

## ABSTRACT

Studying Philanthropy to Further the Public Good in Waco, Texas

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In attempts to alleviate the conditions of poverty and create stronger communities, Americans, motivated to do good, often provide quick fixes to help the impoverished, rather than focusing on root causes and long-term impact. In the city of Waco, 30.6% of the population lives below the poverty level, which is the second highest rate in Texas. Philanthropy is one potential means to transform conditions of poverty, but permanent impact relies on philanthropic education. Last year, I participated in Baylor's Philanthropy and the Public Good course. In a group of 30 students, I functioned as part of a foundation board and research team, and served as a grant writer, working with 75 nonprofits. While learning about strategic giving, we donated eight grants, totaling to \$100,000. Through the experience, I discovered that strategic giving is connected to collaboration and philanthropic education. This thesis explores a definition of philanthropy, outlines the process of the philanthropy course, explains my experience of grant giving, and argues the significance of collaboration and philanthropic education for students as a means to improve Waco.

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STUDYING PHILANTHROPY TO FURTHER THE PUBLIC GOOD  
IN WACO, TEXAS

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By  
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## INTRODUCTION

Our response to poverty in America is one of the most concerning societal issues. American society often provides quick fixes to help those who are impoverished, rather than focusing on long-term impact. We readily give food, spare change, and an occasional hour of community service, but often we do not invest deeply into the root of the problem. These quick fixes are vital and beneficial to a certain extent, but we would do well to focus on long-term effects. To address this issue appropriately, society needs to first, recognize our shared brokenness and second, focus on investing in the lives of people in order for substantial change to become a reality.

One important example is the work of American churches. Mission teams go all over the world to try and fix this problem of poverty and deprivation. The American church has noble intentions to bring basic necessities and hope to those less fortunate. The problem with short-term alleviation is that people swarm into places of need for a short time, and then head home without serving due diligence to train and teach people how to provide for themselves. Society's response to material poverty must be different to make lasting changes. We must work to encourage self-sustainability and ensure that our actions have deeper implications than immediate bandages. We should be offering more than quick fixes; we should be offering enduring transformation. Altering society's response to poverty will lead to local, national, and global revolutions, but we must first change the way we approach generosity and educate about philanthropy.

In the fall of 2014, I had the opportunity to take a course entitled Philanthropy and the Public Good at Baylor University. The Once Upon A Time Foundation gave Baylor University a \$100,000 grant to initiate the course on the topics philanthropy and generosity. The one request for the money was that we give it all away in grants to nonprofit organizations. In a class composed of 30 students, we served as both a foundation board and program officers throughout the process. We researched the deep roots of poverty and worked with local nonprofits to learn about how they impact the people of Waco. The class was divided up into five groups that focused on different sectors of the community. My team worked closely with twelve nonprofits and narrowed our group's choices down to two nonprofits by the end of the process. As a class, we gave away eight grants of various amounts to organizations that we found would make the most lasting impact on the city. Through working with nonprofits and studying the art of generosity, we learned extensively about philanthropy and the significance of strategic giving.

This thesis is fourfold. The first chapter explores a definition of philanthropy and its role in society. In the second chapter, I give an explanation of the context and structure of the Philanthropy and Public Good course at Baylor University. Third, I discuss in detail the strategy behind the selection of grants that we chose to give through the course. Based on my experience and findings through the Philanthropy and Public Good course, I conclude by arguing that collaboration and philanthropic education have the potential to change the city of Waco and inform young people on the importance of generosity, something that can have a long-term impact on how we address public concerns, such as poverty, health, education, and community development.

## CHAPTER ONE

### What – Defining Philanthropy

#### *Approaching the Definition*

For centuries, scholars have debated the definition of philanthropy. They acknowledge the vital role philanthropy plays in society, but a precise definition can be evasive. Does it mean giving to charities, buying food for the homeless, volunteering at a nursing home? It seems that something so central to the function of humanity should be easily defined. But, can philanthropy truly be narrowed down to a simple phrase in the dictionary?

Most scholars explain the characteristics of philanthropy and avoid a strict definition due to its ambiguous, abstract nature. However, as humans who desire tangibility, it is vital that we maintain a dynamic definition that includes the intricacies of giving. In their book *Understanding Philanthropy*, Robert Payton and Michael Moody explore thought-provoking descriptions of philanthropy. They claim that philanthropy is a “voluntary action that advances a vision of the public good, as moral action that intervenes in the lives of others so as to make the world better through human effort” (Payton and Moody 2008, 35). Philanthropy is the style in which people bring to life their moral agenda and intervene in others’ lives for the public good as a response to the human problematic (Payton and Moody 2008, 62, 96).

This explanation comes close to capturing the essence of philanthropy, but is still limited. Philanthropy is characterized by the fact that everyone has an innate



responsibility to generously give. Giving is often the common thread between definitions of philanthropy and is a shared idea that crosses religious and moral frameworks. It is a concrete voluntary action that is easily described and acted upon through time, care, and finances. Though philanthropy is an abstract concept, it manifests itself into tangible reality through the act of giving.

First, it is important to realize philanthropy's function in society before unwinding its modes and motives. In a three-sector society, philanthropy connects the gaps between the nonprofit, government, and for-profit sectors. The role of voluntary actions for the public good has a place in all three sectors, just in different dimensions. The nonprofit sector is most directly related to philanthropy, but generosity is deeply rooted in government programming and is woven in the mission behind many for-profit companies. In the face of the human problematic, it is first important to identify the proper sector to respond to the public (Payton and Moody 2008, 75). Each sector has its own strengths for society and can address public concerns in specialized ways. There is value in determining best responses prior to intervening. Sometimes, government assistance, mutual aid, or self-help is the most beneficial way to give, leaving the nonprofit sector out of the picture (Payton and Moody 2008, 75). However, some problems are better approached in a philanthropic manner. Often times, philanthropy is scattered throughout the sectors to work together in a blended style to address public needs. When the lines blur as to how to alleviate disasters or misfortune, philanthropy is often the catchall.

## *Modes of Giving*

Thinking of philanthropy as voluntary giving, we can break down the modes and models of giving to narrow the definition of philanthropy. First, we will address the modes of giving. Giving persists as three main articles: money, time, and compassion.

Money is merely an aspect of giving. Nonetheless, donating money towards strategic projects and causes plays a significant part in making a physical difference through philanthropy. Nowadays, little can be tangibly done without money. Even the most basic physical needs require money; society functions on the availability of money. The love of money has the potential to lead to greed and selfishness, which are counter to generosity and giving. Greed gives money a negative connotation, but when treated with humility and responsibility, money can be a noble resource. For philanthropy, money is not only essential, but when used for admirable causes, it is a powerful tool for a positive good. For nonprofits, a steady source of funding is often a struggle. As previously mentioned, this is where philanthropy connects with the wallets of the for-profit and government sectors. Money enables people to put their compassion and time into tangible action.

Within philanthropy, there are beneficial and less beneficial ways to give money. A common concept in today's philanthropic world is the calculation of expected returns on investment. According to *Money Well Spent*, expected return is the potential benefit/cost ratio multiplied by the likelihood of success and by the fraction of success credited to a donation (Brest and Harvey 2008, 157). This calculation evaluates the estimated effectiveness of the monetary contribution prior to making a donation, and it allows people to give wisely. Determining "expected return suggests the more nuanced

view that strategic philanthropy is about *expected impact*” (Brest and Harvey 2008, 161). Though unsustainable donations are useful to a marginal extent, investments with long-term *impact* are valued at a higher level. Nevertheless, monetary giving is the most fundamental mode of giving. It requires at minimum a simple transaction, but when paired with the other modes, it has potential to transform society.

Time is likely the most valuable asset we have. It is the one thing that equalizes everyone, regardless of social status or income. Each person has twenty-four hours a day to use their unique skills and talents however they choose. Thus, giving your time is essentially giving yourself; it is the art of sacrificing a selfish use of time and talents for the greater public good. Time is what makes the greatest impact. A practical example of investing time is a woman who volunteers to lead a pregnant teens support group. This woman could choose to spend her time at work or with her family, but rather she sacrificially invests herself into the lives of pregnant teens. Though this is not a financial form of support, the woman’s time is what makes a difference in the girls’ futures. Another example of utilizing skills and time is pro bono legal work. Lawyers offer their services pro bono for people who cannot afford it. They sacrifice their time and give of their talents to help others. Finding ways to maximize one’s talents and strength to better society requires great selflessness. Investing time is living out the “voluntary action” aspect of giving. Oftentimes people would rather give a homeless woman cash to buy food, instead of spending the time to invest in her life or connect her to a nonprofit that specializes in homeless ministry. Giving of time demands sacrifice and pure motivation.

On the other extreme, some people give of their time, but do not serve for admirable reasons. For instance, when schools require community service hours,

students log time serving at soup kitchens, but the incentive behind the time is forced or obligated, rather than pure of heart. Just as money has subjective use despite return on investment, time is valuable for philanthropy regardless of intention, but a genuine heart behind each minute maximizes the benefit for the public good. Money can be earned back, but time cannot, and so it must be intentionally used in a way that reflects generosity and utilizes peoples' talents and skills.

