



# Baylor University

**COLLABORATIVE ON HUNGER AND POVERTY**

STRATEGIC PLAN · 2020-2030

*Produced by*

The Baylor Collaborative on Hunger and Poverty



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## OVERVIEW OF THE PLANNING PROCESS

The leadership team and staff of Texas Hunger Initiative (THI), which is now part of the Baylor Collaborative on Hunger and Poverty (BCHP), embarked on a strategic planning process to develop the organization's roadmap for the next ten years and beyond. The planning process took place over 18 months beginning in March 2018.

**March 2018:** THI leadership initiated the strategic planning process by researching potential approaches and forming a strategic planning workgroup to govern the process.

**May 2018:** THI leadership shared the strategic planning process and plans with staff at the annual All Staff Meeting in Waco.

**August 2018:** THI leadership administered and analyzed responses to the Organizational Capacity and Assessment Tool 2.0 (OCAT) survey, an instrument designed to help nonprofits assess their capacity.

**Nov 2018-Jan 2019:** THI leadership debriefed OCAT results with small groups of THI staff, and the THI Executive Director conducted interviews with regional staff.

**March-April 2019:** THI conducted an anti-hunger landscape assessment, guided staff feedback sessions, and stakeholder interviews.

**June 2019:** THI finance staff developed a financial model to determine funding needs given the proposed plan.

**September-October 2019:** THI developed and edited the strategic plan.

**October 2019:** THI and Baylor University launched the Baylor Collaborative on Hunger & Poverty (BCHP), with THI as a project of the collaborative.

**December 2019:** BCHP leadership reviewed and approved the strategic plan.

**Covid-19 Impact:** When the Covid-19 pandemic hit, BCHP pivoted our work to pandemic response and expanded the Meals-to-You (MTY) pilot program to include 43 states and Puerto Rico, shipping nearly 40 million meals to children during school closures. Additionally, our field offices supported school districts and organizations across the state with pandemic response and support. Though we continued working towards our strategic planning goals during this time, our efforts were focused on ensuring households had access to meals. The pandemic shifted the landscape of hunger in America and consequently our work. In Fall 2021, BCHP began to shift out of pandemic response and turn our focus to long-term BCHP goals outlined in this strategic plan. As a result, our roadmap and key milestones were updated from 2020-2025 to 2022-2025.

## INTERNAL & EXTERNAL ANALYSIS

The Baylor Collaborative on Hunger and Poverty (BCHP) is a highly successful Baylor University project impacting families and communities across the nation. Through research, innovation, and multi-sector collaboration, BCHP expands anti-hunger programs and connects existing food resources to the people who need them most. BCHP has seven regional offices, over 100 staff and fellows – including full-time employees, VISTA, student staff, interns, and faculty fellows – and over \$8.8 million in current, active project funding as of September 2019. Since its beginning, BCHP’s lifetime funding has grown to over \$35 million in awards and endowments.

In summary, the long-term strategic questions facing BCHP are:

- How do we stay opportunistic and also be focused for maximum effectiveness?
- Where are the opportunities for improvement within our current model?
- How do we communicate who we are and what we do?
- How do we maximize our relationship with Baylor University?
- How do we ensure long-term financial sustainability?

### Sources of Revenue.

From 2009 to 2019, BCHP’s revenue sources included grants, contracts, gifts, endowments, and individual donations.

- Annual revenue grew from \$300,000 in 2009 to \$8.8 million in 2019.
- BCHP received its first endowment funds of \$250,000 in 2018.
- Of BCHP’s \$26.4 million in lifetime expenses, grants funded 95%, gifts funded 3%, and indirect cost revenue funded 2%.

### Organizational Capacity Assessment.

In 2018, BCHP utilized the McKinsey & Company Organizational Capacity Assessment Tool 2.0 (OCAT) as part of its internal analysis. The OCAT is an online survey that asks nonprofit staff to rate their organization’s operational strengths and weaknesses across ten dimensions – such as management, marketing, and technology – and then discuss the results using a capacity framework. BCHP leadership emailed the OCAT survey to BCHP staff and analyzed responses with the goal of discerning capacities to implement effective organizational changes. The survey found that BCHP is highly competent in managing process and in staff quality and credibility. Areas for improvement included enhancing and clarifying our aspirations and strategy (see Table 1). Below is a summary of the highest and lowest areas of capacity as reported by THI staff in the OCAT survey.

