university to count towards the 70 percent project funding requirement, or can external investments that are committed to the project be included?

Other sources of project funding committed to the proposed project may be counted toward the 70 percent project funding requirement. All funding included in the project budget should be credible, likely to be secured, and sufficient to execute and sustain the proposed project. The implementation grant proposal should clearly demonstrate that the other sources of project funding will be used to support projects that are part of the cohesive strategy outlined in the proposal. Implementation grant proposals should include only sources of funding used to finance or support projects that are planned or in-progress.

24. If an institution proposes to collaborate with a project already underway in the community, can it count dollars recently secured or allocated to the community project as part of the 70 percent project funding requirement, even if these dollars were secured prior to the institution's participation in the initiative?

If, after collaborative efforts with community stakeholders in the planning process, all parties agree that an existing community project should be submitted in the implementation phase of the CCC initiative, the funding previously secured in connection with the community project may be counted toward the 70 percent project funding requirement even though the college or university was not previously involved in the community project. The implementation grant proposal should thoroughly describe the community project, expected completion date and progress toward the completion of the project. In this instance, the Endowment expects to distribute funding to support projects that are ongoing, underway or forthcoming and not previously completed. Importantly, the community project must further the aim of the CCC initiative.

25. The amount of the grant request from the Endowment may not exceed \$25 million and that amount may not be more than 30 percent of a proposed project's budget. Does that mean that a project would have to be in excess of \$83 million—roughly \$25 million from the Endowment and \$58 million from other funding sources?

A response to this question may be best served through a few illustrations. But first, to reiterate, colleges and universities may be eligible to receive implementation grants of up to \$25 million; however, there

is no minimum amount of grant funding that an institution may request through the CCC initiative (please see example A below). Institutions that submit implementation grant proposals requesting grant funds less than the “maximum” \$25 million from the Endowment can be compelling and competitive in the CCC initiative. Also, if a project described in an implementation grant proposal is extraordinarily compelling, the Endowment may choose to award funding exceeding the 30 percent funding limit.

Example A: An institution submits an implementation grant proposal with a project budget totaling \$50 million to fully implement the plan. The institution may be eligible to receive grant funding from the Endowment of up to \$15 million for the project (30 percent of the proposed \$50 million budget).

Example B: An institution submits an implementation grant proposal with a project budget totaling \$125 million to fully implement the plan. In this instance, 30 percent of the proposed \$125 million budget amounts to \$37.5 million. Unless the proposed project is extraordinarily compelling, the institution may be eligible to receive grant funding from the Endowment of up to \$25 million.

26. If a college or university is contributing the land for a development project, can the value of that land be considered as a financial contribution for a project?

Yes. Sources of project funding may include real property that can be readily valued (e.g., through appraisals or other established valuation processes).

27. Will the Endowment consider other forms of in-kind contributions as part of other sources of project funding that may be applied to the 70 percent project funding requirement?

In addition to cash and cash equivalent (e.g., publicly traded stocks or bonds), the Endowment will consider in-kind contributions such as real or personal property that can be readily valued (e.g., through appraisals or other established valuation processes) as other sources of funding that may be applied toward the 70 percent project funding requirement.

In-kind contributions of services – such as the use of loaned employees, utilities or maintenance – may be treated as another source of project funding only if the value of such services will be determined on an objective, reasonable and documented basis (for example, timekeeping records used to determine employee salaries allocated to the project or separately metered utility costs). An institution must demonstrate that any in-kind contributions of services described in its implementation grant proposal are directly, and not indirectly, linked to the proposed project that supports the aim of the CCC initiative.

General

28. What does the Endowment want to achieve through this initiative?

Through the CCC initiative, the Endowment would like to see several compelling projects emerge that demonstrate significant potential to improve the quality of life and place in communities across the state of Indiana. The Endowment is interested in helping colleges and universities address opportunities and challenges in their communities in ways that benefit both the institutions and community residents and provide partial support for compelling projects that create more vibrant places in which to live, learn, work and play in communities throughout the state.

29. When will the Endowment distribute funds to colleges and universities for each phase of the initiative? Is funding disbursed in total or is it reimbursed based on proof of expenses?

The Endowment anticipates announcing Phase 1 planning grants on or before April 28, 2023. The Endowment anticipates announcing Phase 2 implementation grants by December 15, 2023, for proposals submitted by the first submission deadline (September 1, 2023) and expects to distribute funds to those institutions receiving grant awards by the end of the year. With respect to proposals submitted by the second submission deadline (March 1, 2024), the Endowment anticipates announcing these implementation grants by the end of July 2024, and expects to distribute funds to those institutions receiving grant awards on or before September 30, 2024. Funds will not be distributed on a reimbursement basis. The Endowment expects to disburse funds to those institutions receiving grant awards in single or multiple disbursements.

30. May a college or university engage with Endowment staff to discuss ideas, receive feedback on a proposal or obtain further clarification about this initiative?

Given the competitive nature of the initiative, Endowment staff will not provide feedback on ideas or proposals. Clarifying questions may be submitted to Endowment staff at collegeandcommunity@lei.org.