Compassion is the heart and meaning behind thoughtful giving of money and time, and it should be at the root of altruistic giving. In her book *Giving 2.0*, Laura Arrillaga-Andreessen explains that giving of yourself is the most valuable form of philanthropy in which people across time and culture have the chance to partake (2012, 13). It is easy to believe that people with extra time and money are the ones who should contribute towards philanthropy, but Arillaga-Adnessen clarifies, "giving is a journey, a calling, a way of living" (2012, 255). In this case, philanthropic giving is more than a moment or an action, but a lifestyle of compassion. The more we give with compassion, the greater the opportunity to live out our purpose. In this sense, giving goes past "what" we give, and becomes centered on "how deep" we give. Without compassion at the core of giving, resources can only go so far. Philanthropy is in the business of purposeful action for the public good, where the purpose is an agreement between the heart and the mind. Thus, compassion must be coupled in the purpose of philanthropic involvement for it to have deep influence. Giving time and money for the public good helps society regardless, but emotional dedication to a cause creates a deeper impact in the recipient and in the giver. Empty dollars and hours do not further the mission of giving, but compassion keeps philanthropy in motion.

## *Models of Giving*

In his book, *We Make a Life by What We Give*, Richard Gunderman expresses that philanthropy consists of different models according to the way one answers the basic questions of who, when, how much, and why. The four models of philanthropy are self-centered giving, compassionate giving, scientific giving, and liberal giving. There are numerous motivations behind philanthropy, and defining them helps narrow the motivations.

### *Self-Centered Giving*

Self-centered giving is the least virtuous. These givers are strictly concerned about their social image. Egotistical givers look to further their personal agenda, more than furthering the public good. Some term this as normative altruism, where givers are obliged to give in order to fit into a reference group or social norm (Frumkin 2006, 258). In this perspective, giving has the potential to expand social networking, political power, and business connections. Businesses exemplify their humanity by contributing to big-name nonprofit organizations, and they hope to gain consumers based on their giving. Others play the political game and donate to organizations that support certain hot-topic causes. These donors are motivated to give for the sake of public opinion, rather than public good. Self-centered givers do not feel the need to empathize with the recipients in order to have motivation to give. The current incentive structure for giving encourages egotists to announce and project their social power and wealth. This incentive structure creates the expectation of a beneficial return to the giver for their gift. The common

return for donors is public recognition from the recipient, usually in the form of a name on a building or an invitation to serve on a board or attend a gala celebration.

Another form of self-centered giving comes from the special provision of an income tax reduction that the government allows within the tax system. Many Americans are incentivized to give in order to receive a reduction in their income taxes. This reduction encourages giving because it lowers the amount of consumption people must otherwise give up. Empirical studies have shown that levels of income do not have a significant effect on the choice to give, but has a significant impact on the amount that is donated. Though the government has structured tax incentives to help funnel funding into philanthropy, the intention behind this giving is essentially self-centered, causing a disconnect between the donors and recipients just like with egotistical givers. The self-centered model of giving has undeniable financial benefits for philanthropy, but it also merits selfishness, rather than servant-hearted generosity.

### *Compassionate Giving*

Compassionate giving is one of the oldest forms of giving, and there is something intricately woven into every culture that naturally leads towards this kind of giving. Compassionate giving acts out of the heart, not the brain. The basic idea is that if you have something that someone needs more than you do, you sympathetically give it to them, simple as that. This model of giving centers on meeting immediate needs. Compassionate giving is the most common model because it does not require great wealth, time, or complexity. Regardless of status, everyone has the ability to be generous and expand the public good through compassionate giving. However, “one of the greatest weaknesses of compassionate giving is the risk that it will foster dependency”

(Gunderman 2008, 21). A simple example is a beggar on a university campus (Gunderman 2008, 21). Imagine a college student filling up their car. A beggar walks up and asks for a couple dollars. Out of immediate and compassionate reaction, the student concedes and hands over some money with a short back-and-forth dialogue until a quick “thank you” ends the conversation. The compassionate tendency is to give without thinking about the further implications of the gift. The student will most likely forget about the beggar after the one-time handout, and the beggar would most likely use the few dollars to suppress an immediate want or need and eventually find another handout. Compassionate giving can further the beggar’s cycle of poverty, rather than helping the beggar change his situation. Digging deeper into the previous example, compassionate giving has the potential to undermine the self-respect of a beggar (Gunderman 2008, 21). Though some people have no moral issue with requesting aid, others struggle with the fact that they must depend on givers’ goodwill to survive. The acceptance of aid has the tendency to be an admission of inadequacy. This only furthers a downward spiral, rather than connecting them to resources that will help them become independent or self-sufficient. Within American society, there will always be people, who are in need of shelter, clothes, food, etc., and those more fortunate have an instinctive, moral obligation to help the pain right in front of our eyes. In the day-to-day needs, compassionate giving is a necessity, but alleviation should not be a habit because it does not lead to transformation for the receiver. Compassionate givers must consciously seek long-term effects with their quick decisions to help.

## *Scientific Giving*

Scientific giving is a strategic and effective way to approach large financial generosity. When it comes to permanent change, addressing symptoms with quick fixes is not the answer. Investing large sums of money into quick fixes will lead to an unending cycle that will continually need money poured into it. The wise Lao-Tse saying, “If you give a man a fish, you feed him for a day. If you teach a man to fish, you feed him for a lifetime” presents the purpose of scientific giving. Root causes are fundamental for long-term transformation, and education plays a key role in root-cause philanthropy. This kind of strategic giving has the potential to alter the projection of individuals’ lives. Rather than sending doctors to treat diseases caught from contaminated drinking water, scientific giving would aim at a foundational solution, such as building a filtered water system. In the same way, instead of giving handouts, scientific giving provides job training and educational programs so that the poor can learn to be self-sufficient. Scientific giving focuses on encouraging independence. In the eyes of a scientific giver, philanthropy is bringing people who were formerly dependent into a new life of providing for themselves. Attacking root causes of poverty is a massive task that often times requires large sums of money for programming to be effective. Thus, when large programming is necessary, giving becomes more of a science where business structure and extensive planning are high priorities for success. However, when emphasis centers on a business plan, strategic giving tends to create a chasm between the giver and recipient. The scale of most strategic giving not only makes it an administrative sort of philanthropy, but it also excludes many donors who do not have the financial means to carry out projects like the Rockefellers or Gates. Scientific giving



runs the risk of becoming too quantitatively focused. Strategic givers are often concerned with the return on investment and the measures of philanthropic activities. Though it is beneficial to calculate the expected and actual results of projects, valuing philanthropic activities involves much more than quantifiable measures. This limits the potential of scientific giving as the most preferred model. Without caution, strategic givers have the propensity to look past generosity by focusing too heavily on the quantifiable results of their giving.

### *Liberal Giving*

The liberal giving model stresses the promotion of sharing (Gunderman 2008, 24). It approaches philanthropy in hopes to make the recipient a giver in the future, and encourages generous lifestyles. Liberal givers are those who give freely and enjoy doing so; they are the opposite of self-centered givers. This model of philanthropy views human development in intelligence and character as the most important goals for the public good. In this line of thought, liberal giving recognizes that handing out medicine does not foster individual or communal growth, but stunts development (Gunderman 2008, 26). Generous giving is more than giving financially or strategically, but it is about promoting philanthropy as a lifestyle that aims to help others reach their potential. It is essentially enabling others to be enablers. An example of liberal giving is a university graduate donating to a scholarship fund for a university student attending the same school. The scholarship allows the student to attend the university and obtain the skills to acquire a job. After receiving a steady income, the scholarship student may feel the duty to provide scholarships for other students, just as he had received from the alum. By investing in the education of undergraduate students, the alum enables student to become

a future scholarship donor. Gunderman explains, “Give a person a fish, and we feed him for a day. Teach a person to fish, and we feed him for a lifetime. Share with a person the joy of helping others learn to fish, and we enable him to participate in a goodness that transcends any particular lifetime” (2008, 28). Liberal giving intends to create a reciprocal effect of giving to alter the cycle of poverty. The model of liberal giving is an ambiguous form, but it strives to move philanthropy from a transactional activity to a life-changing experience. It focuses on cultivating a spirit of giving in both the donors and recipients in a way that expands the scope of generosity in society. Liberal giving promotes generosity that surpasses social status and recognizes that we are all mutually broken people, who need salvation from our different states of poverty.

### *Shared Brokenness*

In further exploration of a definition of philanthropy, it is important to consider the reasoning behind why people partake in any voluntary actions for the public good. To participate in giving in its purest form, we must view ourselves with a perspective of shared brokenness. To comprehend and approach philanthropy nobly, we must view each other as equals, rather than one greater or lesser than another. In his book, *When Helping Hurts*, Brian Fikkert suggests that there are four types of poverty in the world that form each individual’s perspective of their self and of others. The types are poverty of self, poverty of stewardship, poverty of community, and poverty of spiritual intimacy (Fikkert 2009, 58-59). These four relationships encompass every individual and place everyone on the same playing field. Everyone is poor in some capacity as a result of the human problematic, or the Fall of Man. However, due to the nature of the fall, everyone faces these relationships in a manner that God did not intend.