**Table 1. 2018 BCHP OCAT Results (4=high capacity)**

<b>High Capacity</b>	<b>Score</b>	<b>Low Capacity</b>	<b>Score</b>
Executive Director external recognition	3.8	Sustainable funder base	2.0
Human Resources policies/procedures	3.7	Effective use of social media	2.0
Staff quality & credibility	3.6	Engagement with those whom serve	1.9
Financial Management Systems	3.5	Clarity of vision	1.9
Research Skills	3.4	Communication methods employed	1.7
Diversity of staff skills and experience	3.3	Use of strategic plan	1.4

The OCAT debrief found there is a general sense that BCHP has a strong reputation, BCHP staff are top quality, and being part of Baylor University is important for our administrative capacities. In addition, our funders allow us flexibility to innovate. Regarding challenges, staff reported needing to strike a balance between emphasizing flexibility in scope of work while also providing sufficient structure and direction. Staff expressed a desire for a plan that reaches beyond current funding constraints and deliverables. Moving forward, staff agree that it is important to ensure healthy and productive internal communication across all offices. Staff are interested in more face-to-face opportunities, perhaps through video-conferencing and suggested quarterly meetings should include structure and unstructured time for one-on-one and small group interaction. Staff are also interested in BCHP developing a formal policies and procedures document or new-employee packet.

### **Executive Director Interviews.**

The BCHP Executive Director conducted staff interviews that revealed three primary programmatic strengths: BCHP's structural and operational strength, BCHP's industrious and creative staff, and BCHP's participation in broad and deep networks. Regarding which strengths to maximize, staff emphasized needing to be more strategic about the dissemination of our work. Staff also highlighted the opportunity to more holistically track and monitor work. Unaddressed gaps include a statewide approach to addressing rural hunger, senior hunger, and WIC access. Interviews revealed opportunities exist to better connect hunger with health, such as connecting hospitals and medical organizations. Our team noted creating a platform for individuals living in hunger and poverty is essential, and staff reported interest in identifying ways to elevate the voices of children and families in advocacy.

### **Start-Stop-Keep Feedback.**

BCHP staff participated in a Start-Stop-Keep exercise to determine activities to consider starting, stopping, or keeping. Staff identified the following activities and tasks that BCHP should consider *starting*: creating an advisory board; conducting local donor campaigns; forming new Hunger Free Community Coalition cohorts; exploring senior nutrition programs; offering mission trips for BCHP staff; sending toolkits to hard-to-reach communities; standardizing disseminated materials, reports, and data; and writing educational papers about hunger and poverty. Staff identified the following activities that BCHP should consider *stopping*: modifying frequent and lengthy internal update calls and emails; providing perpetual Hunger Free Community Coalition backbone support; and using vague language about who within BCHP is responsible for specific tasks. Lastly, staff identified the following items to consider *keeping*: hosting annual hunger summits; offering annual mission trips; conducting child nutrition program work; disseminating best practices and how-to toolkits; and allowing regions to be creative to meet the needs of communities.



**SWOT Analysis.**

Through group discussion and brainstorming, staff collectively identified the following strengths, weaknesses, opportunities, and threats (SWOT) to BCHP. Results from the SWOT analysis are in Table 2.

**Table 2. BCHP SWOT Analysis**

<p><b>Strengths</b></p> <p>Innovative Collaborative  Flexible Relational  Organized Humble  Resourceful Passionate  Ask Questions Use Data</p>	<p><b>Weaknesses</b></p> <p>“Yes” Culture  Funding Instability  Unclear Messaging  Abstract Jargon  No Clear North Star  Media Communications</p>
<p><b>Opportunities</b></p> <p>Special Populations (college, seniors, etc.)  Work with Medical Field  Health/Nutrition Focus  Growth Beyond Texas  Convene Nationally  Work with Congregations  More Research with Fellows</p>	<p><b>Threats</b></p> <p>Policy Changes  Structure and Staff Changes  Geography Challenges  Patience/Persistence  Territory/Turf Wars  Funding Losses  Unreached Demographics</p>

**Anti-Hunger Landscape.**

As an organization, BCHP is comparable to university-based research centers and anti-hunger nonprofit organizations. Given our unique focus on both research and programmatic interventions, BCHP does not compare directly with any one organization; BCHP only shares similarities with organizations. For example, Table 3 displays examples of select national and state-based nonprofits as well as university-based projects that BCHP works alongside and shares some similarities.