Often times, people shape their definition of poverty based on material possessions and social status. However, on this side of eternity, all people have an imbalance of the four core relationships that cause different types of poverty. In regards to poverty of self, there are two extremes, egotism and low self-worth. It is vital to realize that people earning six figures struggle with self-esteem problems, similar to those of homeless people. Even more often, those who are wealthy have the tendency to be prideful in their accomplishments, rather than humble and generous. On both sides of the spectrum, we all have struggled with poverty of self, searching for who we are and why we are here. When approaching philanthropy, one must acknowledge that you have personal troubles similar to those you are helping. With this in mind, the motivation behind helping the poor is more worthwhile and noble.

Fikkert depicts poverty of stewardship as being off balance in connection to the rest of creation (2009, 58). This can range from losing one's sense of purpose to being materialistic. At many points throughout life, everyone faces being a sluggard or workaholic. Each extreme shows an inequality of purpose in society. When we do not steward our time and possessions in a way that is responsible and life giving, we become impoverished. This plays out as wasting money on excessive clothing, spending money on desserts rather than healthy food, and buying endless other "wants" that we think are "needs." Those who participate in philanthropy must realize that they could improve on stewarding what God has given to them, so that they recognize they too struggle with stewardship, just like the ones to whom they are donating. Motivation for giving should go hand in hand with understanding mutual wastefulness.

Poverty of community is an imbalance towards selfishness or towards exploitation of others. Either way, there are times in everyone's life where we act out of self-centeredness, rather than love towards others. Regardless of material possessions, there is a tendency to do what is most beneficial for one's self instead of what might be better for the public good. Contrastingly, it is also a disparity when people depend too heavily on others rather than work to provide for one's self. On both extremes, there is poverty of community that is not what was originally intended. To give in an honorable manner, givers must acknowledge the extremes and find the equilibrium that is not selfish, but that also does not encourage dependency.

The poverty of spiritual intimacy is possibly the most detrimental impoverishment. There are numerous ways that this lack of intimacy manifests itself. For some, denying the existence of God separates them from their Creator and causes a misunderstanding of their true purpose. For others, worshipping false idols distracts people from the God they should be worshipping. False idols can range from other gods to any obsessive habits, such as looking at social media, abusing alcohol, or doing illegal drugs. There is an endless list of things that can turn into idols and cause a poverty of spiritual intimacy with God. Anything that distracts us from God deepens this kind of poverty. Poverty of spiritual intimacy is weakly correlated with wealth and social status, so in regards to shared brokenness, philanthropy in its best sense realizes that everyone lacks spiritual intimacy to varying degrees.

By acknowledging that everyone is disconnected from what God intended within these four relationships, shared brokenness encourages a more virtuous motivation. Knowing our self-deficiencies provides the right incentives to maximize public good

through generosity. Fikkert argues, “until we embrace our mutual brokenness, our work with low-income people is likely to do far more harm than good” (2009, 61). If shared brokenness is not considered, those of wealth will often mistake “poverty” with “material poverty” and disregard the possibility that there are numerous types of poverty that they struggle with as well.

### *Studying and Experiencing Philanthropy*

As Payton and Moody elegantly explain, philanthropy is voluntary actions that encourage the public good and promote a better future (2008, 35). This dynamic concept functions in the modes of money, time, and compassion. It is further modeled through the approaches of self-centered, compassionate, scientific, and liberal giving, with liberal giving being the most upright model. These modes and models give a more specific structure to how philanthropy is approached in society. Nonetheless, effective generosity is motivated by a realization of shared brokenness. There must be a common understanding of the different types of poverty, so that each type of poverty can be addressed by a mode and model of philanthropy that best suits it.

Given a more detailed structure and motivation for philanthropy, the best way to understand is to *experience* philanthropy within these studied concepts. By experiencing giving of your money, time, and compassion, you have the opportunity to decide what you are passionate about and learn how to best approach giving in a way that addresses needs appropriately. Studying the effects of different methodologies in philanthropy is significant in deciphering the most effective ways to make beneficial change in society. Nevertheless, experiencing it first hand brings a level of definition to philanthropy that goes beyond what philanthropic education can teach.

## CHAPTER TWO

### How – Philanthropy and the Public Good Overview

Through Baylor's Philanthropy and the Public Good course, my perspective on philanthropy has deeply transformed from simplistic donations to a life-changing journey. Coming into the course, my expectations were vague and ambiguous. My understanding of philanthropy was limited to the basic idea of small donations and sporadic volunteer work. I knew that we would learn about philanthropy and nonprofit work, but truly, I had not the slightest idea what that would look like. My expectations for the course were blown within the first week as we began asking questions, such as: What do I value? What is philanthropy? How should I give? And, why should I give? The moral duty of distributing \$100,000 quickly burdened our class to dig deep and think conscientiously about the process ahead. The weight of responsibility sank in and only grew as the course progressed. The lessons I learned through this philanthropic experience changed the way I view philanthropy, and altered the way I am approaching my future.

As previously mentioned, the Baylor Philanthropy and Public Good course commenced in the fall of 2014. It is a course designed to teach students how to thoughtfully give and experience the process of grant making and writing. The class consists of 30 students from all areas of academia. We functioned in three different roles throughout the semester. As a whole, we worked as a foundation board of directors. We held three board meetings where we presented our research, promoted projects to fund, and ultimately made group decisions. The second role was as a foundation program

officer. The class was grouped into five teams, and within our teams we had the opportunity to develop relationships with nonprofit organizations, evaluate their needs, and convey their needs to our class board. Our last role was that of an employee of a nonprofit organization. Towards the end of the process, we wrote grant proposals for a handful of organizations to present to the class board for grant consideration. By transitioning between roles, we gained perspective from all angles of giving, which enabled us to learn more deeply about the purpose of strategic giving.

Throughout the process, we had the opportunity to deal with a variety of public concerns from education and youth to homelessness and housing. These issues are complex from the surface and even more complex at the root. With teamwork and thoughtfulness, we embarked on a journey through these intricate matters. As previously mentioned, we were divided up into five teams, including Community Improvement & Community Development; Culture, Arts, & the Environment; Education, Leadership, & Mentoring; Health, Wellness, & Basic Human Needs; and Human Services & Civil Rights. We were strategically placed on teams in which we had a background or related interests. Each team was given around ten to 15 nonprofit organizations that fell under their umbrella category. I was placed on the Health, Wellness, & Basic Human Needs team with five other people who all have an interest in healthcare. We were given twelve organizations to work with and narrow down to two that would ultimately receive funding.

After dividing up into teams, our first goal was to learn. We spent much time reading on the topics of philanthropy and strategic giving. Early in the semester, we discussed and read about the nonprofit sector and the function of philanthropy in

addressing public concerns. Being asked questions about the nature of giving, we charged through the waters of meaning and practicality as it relates to exercising philanthropy. After forming a foundational understanding of our collective purpose and how to best utilize our resources, we narrowed our priorities and strategy. We agreed on a class goal of looking for admirable organizations that know the community, strive towards a specific vision, and proposed sustainable projects with high return on investment. The entire process was a learning experience in which our understanding of philanthropy expanded with each step.

As a class, our initial step was to take on the role of a program officer. We started by conducting research on the city of Waco as a whole and then, our assigned organizations. Our early research focused on the status and current needs of Waco. Through Census Bureau data, Bureau of Labor Statistics, American Community Survey, and several McLennan County research projects, we learned overarching economic and social issues that stem from root societal difficulties. We focused primarily on general demographics, the poverty level, access to healthy food, education, and healthcare. The United States 2014 Census estimates that the population for Waco is approximately 130,194 people. The median household income is \$32,650, and the per capita income is \$18,361. According to the Census, 27.5% of the population is 20 to 24 years old, which is heavily due to the presence of Baylor University, Texas State Technical College, and McLennan County College. The unemployment rate is approximately 5.4% for those over the age of 16 years, and the total number of jobs in the Waco area is around 92,226.<sup>1</sup> In Waco, the poverty rate is significantly higher than the state rate, coming in at 30.6% of the population. Further, over 50% of the population lives below 200% of the poverty

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<sup>1</sup>Esri Business Analyst Online



level. According to the 2010 Census, the percent of people in poverty under 18 years of age is 38.8%. The poverty level in Waco is significantly higher than all other cities of comparable size in the state of Texas. For instance, Abilene has around 116,637 citizens with only 41.42% of the population at 200% of the poverty level. Similarly, other comparably sized cities, such as Beaumont, Denton, Killeen, McAllen and Pasadena, have 5% to 15% fewer citizens who live at 200% under the poverty level. Waco has one of the highest poverty rates in the state, which is an indicator of the great need for social change within the community.<sup>2</sup>

Beyond the poverty level, McLennan Country suffers from numerous food deserts. According to the United States Department of Agriculture, 46.5% of Waco's population lives in food deserts (United States Department of Agriculture 2013). The USDA considers food deserts to be "a low-income census tract where either a substantial number or share of residents has low access to a supermarket or large grocery store" (USDA Economic Research Service 2015). In 2014, Baylor University's School of Social Work performed a study on the food deserts in Waco. The study distinguished nine neighborhoods that form the food deserts in the Waco community. Within each neighborhood is a supposed different history with varying racial composition and landmarks (Baylor School of Social Work 2014, 3). The nine food desert neighborhoods are Heart of Texas, Dean Highland, North Waco, Carver, Brook Oaks, North East Riverside, Downtown, Oakwood, Alta Vista, and Kendrick.