**Table 3. Similar Organizations and Nonprofits**

<b>National Anti-Hunger Organizations</b>	<b>State Anti-Hunger Organizations</b>
<p>Feeding America  Hunger Free America  Food Research and Action Center  Share Our Strength  Bread for the World  Alliance to End Hunger  Meals on Wheels America  Mazon Inc: A Jewish Response to Hunger  Why Hunger</p>	<p>New York Hunger Solutions  Hunger Free Colorado  Hunger Free Oklahoma  Partners for a Hunger Free Oregon  Maryland Hunger Solutions  Hunger Free New Jersey  End Hunger Connecticut  Arkansas Hunger Relief  Hunger Solutions Minnesota</p>



**University-Based Hunger Projects**

University of Kentucky Center for Poverty Research  
The Institute for Research on Poverty at the University of Wisconsin-Madison  
Joint Center for Poverty Research at Northwestern and University of Chicago  
Center on Poverty & Social Policy at Columbia University  
Center for Hunger Free Communities at Drexel University  
Center for Poverty Research at UC, Davis  
Jameel Poverty Action Lab at MIT  
Hunger Solutions Institute at Auburn University  
Feinstein Center for a Hunger Free America at the University of Rhode Island

**Stakeholder Interviews.**

Staff conducted stakeholder interviews with BCHP partners to elicit feedback from external individuals who are knowledgeable of BCHP’s work. First, staff interviewed Rachel Canter and Allison De La Cuesta with Share Our Strength (SOS) in April 2019. They described their relationship with BCHP as a collaborative partnership. They view BCHP as community organizers who do a good job of listening to the local community and providing important services to school districts. SOS believes that BCHP should consider being more direct and focused with sponsors and school administrators and adopting a more targeted approach. They also note that BCHP should maintain an eye for innovation and persist to scale those efforts. Lastly, they mentioned that BCHP could be more proactive in including other No Kid Hungry partners across the country in communications to help share best practices. Next, BCHP interviewed Melissa Dozier Gonzales with the Texas Department of Agriculture (TDA) in May 2019. She identified that through the years TDA and BCHP have developed a mutually beneficial partnership where BCHP leverages the federal nutrition programs that TDA administers. She suggested that BCHP be intentional about considering the future of Texas and its changing and diverse needs. Specially, she emphasized strengthening community level relationships as a key to ensuring that hunger is addressed in Texas.

## OUR MISSION

### **To end hunger through research and collaboration.**

BCHP's roadmap begins with our mission. Our core purpose is to help communities end hunger and its causes by better use of existing resources. We gather all actors around the same table to solve problems, encourage innovation, and research new ideas so we can build on successful strategies. BCHP work to end hunger and share our tested hunger relief models across geographies and contexts.

## OUR VISION

### **Hunger is solvable.**

We envision a world where all communities believe that hunger is solvable and have the tools they need to solve it. The same tools they might need to respond to a crisis or natural disaster: coordinated efforts, a menu of proven strategies, and real-time data. We envision a world where complex problems like hunger are solved by communities working together in new ways.

## OUR VALUES

Our core values guide our work and remind us who we are and how we act:

**Discovery.** We are guided by research and are always learning.

**Innovation.** We advance new ideas and never settle for the status quo.

**Teamwork.** We collaborate to leverage collective know-how.

**Equity.** We strive to level the playing field and remove barriers for all.

## STRATEGIC PRIORITIES

To achieve our vision of success, the following priorities and key strategies will guide our future:

1. Improving outcomes for populations that are food insecure.
2. Growing awareness with funders and stakeholders by strengthening the understanding of what BCHP does and who it serves.
3. Expanding reach by increasing media coverage and publications.
4. Improving management by developing an advisory board and increasing transparency.
5. Achieving sustainable and diversified funding with a balanced use of resources.





## STRATEGIC PRIORITY #1: IMPROVING FOOD INSECURITY OUTCOMES

### Goals & Strategies

1. Improve Participation: Increase Participation in Federal Nutrition Programs.
2. HFCCs: Build Hunger Free Community Coalitions.
3. HFCC Network: Strengthen Hunger Free Community Coalition Network.
4. Improve Outcomes: All programming is intentional with targeted measurable outcomes.
5. Conduct Research: Produce and share research that contributes to food insecurity literature.

### Roadmap & Key Milestones

Goals	2022	2025	Dependencies/ Resources Needed
1. Improve FNP Participation			
2. HFCCs			
3. HFCC Network			
4. Improve Outcomes			
5. Conduct Research			



## STRATEGIC PRIORITY #2: GROWING AWARENESS

### Goals & Strategies

1. Collaborative: Create the Baylor Collaborative on Hunger & Poverty, with THI as a project.
2. Book Tour: Launch the “I Was Hungry” Campaign.
3. Office Space: Gather BCHP central office facilities that set us apart at Baylor University.
4. Regional Offices: Nurture and support the regional learning labs.