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<sup>2</sup> The data used in this section are from research gathered by the United States Census Bureau in 2010 and 2013.

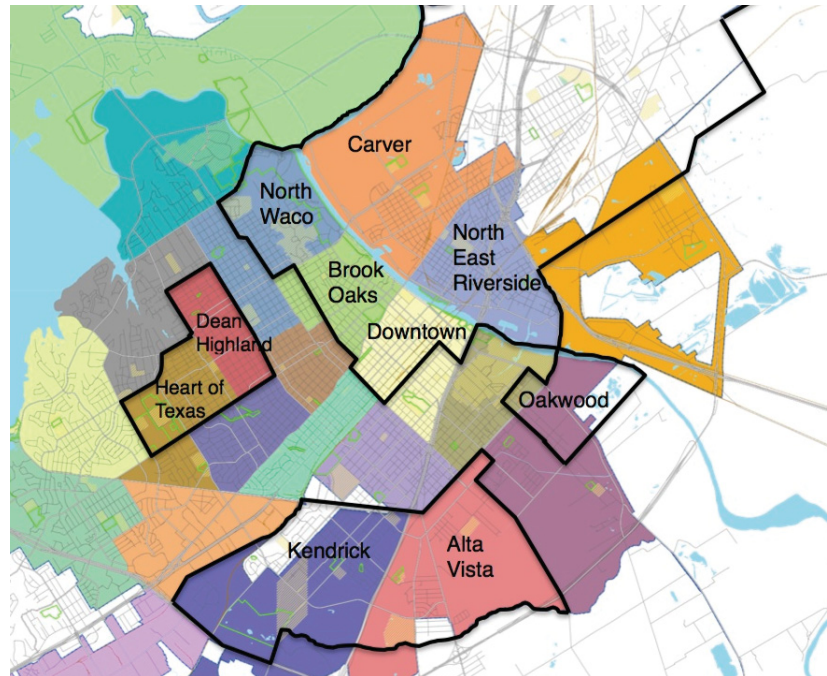


Figure 1: This map depicts the layout of the food deserts around McLennan County and was created by the Baylor School of Social Work (2014, 4).

In the food desert study, the Baylor School of Social Work discovered that the housing in these areas ranged “from single detached homes to a combination of attached units such as duplexes, apartments, mobile homes, RV vans, boats and other forms of housing” (Baylor University School of Social Work 2014, 10). They reported that the majority of people living in food deserts live below the poverty threshold. The area with the lowest poverty rate is the 76704 zip code at a 48.2% poverty rate. Median household income for this zip code is \$16,673, which is significantly lower than the median household income for the city, which is \$32,239. Logically, supermarkets and large

grocery stores are not drawn to areas of low income, which furthers the chasm for an easy solution.<sup>3</sup>

There are 47 educational institutions that are housed within and surrounding McLennan County. Thirty-three of these schools are located in food deserts. This implies that a high percentage of students are coming from homes with low access to healthy food, and potentially low income households. McLennan County has a variety of educational institutions, including elementary schools, high schools, private schools, training schools, community colleges, and a university. The institutional structures in McLennan County have the potential to be more successful if there were better resources available in the area. However, overall educational status in McLennan County is less than satisfactory. Of the population that is 18 to 24 years old, 23.8% has only graduated from high school, and of those 25 years or older, 27.9% of the population only has a high school diploma. As a whole, only 21.8% of the population has a bachelor's degree or higher. Educational attainment and income are directly related. Thus, education is a root issue in the community that has potential to transform the income levels and subsequently the food desert issue.<sup>4</sup>

Waco houses two main hospitals, Baylor Scott & White Hillcrest Baptist Medical Center and Providence Health Center. The city also has numerous Scott & White Clinics, Family Health Center, Veterans Administration Medical Center, urgent cares, community health clinics, and copious primary care and specialty offices. With such a variety of healthcare facilities, Waco has the structures in place to provide enough care for the city.

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<sup>3</sup> The data used in this section were gathered from the *McLennan County Food Desert Project* by Baylor School of Social Work in 2014.

<sup>4</sup> The data used in this section are from research gathered by the United States Census Bureau in 2010 and 2013.

However, the affordability of healthcare is an entirely different story. There are organizations and facilities that provide reduced healthcare, but the high cost of insurance creates a division between those who do and do not have easy access to care. According to the Census Bureau's 2013 study, 23% of persons under the age of 65 years do not have health insurance. Medicare and Medicaid can cover some of the expenses for those without health insurance plans, but the current healthcare market does not have proper incentives for physicians to care for high amounts of Medicare and Medicaid patients. Many of the larger healthcare problems in the United States are evident in Waco. Emergency room admission is extremely high due to the fact that facilities are forced by law to accept patients. Thus, many cases that should be handled in a primary care or clinic setting are funneled into the emergency care system, which is much more costly than care in smaller clinics. With the current incentives with healthcare payments, this will be an issue for Waco that can only be lessened by economic development.

Though statistics and facts are beneficial from a macro-level, they do not produce the sort of social solutions needed to make positive changes. These were merely the initial facts that informed our beginning perspective as we began researching our assigned organizations. After discovering these central problems in the community, we discussed and contemplated how to attack these major matters with the most impact.

The preliminary research came from organizations' websites, Guidestar, and other media sites. We gathered information about our twelve organizations and became well versed with their organization from the outside perspective. Then, we contacted the organizations via conference call to talk with them about their mission, work, impact, and needs. Prior to contacting the organizations, we compiled an outline for each call with

specific questions to ask each individual organization. These calls consisted of the executive director, other key employees or volunteers, and a portion of our team. From our conversations, we created one-page overviews of the organizations as a whole, documenting their mission and needs. We evaluated the organizations from a bird's eye view and presented our findings to our class board at our first board meeting. A sample one-page overview is in Appendix A.

During the first board meeting, each of the five teams presented on their organizations and expressed their initial reactions for which nonprofits aligned post with our expectations and goals for the grant funding. We were given one-pagers from each team that summarized their findings. Following the meeting, we narrowed our 75 prospects to 20 with whom we would continue the due diligence process. The first cuts were difficult to make. In this stage, we were faced with Aristotle's realization that not all ends are ultimate ends, and we struggled through deciding which of all the "good" organizations led to the ultimate "good" that matched our purpose. Little did we know that with each decision following we would dive deeper into understanding how we defined the ultimate good of strategic giving.

After the first cut, we had to continue the role of a foundation board and send regret letters to the nonprofits that did not make it to the second phase. This part of the process taught us how to thoughtfully combine professionalism and kindness. Joel J. Orosz's book, *The Insider's Guide to Grantmaking: How Foundations Find, Fund, and Manage Effective Programs*, details the proper way to decline nonprofits. There are a few main elements of a regret letter that are essential to the wellbeing of the relationship between a nonprofit and foundation board. Wording is key when it comes to telling these

organizations no. Professionalism is often too blunt and dry for the nonprofit sector (Orosz 2000, 104). Valuable advice is the second point to keep in mind when writing regret letters (Orosz 2000, 105). In our first board meeting, we discussed strengths and weaknesses of the organizations, and it is important that we affirm them in the regret while also identifying areas of improvement for the organization. The advantageous aspect of our foundation board is our broad knowledge of the resources available in the community. Regret letters are an opportune time to connect organizations when you cannot help them. For example, one organization that my team worked with needed art for decoration in their facility and landscaping work on their property. Though this did not line up with the goal for our grants, we have connections with the Baylor University's Department of Art and Steppin' Out program. We were able to connect the organization with these two resources to accomplish their goals. In his book *Strategic Giving*, Peter Frumkin suggests, "By bringing people together and creating lasting networks of communication and collaboration, philanthropy is ultimately able to create the building blocks for broad movements and to overcome the isolation that many nonprofit organizations experience" (2006, 183). We found that opportunities of collaboration are all throughout the community, and regret letters happen to be a place for collaboration to bloom.

In the midst of building relationships with our assigned organizations, we had the opportunity to hear from three directors of local foundations, the Cooper Foundation, the Rapoport Foundation, and the Waco Foundation. By meeting with the foundation directors, we learned about strategies for evaluating nonprofits, and working with the nonprofits in Waco. The advantage of learning from the directors was that they know the

nonprofit world of Waco well and know how to best advise us through the process of examining the organizations. The foundations emphasized three main points for working with the nonprofit sector in Waco. First, they noted the importance of asking questions, and asking questions about the “why” for projects or programs the organizations want to accomplish. Asking deeper questions leads to catching any holes in their plans and highlighting strengths of their proposals. Second, they stressed that it is essential to dig back into the structural formation of the nonprofit. Often times, organizations have the heart, but do not have the business-like structure that makes an organization efficient and effective. Third, they highlighted the importance of reviewing the financials of each organization. The way a nonprofit finances their programming reveals their integrity. If a nonprofit’s budget is heavy on administration or unbalanced on the number of donation dollars that go directly to programming, then there is red flag. Looking back through three to five years of financial statements will help identify other hiccups or potential issues in the financial wellbeing.

After further, extensive learning on the evaluation of nonprofits from reading Orosz and Frumkin, we embarked into the second phase of the program officer role. With the 20 organizations left, we set up site visits to tour the facilities and experience the work of the nonprofits first hand. In the Health, Wellness, & Basic Human Needs team, four organizations remained for us to continue with in the second phase. Meeting with each nonprofit gave us a better understanding of the impact they make in the community. By taking the next steps to meet face to face and see the work that they do, the process came to life. Rather than being words and ideas on a page, we were able to experience the heart and hands of each organization. During the visits, we discussed

potential grants for pressing needs. This time with the executive directors and volunteers was full of imagination and vision casting.

After our site visits, each team prepared detailed presentations with thorough explanations on potential grants. In the process of preparing the presentations, we were posed with the duty of further dissecting and evaluating the nonprofits and their proposed projects. This phase of the process challenged us in a new way. We had to distinguish the impact of an organization as a whole from the impact of their projects. As previously mentioned, the nonprofits at this stage were admirable and passed our initial evaluations. Though the mission of a nonprofit lined up with our goals, not all of the proposals matched the level of impact we aimed for. For instance, one organization's mission was to provide healthy food for those who did not have access to it and teach people how to grow their own food. Though this organization makes a lasting impact on the community, they were asking for a grant to fund one of their administrative positions. Due to the fact that funding a position was not a sustainable project, we were unable to promote the organization. Orosz phrases this reality well, "Most agonizing of all to decline are the proposals that meet the guidelines, describe a good idea, and are competitive with others received, but that ultimately fall victim to the superfluity of good ideas received by the foundation...Perhaps the idea seemed to have slightly less potential for impact than others, or the organization appeared marginally less capable than others in the pool..." (2000, 99).

At the second board meeting, we brought our proposals and shared the advantages and disadvantages to each. We played two roles, balancing the position of a foundation board and employees of our teams' organizations. After promoting our teams'



organizations and projects, we voted to keep ten organizations to take to the next round. From the Health, Wellness, & Basic Human Needs team, two nonprofits made it to the last phase. At this point in time, we took on the role of employees. Our job was to write the grant request applications for each proposal. We could propose any amount below \$90,000, and we could write grant applications for more than two different amounts for the same project if we thought it best.

We used the Common Grant Application Form for our grant writing process. (See Appendix B for a sample application.) The application included the following: verification of tax-exempt status under Section 501(c)(3) of the IRS code; list of current board members; list of key organizational staff; IRS Form 990; recent financial audit; a summary of income and expenses for the past two years; the current year operating budget; a detailed budget of the project for which funds are being sought; and a letter explaining collaborative efforts, if applicable. The extensive application gives a detailed overview of the nonprofit and proposed project. Through writing these grants, we learned the strenuous process of applying for grants and gained experience in effective grant writing.

After the completion of the grant applications, we convened for our final board meeting. The structure of this meeting was more of a debate-style discussion compared to previous meetings. Each team had the opportunity to present their application to the board and convince the group why their projects would make the most sustainable and high return impact. Dense debate typified the meeting, and conversations of valuing high versus wide impact continued. Once everyone communicated their convictions, we voted on a set number of organizations to receive funding. When the set of nonprofits passed,

we then voted for how much funding each project would receive out of the \$100,000. At the end of the process, we came to a consensus to fund eight projects that directly impact the Waco community in a way that is sustainable and addresses root issues of poverty. The next step was to focus back on the role of a foundation board. We had the privilege of hosting a reception and award ceremony for the winning organizations. At the reception, each team presented checks to the executive directors of the eight nonprofits.

The beauty of this experience is that students have the opportunity to study philanthropy and actually live it out. The nonprofit community in Waco is full of world changers, and the Philanthropy and Public Good course has the potential to connect these world changers with college students who are looking to be the next generation of difference makers. By connecting the Waco nonprofit community with Baylor students and resources, there is immeasurable potential for how the city of Waco can be transformed.

## CHAPTER THREE

### Why – The Logic Behind Strategic Giving

The bulk of learning how to define philanthropy occurred in the decision-making process as we worked to understand why some projects were more effective and impactful than others. As mentioned before, I was on the Health, Wellness, and Basic Human Needs team. We worked with the following organizations: Caritas; Cenikor; Community Cancer Association; Family Health Center; McLennan County Hunger Coalition; Salvation Army; Shepherd’s Heart; Speech, Language, & Hearing Clinic; Susan G. Komen Foundation of Central Texas; Texas Hunger Initiative; World Hunger Relief, Inc.; and YMCA of Central Texas. The documents that describe the purpose, history, and structure of these organizations are in Appendix C.

#### *Overview of Organizations*

Caritas of Waco seeks to provide urgent support for people in need in the Waco community through three main programs, which are emergency assistance, Caritas Thrift Stores, and Gifts-in-Kind.

Cenikor is a national nonprofit organization that is dedicated to addressing behavioral health issues and addictions by providing a variety of services. They offer detoxification, short-term patient care, and outpatient services.

Community Cancer Association (CCA) provides financial assistance to cancer patients in McLennan County. CCA help cancer patients cover costs for transportation to treatment visits, medications, prostheses, wigs, nutritional supplements, and much more.

Family Health Center (FHC) is an organization dedicated to providing primary healthcare to the underserved in Waco. This organization has 14 locations that provide services ranging from primary care to dental care to pharmacies.

McLennan County Hunger Coalition is a collaborative organization made up of 30 local food pantries. This organization facilitates the work of agencies, programs, and individuals to bring community-wide support to end hunger in McLennan County. The coalition strives to prevent duplication of services and promote awareness of the food insecurities throughout McLennan County.

Salvation Army is a faith-based organization focused on providing food and shelter for the underserved population. In Waco, Salvation Army operates initiatives that emphasize assisting the homeless, impoverished, disabled, and at-risk youth. This organization has a variety of programming ranging from food pantries to disaster relief.

Shepherd's Heart's mission is to feed, clothe, empower, and advocate for families in need within the Waco community. This organization runs two thrift stores in the Waco community that help fund their food pantry which serves meals weekly and operates as a subsidized grocery store.

Baylor University Speech, Hearing, and Language Clinic is a community-based clinic that provides comprehensive evaluation and treatment for patients of all ages with difficulties in communication processes or swallowing. Their services include screenings, communication delay or disorder consultations, speech evaluation and treatment, and hearing rehabilitation and habilitation.

The Susan G. Komen Foundation is an organization dedicated to fighting against breast cancer. Their main focuses are to raise funds for research, provide screening and

prevention opportunities, and increase awareness and education of breast cancer within the Waco community.

Texas Hunger Initiative is a capacity-building and collaborative project that seeks to develop and implement strategies to end hunger through policy, education, community organizing, and community development. This organization convenes federal, state, and local governments with nonprofits, faith communities, and business leaders to create an efficient system that efficiently utilizes available resources to increase food security in Texas.

World Hunger Relief Inc. is a faith-based organization that focuses on alleviating hunger in the community of Waco and around the world. They provide educational experiences about simple living, farming, and sustainability. Their main program is an internship experience that teaches students about sustainable agriculture and community development. World Hunger Relief also partners with other organizations to provide garden clubs and discounted produce.

The YMCA of Central Texas is part of the national organization that promotes community development within young children. The purpose of this organization is to serve the local population by strengthening individuals' overall well-being. The YMCA of Central Texas provides programming, such as fitness classes, sports leagues, nutritional courses, and youth development activities.

### *Logic Model and Theory of Change*

At the beginning of the process, we set our individual team goals for the grants in the form of a logic and theory of change model. In *Strategic Giving*, Frumkin advises that there is no way to have a coherent logic model without clear, desirable outcomes

(2006, 175). Acknowledging the end goal of utilizing the \$100,000 for effective and sustainable projects, we dug deeper into the community to learn about the needs of Waco and how organizations approach solutions for change. We narrowed our objective to finding organizations that are addressing root causes of poverty in Waco. We used Bryant Myers' description for the nature of poverty to characterize our view: "Poverty is the result of relationships that do not work, that are not just, that are not for life, that are not harmonious or enjoyable. Poverty is the absence of shalom in all its meanings" (2011, 27). As mentioned in Chapter 1, poverty is a complex concept that has implications in every person's life. In looking for projects that effectively address poverty, we aimed to find organizations that recognized the fact that everyone is poor in the sense of not being in perfect harmony with self, others, creation, and God (Fikkert 2009, 59). When organizations approach root causes of material poverty with recognition of mutual brokenness, they have the opportunity to holistically address the problems of poverty rather than attack cyclical symptoms. Our goal was to find them.