### Target Audiences & Key Messages

- Baylor University
- Community Leaders
- Schools
- Nonprofit and Government Agencies
- Media
- Funders and Donors

### Roadmap & Key Milestones

Goals	2022	2025	Dependencies/ Resources Needed
1. Collaborative			
2. Book Tour			
3. Office Space			
4. Regional Offices			

## STRATEGIC PRIORITY #3: EXPANDING REACH

### Goals & Strategies

1. Research Fellows: Grow the BCHP Research Fellows program and connect more faculty to our work.
2. Media: Strategically increase media coverage on all levels and through multiple channels.
3. Communication Resources: Add communications staff and resources strategically.
4. Publications: Share and promote BCHP publications and reports broadly and specifically.

### Roadmap & Key Milestones

Goals	2022	2025	Dependencies/ Resources Needed
1. Research Fellows			
2. Media			
3. Communications Resources			
4. Publications			

## STRATEGIC PRIORITY #4: IMPROVING MANAGEMENT

### Goals & Strategies

1. **Advisory Board:** Create a BCHP advisory board by actively soliciting members.
2. **Retention & Recruitment:** Retain and recruit staff to ensure quality growth and succession.
3. **Financial Statements:** Create financial statements for sharing across the organization.
4. **Structure Changes:** Modify organizational structure to ensure proper communication and management.
5. **Leadership Communication:** Improve routine and consistent communication from leadership to field offices.

### Roadmap & Key Milestones

<b>Goals</b>	<b>2022</b>	<b>2025</b>	<b>Dependencies/ Resources Needed</b>
1. Advisory Board			
2. Retention & Recruitment			
3. Financial Statements			
4. Structure Changes			
5. Leadership Communication			



## STRATEGIC PRIORITY #5: DIVERSIFYING FUNDING

### Goals & Strategies

1. Baylor Position: Solidify BCHP’s position and funding within Baylor University.
2. Endowment: Build a \$10 million endowment.
3. Donors: Recruit 1,000 individual donors.
4. Grants: Renew existing long-term grant funders.
5. Research: Improve sustainability and growth potential of BCHP research and evaluation work.

### Roadmap & Key Milestones

Goals	2022	2025	Dependencies/ Resources Needed
1. Baylor Position			
2. Endowment			
3. Donors			
4. Grants			
5. Research			

## STRATEGIC PLAN ADDENDUM

### BCHP FIVE-YEAR RESEARCH PRIORITIES

This addendum to the Baylor Collaborative on Hunger and Poverty (BCHP) Strategic Plan 2020 provides expanded information on BCHP's research priorities for the next five years. Our organizational mission is to end hunger through both research and collaboration, believing that research is an essential tool for understanding the sources, dynamics, and consequences of a social problem like hunger and poverty. What follows is a summary of our identified strategic research priorities.

#### **Research Priority #1: INCREASING RESEARCH OUTPUT**

- Expand the number of program evaluations we conduct, especially of USDA pilot projects.
- Increase our partnerships with the corporate sector to evaluate innovative anti-hunger interventions, including partners such as the Walmart Foundation, Dell Foundation, Episcopal Health Foundation, and the Myerson Family Foundation.

#### **Research Priority #2: DEVELOPING BCHP RESEARCH FELLOWS**

- Find new funding opportunities, in the form of research grants, for BCHP Research Fellows.
- Pursue randomized control trial funding from the Eleanor Crook Foundation for global hunger interventions in Africa.

#### **Research Priority #3: CREATING THE HUNGER DATA LAB**

- Launch the BCHP Hunger Data Lab in February 2020 as an open access website housing ready-to-use data and reports that can serve anti-hunger and poverty scholars and practitioners.
- Convene BCHP and Baylor University Sociology PhD students at the Center for Community Research and Development (CCRD) to compile and clean data, curate reports, and maintain the website.

#### **Research Priority #4: LAUNCHING FACULTY-DRIVEN LABS & CENTERS**

- Recruit faculty to dual appointments between BCHP and Baylor University academic departments, both in non-residential and residential capacities, and promote increased hunger and poverty research output.
- Launch these faculty-directed initiatives in the areas of 1) global health and hunger, 2) population health, and 3) economic opportunity.
- Pursue external funding to endow these faculty director positions.

#### **Research Priority #5: BUILDING A RESEARCH INNOVATION CENTER**

- Collaborate with local stakeholders to build a research and innovation center, a physical space for anti-hunger service providers and interdisciplinary researchers to share and discover innovative hunger and poverty solutions.