Drawing from Frumkin's discussion of logic models, we wrote a theory of leverage that aligned with our goal of investing in sustainable projects. We believed it was our duty to Waco to turn "grants from closed-ended commitments into catalysts for greater productivity" (Frumkin 2006, 191). The intent for these funds was to provide a helping hand that would keep on helping, rather than a one-time gift with short-term products. Due to the fact that our funds were limited, there was a great need to focus on leverage and effective mechanical structures of the projects we chose to fund. Further, we developed a theory of change, and came up with activities, outputs, and outcomes that aligned with our goals. We defined activities as programs, trainings, and services that

were not Band-Aid quick fixes. We looked for activities that created outputs and outcomes that make lasting impacts for future generations. Lastly, we established a theory of scale. This idea ties throughout the entire logic model. The climax of our process was to create the greatest impact by focusing on quality first and quantity second. We took the perspective that addressing root problems from ground level will influence future generations, not just the primary contacts. Though our goal was to reach as many people as possible, we realized that changing the trajectory of one person’s life may change the future of their children and families. Our theory of scale emphasized the vitality of an organization and project’s strength, potential to expand, sustainability, and proven success.

Throughout the entire process, we compared each decision to our logic model. In an effort to stay true to our goals, we avoided making gut-feeling decisions and considered thoughtfully the long-term effects of each decision we made. The following is a chart summarizing our logic model.

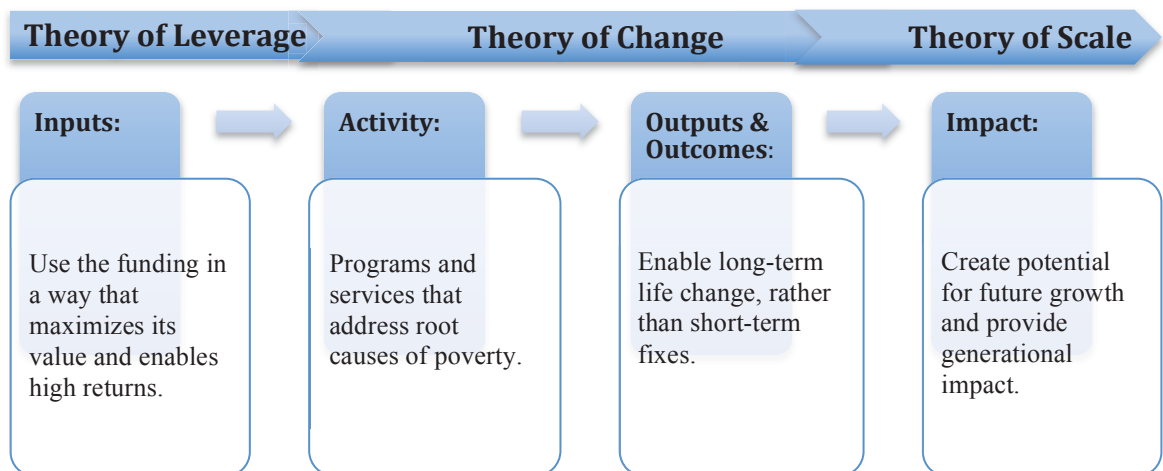


Figure 2: Logic Model and Theory of Change<sup>5</sup>

<sup>5</sup> This figure was adapted from the Health, Wellness, and Basic Needs team’s Philanthropy and the Public Good Briefing Book.

### *The First Round: Initial Evaluation Process*

The initial evaluation process comprised of online research and phone calls with the executive directors and staff of each organization. After creating the overview evaluations of each organization, we discussed the strengths and weaknesses of each of our assigned organizations. The full summaries of the organizations are included in Appendix C. In this decision stage, we evaluated the organizations based on leadership, structure, effectiveness, and initial proposed funding ideas. To evaluate the leadership, we used the factors of experience, diversity, passion, and involvement in examining the staff and board. For organizational structure, we researched and analyzed how the structural make-up of each organization worked to benefit their programming and effectiveness. The effectiveness of current programs was evaluated to determine which organizations made the most efficient impact. Each of the organizations presented potential options for funding. After considering the more fundamental aspect of the organizations, we focused on narrowing the options to potential funding ideas that lined up with our logic model.

### *Round One Decisions*

After careful consideration and much debate, we chose to suggest to the board that six of our twelve organizations advance to the next round. Our recommended organizations were Community Cancer Association; Family Health Center; Shepherd's Heart; Speech, Language, and Hearing Clinic; Texas Hunger Initiative; and World Hunger Relief. The difficult aspect of the first round of elimination is that each of these organizations does generous work in the Waco community. Trying to choose between generous works is where strategic giving becomes key. At this point in the process, our



decisions were based on overall strength of the organizations and alignment with our goals. Further research and due diligence followed these eliminations. An abridged version of our rationale for recommending the above organizations is located in Appendix D.

Community Cancer Association (CCA) requested funding to help their cancer patients who are within 200% of the Federal Poverty Guideline. This grant would directly help the lives of patients and allow them to receive the medical treatment they need. Due to the fact that this organization focused on increasing the health of the Waco community, we chose to advance CCA.

Family Health Center (FHC) provided a plethora of funding opportunities at this point in the process. They presented four programs, including subsidized dental care for adults, free dental care of pregnant women over the age of 21, free healthcare for children whose parents cannot afford it, and a prenatal health and maternal education program. With the variety of grant options that met our basic requirements, we proposed FHC advance in the process.

Shepherd's Heart requested funding for the first phase of their Aquaponics project. In order to make their food pantry more sustainable, they decided to start a farm using Aquaponics technology. We recommended that Shepherd's Heart proceed to the next round because this is a sustainable project that will keep producing after the funds run out.

Speech, Language, and Hearing Clinic has a high degree of impact in the Central Texas region, and has a one-year waiting list with a large volume of weekly clients. This organization is the only one of its kind in Central Texas and has limited sources for

funding because of its connection to Baylor University. We decided to advance this organization based on its quality impact and potential for growth.

Over the past few years, Texas Hunger Initiative has made significant improvements throughout Texas in regards to fighting hunger and utilizing available resources. There are numerous aspects of the organization that could use the funding in a sustainable way that aligns with our goals. The focus for a potential funding opportunity would be a collaborative grant that pairs Texas Hunger Initiative with another local hunger organization.

World Hunger Relief requested funding for their new Veggie Van. This project has the potential to bring fresh produce to locations throughout Waco that do not have access to healthy food. This grant has the potential to impact the health of families in the community, and for that reason, we recommended that World Hunger Relief proceed to the next round.

### *The Second Round: Site Visits*

All six of our recommended organizations advanced to the next round. In the subsequent interactions with these six organizations, we dove deeper into the ins and outs of the organizations. We participated in site visits at each of the organizations, and had the opportunity to see their generosity in action. During the course, Ashley Allison, the executive director of the Waco Foundation, came to speak to us, and she explained that the Waco Foundation uses a rubric for each of their site visits. In regards to site visits, Orosz expresses, “Visiting gives you a chance to judge the veracity of the grant proposal, weigh the capacity of the people and organization who will be doing the work, and gauge the potential of the project to change the world” (2000, 142). We created a site visit

rubric that walks through each point that we wanted to discuss with the organizations. A copy of the site visit rubric is in Appendix E. During the site visit, we did the due diligence to evaluate each organization based on the questions within our rubric. After the site visits, we narrowed down our recommendations to Family Health Center and Shepherd's Heart.

### *Justification of Proposed Organizations and Projects*

#### *Family Health Center*

With its strong track record since 1969, Family Health Center impressed our group with its organizational strength and dedication to quality healthcare. FHC employs over 125 physicians, and provides a nationally renowned Family Practice Residency Program. Over 50% of the physicians in Waco are graduates of this residency program. FHC has an impressive board of directors with 16 members. They meet on a monthly basis and come from diverse backgrounds ranging from a superintendent to retired physicians to Baylor University staff. The board of directors keeps attendance and a record of minutes. This organization functions from a family medicine perspective, and provided care for over 246,000 patients in the last year. In 2013, one-fifth of the Waco population had been through FHC's offices with 90% of those being at or below 200% of the Federal Poverty Guidelines. Further, FHC delivers 35% of the babies born in McLennan County.

Over the past 15 years, FHC has more than quadrupled its budget from \$10 million to \$47 million. Over 75% of their income stems from patient care. However, the majority of their income is reimbursements from their patients' Medicaid and Medicare

coverage. Although FHC has numerous locations, the businesslike structure of the organization enables it to run effectively while still passionately serving the underserved in Waco. The CEO of FHC, Dr. Roland Goertz, is a licensed physician and earned an MBA, which permits the organization to be run like a business. Efficiency is at the top of FHC's priorities for provision of care. The organizational structure of FHC is sound and the physicians are grouped in strategic teams to ensure quality care is provided. Furthermore, this organization uses electronic health records and runs on a data system to track the value added care that is provided to each patient.

FHC serves as a liaison between the Baylor Scott and White Hillcrest and Providence Health System hospitals, and they provide teaching facilities for both hospitals' residents. FHC has collaborated on projects with Baylor University School of Social Work, Baylor University Exercise and Fitness Programs, and Mission Waco's legal assistance program. Collaboration between FHC and other local organizations help show its willingness to improve the Waco community as a whole and look for impactful ways to utilize other organizations' strengths as well as their own.

FHC passed our requirements for the site visit rubric and their mission lined up with our team's goals and logic model. In regards to the grant proposal, this specific grant addresses the need of bettering oral hygiene for pregnant women over the age of 21. Due to the fact that under Medicaid, the state of Texas does not cover the cost of dental care for impoverished adults above the age of 21, pregnant women are not able to receive the dental care needed to keep themselves and their babies healthy prior to childbirth. They often have to pay out-of-pocket prices for dental care, and many choose to spend their money on more immediate needs. In the United States, the top disease of at-risk

adults is cavities. With oral hygiene being neglected for Medicaid patients, harmful bacteria grow quickly and have the potential to lead to other diseases that could harm mothers or children. Premature birth is a major complication due to oral disease during pregnancies, which costs the United States an estimated total of \$26 billion a year (NIHCM Foundation 2010). Therefore, it is important that prenatal women receive proper dental care, which in turn decreases medical costs and increases mothers and children's health.

FHC has discovered a significant need in Waco to educate susceptible adult populations on the importance of dental care. This education would result in mothers having healthier teeth and would encourage mothers to take care of their children's teeth. The education that FHC provides to pregnant women will contribute to a lower risk of future disease for both the mother and child. As previously mentioned, FHC delivers 35% of the babies born in McLennan County, which shows that FHC has tremendous access to the prenatal community. Currently, FHC is the only organization in Waco that is subsidizing dental care for prenatal Medicaid patients. FHC offers free dental checkups at their four dental facilities to evaluate if further care is needed. For those who need further care, FHC is working with other organizations throughout Waco to provide a program that provides dental care for prenatal Medicaid patients at a reduced fee of \$20 per visit. Each visit costs \$145 on average, and the patient covers \$20; thus, \$125 funds one prenatal patient visit.

The beauty of this project is that it is scalable, and it affects multiple generations. This program has impacted numerous women and children so far, and is only expanding. All funds go directly to oral care for the patients and will improve the health of the

current generation and the generations to come by decreasing oral disease. We chose to recommend this grant because it aligns directly with the qualifications in our logic model. This program has high returns of decreasing future diseases and premature birthing costs. The grant addresses a root problem of disease that goes on to affect the quality of life for children. Furthermore, in modern society, dental hygiene plays a significant role in social interactions and job searching. Better oral hygiene for the vulnerable population will help some people be able to get jobs. Also, when people have healthy teeth, they are more likely to have better overall health in the long run. Lastly, the long-term, generational effects of this grant make it a cogent option for our strategic giving approach.

### *Shepherd's Heart*

The executive director, Robert Gager, established Shepherd's Heart five years ago. The mission of this organization is to feed, clothe, empower and advocate for families that are in need. The organization operates as a food pantry and has two thrift stores, called "Things From the Heart" that raise the funds to help keep the food pantry running. As previously mentioned, the Waco community has a poverty rate that is twice the national average, and has 46.5% of the population living in food deserts. Thirty-three elementary schools are located within the food deserts in the Waco community. There are around 23.3% of children living in Texas that are food insecure, and these children often do not know where their next meal will come from. Shepherd's Heart is working to decrease food insecurity on a daily basis for the city of Waco. The food pantry operates weekly and provides 40 pounds of food each for over 200 families. Additionally, they deliver meals to 400 homebound and disabled senior citizens and offer a drive-thru

option for people who are unable to stand in line at the pantry. Shepherd's Heart also provides case management services through a program called Noah's Heart. They help clients obtain social security, disability benefits, and medical care. They also host seasonal food drives and toy collections for various holidays.

Shepherd's Heart has a twelve-person board of directors with various occupations ranging from attorneys to store owners to CPAs. The organization has two full-time staff members and functions primarily on volunteers. They run on a \$730,000 budget, and they receive 42% of funding from their Gifts in Kind thrifts stores and 25% from individual donations. The majority of the budget goes straight to purchasing and distributing food to the local community. Shepherd's Heart has been working diligently to create a more sustainable approach to funding and providing food for those in need. In an effort to bring in revenue, the organization had recently opened an additional thrift store. However, Shepherd's Heart saw the need for access to healthy food and for education about the importance of eating a healthy diet. Through much study and research, Shepherd's Heart has discovered an innovative way to address this problem through Aquaponics technology.

Aquaponics is a sustainable answer that utilizes hydroponics and aquaculture to create a symbiotic food production system. Water feeds into a hydroponics system "where the byproducts are broken down by nitrogen-fixing bacteria into nitrates and nitrites, which are then utilized by the plants as nutrients" (Shepherd's Heart 2014). The water then recirculates through the system, to provide a nourishing environment for food production.

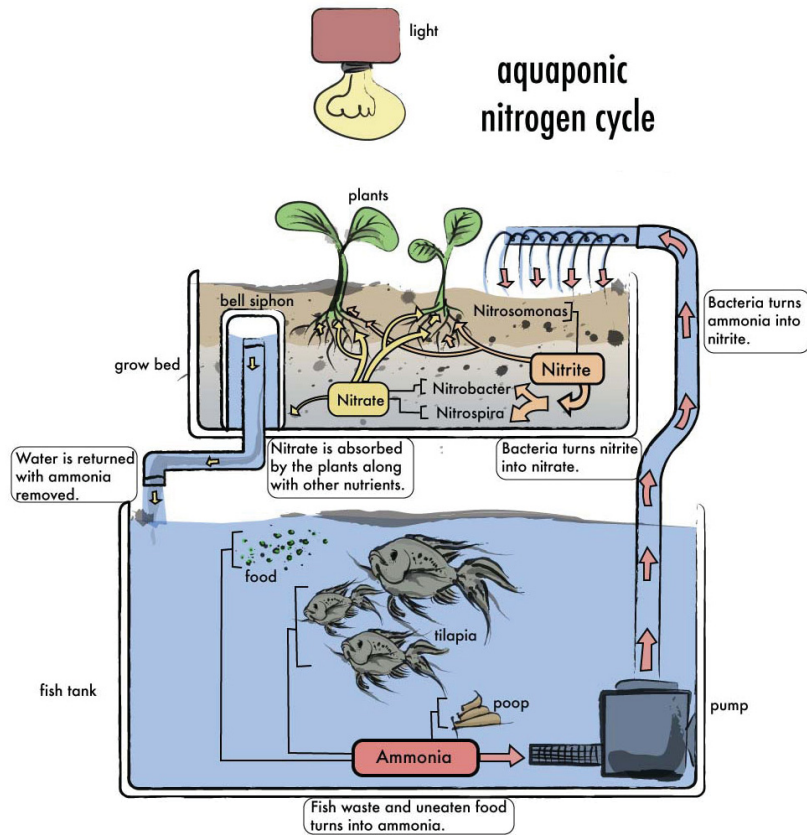


Figure 2:

### Aquaponics Nitrogen Cycle<sup>6</sup>

Shepherd’s Heart partnered with the Ahava Foundation to learn about how Aquaponics could be used in the Waco community. Bonnie Hanszen, the executive director of Ahava, visited Waco in 2014 to train Robert Gager and others on how to build and run this technology. Ahava starts Aquaponics projects across the world to supply food for areas that face food insecurity. This organization has Aquaponics farms in countries ranging from Mexico, Haiti, the Philippines, Uganda, Kenya, Nigeria, South Africa, India, Guatemala, Indonesia, Slovenia, and the U.S. (Ahava Foundation 2014). All of which have seen tremendous results in their farms.

<sup>6</sup> This diagram is from the Aquaponics Works website.



An Aquaponics farm has substantial advantages for the food deserts in Waco. This system is an efficient way to manage resources due to the fact that the inputs produce greater amounts of food than conventional farming. The fish provide nourishment to the plants, and in turn, the plants provide food for the fish. According to research, this technology uses 20% less water than conventional farming, and it does not require chemicals and pesticides. The first harvest is projected to “occur 45-60 days from planting, with 10-14 harvests expected per year” (Shepherd’s Heart 2014).

Shepherd’s Heart is negotiating with TSTC for land on their property to build the farm. TSTC has committed to providing a 50-year lease on six acres. The one concern for this project was that they were in the beginning stages. However, the potential for the project kept us intrigued. Shepherd’s Heart has several ideas for harvesting and selling the food. They plan to take the revenue from selling the first harvest at the local farmers market to reinvest in the project for expansion. Further, Shepherd’s Heart plans to use the farm for educational purposes. They hope to offer training on Aquaponics systems, and pair with schools to educate children on healthy eating. Shepherd’s Heart is passionate about collaborative work, and they plan to work with World Hunger Relief’s Veggie Van after the farm is harvesting food.

Shepherd’s Heart has long-term vision for the Aquaponics project to be a sustainable solution for the food desert problems in Waco. At this point in our interactions with Shepherd’s Heart, they were in the first phase of the project. The first phase included building two Aquaponics systems on TSTC property. In order to complete the first phase, Shepherd’s Heart requested \$2,500. After they finish the first phase, TSTC will give them land that will hold a total of 40 hoop houses, which has

potential to produce enough food to feed 2,000 people per harvest. Shepherd's Heart is connected with a greenhouse business that is willing to discount the hoop houses to \$500 a piece rather than \$5,500. This project has ten phases, and Shepherd's Heart plans to prove the success of each phase before adding more hoop houses.

Due to the fact that Shepherd's Heart works directly with addressing a sustainable solution to food insecurity and food desert problems in Waco, we recommended advancing this project for funding. We see great potential for Aquaponics to succeed with the correct funding and attention. Shepherd's Heart is an up-and-coming organization and has grown tremendously over the past four years. This is a venture opportunity that could sustain the food pantry so that funds could be used for more sustainable projects in the future. Our perspective was that food pantries are important for addressing immediate needs, but the fact that they require continuous funding makes it a sort of quick fix. By donating to help build this Aquaponics farm, the food pantry would be filled sustainably so that Shepherd's Heart can use more funding for their case management and educational programming.

#### *The Final Round: Results and Follow-Up*

After the final board meeting, the class chose to fund both of these projects. We gave \$15,000 to FHC for prenatal dental care for women over the age of 21. This money funded specialized dental care for approximate 120 women. We voted to grant Shepherd's Heart \$2,500 to complete phase 1 of their Aquaponics farm. The grant went towards resources to build two hoop houses and Aquaponics systems.

To follow-up with the organizations' progress on their projects, I called each of the executive directors. I spoke with Roland Goertz, and he conveyed the success of the

program so far this year. Along with our \$15,000, FHC's prenatal dental program raised a total of \$92,000 to use for subsidizing dental care last year and is well on its way to utilize the fund. Their main sources of other funding came from United Way and local churches. Over the past 12 months, there have been 423 free office visits and 312 prenatal dental patients. Goertz notes that the percentage of babies born in Waco that are delivered at their facilities has increased to 45% in the past year. When asked about the future of this program, Goertz expressed that this program has produced direct effects on the health of the mothers and children they serve. Further, he stated that they have started to see and will continue to see fewer complications with deliveries due to better overall health of their patients, helping decrease costs. Cost decreases allow better care for more prenatal patients and their children. He explained that they plan to continue to raise money for these efforts to improve generational health through oral hygiene. After following-up with FHC, it is evident that this investment matched our goals and is having an impact on the organization and the underserved community in Waco by meeting a need that affects the future generations.

During my follow-up call with Shepherd's Heart, Robert Gager began the conversation with explaining health issues that he has been having over the past year. He has been in and out of the hospital eight times since we granted Shepherd's Heart the \$2,500 for the Aquaponic project. With that being said, he expressed that the project is moving, but at a much slower pace than he had anticipated. The first two hoop houses are currently under construction. His health has limited the amount of time he has been able to spend outside, and the poor weather this summer also made building difficult. Nevertheless, the project is still underway and the first phase should be complete in the

next month. They recently acquired the electricity and pumps needed to finish the first hoop house. The second hoop house is also under construction; Shepherd's Heart has chosen to diversify the type of Aquaponics system used in the second hoop house to ensure that they use the best method before expanding to more hoop houses. Over the past year, Shepherd's Heart has continued to expand despite the executive director's health issues. They now serve 150 more families a week and have opened another thrift store in Waco. There is always risk in funding a venture project, but it is still hopeful that this project will be a positive solution towards sustainability for Shepherd's Heart. The executive director is determined to see the project succeed, and once he gets back on his feet, they will progress to the next phase.

In hindsight, we took a risk with the Shepherd's Heart grant and chose the safe route with the grant to FHC. Both projects addressed root needs in the community that have multi-generational effects. At this point in time, the grant to FHC has made the most impact on the community. In this situation, Shepherd's Heart has served as an example of the complications that arise in philanthropic giving. Venture projects are high risk and oftentimes do not succeed in the expected way. Nonetheless, risks are vital for the growth of nonprofits and potential programming that can have a significant impact on the community. In learning how to give strategically, I learned the balance of taking risks and funding existing projects. Both are valid manners of giving, and I learned the importance of understanding the scope and logic behind new ventures, but I also learned the value in considering why existing projects work as well as what might make them more successful. Through this experience, I gained perspective as to why strategic giving is a fundamental part of philanthropy. By thinking carefully and weighing decisions, I

was able to determine what program and projects best address root causes of material poverty. This experience helped me realize why giving is important and how generosity can be channeled in a transformational way.

## CHAPTER FOUR

### What Now – Potential for the Waco Community

Prior to this course, my understanding and knowledge of philanthropy was limited. As I experienced the process of strategic giving, I came to understand what philanthropy means and how it applies and functions in society. Through this experience, I gained three key insights to how philanthropy could be advanced in Waco. First, I recognized the downfalls of generosity within American culture compared to the lifestyle we are called to. Secondly, I realized the need for greater collaboration between churches, nonprofit organizations, and the Baylor community. Lastly, I discovered that philanthropic education is an uncommon topic of study that has potential to change the trajectory of economic and social growth in Waco and transform students to live generous lifestyles.

#### *Collaboration*

Collaboration is an effective approach to philanthropic giving that utilizes collective strengths to accomplish initiatives that would not be possible independently. There are countless benefits to collaboration that enable more effective long-term change. In a general sense, collaboration facilitates growth and learning in a way that maximizes funding efficiencies as well as enriches strategic networking for current and future impact. In the city of Waco, collaboration has potential to grow between nonprofit organizations, churches, and Baylor University.

### *Other Nonprofit Organizations*

Across Waco, nonprofit organizations need efficient collaboration between each other for effective change. In the Waco community, there are numerous nonprofits that have similar services targeted towards the same people. The repetitious nature of services in Waco creates a less connected community. Philanthropic resources are limited, so collaboration is the most effective way to leverage change. By leveraging efforts and resources, donors and nonprofits have the opportunity to achieve lasting impact on several public problems. When nonprofit organizations attack societal problems on their own, their scale is smaller and resources are more limited. By grouping together nonprofits with similar missions and services, “organizations can consolidate their information and their knowledge into one base of information,” giving them advantageous leveraging opportunities (Buhl 1991).

When organizations work together to create change, they are able to build off of each other and reach more people without wasting resources. Many times organizations do not know what other resources are available due to the fact that they focus on their own resources and expertise rather than leaning on other organizations. For example, during my experience in the Philanthropy and the Public Good course, we worked with a nonprofit that requested funds to re-landscape their property. Baylor University’s Steppin’ Out holds biannual service days in which students go into the community and help with projects just like this. The nonprofit did not know about Steppin’ Out until we explained the program and gave them the contact to participate as a service location. Another organization asked for a grant to purchase paintings for their facility to hang in short-term patients’ rooms. We connected the organization with the Baylor University

Department of Arts in hopes that students could donate their artwork to decorate the facility. Further, there are numerous organizations purchasing food trucks and planting gardens to address the food desert problem in Waco. Several groups are approaching the problem in the same way. Though there is collaboration between organizations for providing food and vans, it seems as though they may all have a deeper impact if they work together to strategically place their vans around the city, as well as share with each other their successes and downfalls along the way.

Countless opportunities are out there, but communication about these opportunities is sparse and difficult for organizations to look for in the midst of the work that they are doing. Act Locally Waco is a fairly new organization that publishes a weekly newsletter and calendar for all events going on in the community. This organization serves as a channel of communication for the community to promote collaboration and involvement. Organizations such as this are working to prevent organizations from repeating events, and help organizations know what other nonprofits are doing in Waco.

Waco has a handful of coalitions for hunger, mentors, and housing initiatives that are also improving the collaborative efforts of the nonprofit sector. Organizations such as Prosper Waco are working towards creating strong networks between organizations. Prosper Waco is “a collective impact initiative focused on addressing issues facing the Greater Waco community in the areas of education, health, and financial security” (Prosper Waco 2015). Prosper Waco is designed to be a backbone organization that facilitates nonprofits in addressing the public problems within Waco. FSG is a consulting firm that is leading the collective impact movement across the nation. Their work has



outlined the method that Prosper Waco is using to tackle social problems in the community. The approach focuses on a common agenda, shared measurements, mutually reinforcing activities, continuous communication, and backbone organization support (Prosper Waco 2015).

With these goals in mind, the nonprofit organizations are in the midst of collective change. The next step is gaining buy-in from everyone in the community. Nonprofits in Waco need to learn from each other to be successful. By sharing successes and failures with each other, organizations' projects will be more effective in the long run, and they will be able to avoid the pitfalls of those who have gone before them. Further, this type of networking provides a strategic plan for the community as a whole, rather than just having a network between specific divisions within the sector. For example, Prosper Waco has the ability to bring together coalitions ranging from hunger to education to housing. With a broad long-term plan and a strategic method to implement change, there will be a greater collaborative transformation. Prosper Waco is taking collaboration to an efficient future. This network will take time to grow and flourish, but it is a hopeful initiative that is altering the direction of the community.

### *Baylor University*

The largest population set in the city of Waco is the students attending Baylor University. In 2014, there were 13,859 undergraduate students and 2,404 graduate and professional students. The average SAT score of incoming students was 1231 and ACT was 27.1. Baylor is home to 270 clubs and organizations. According to 2014 statistics, Baylor students and faculty volunteered for over 150,000 hours in the community of Waco. When we consider the growth that the Baylor community has seen in the past five

years, it is evident that Baylor is on a prosperous streak. Both the number of students and their standardized test scores increased this past year. With this many intelligent young people at its fingertips, the Waco community needs to utilize the time and potential of Baylor students to better the community.<sup>7</sup>

It is obvious that the 150,000 hours of community service is most likely not completely reflective of all community service that students and faculty participate with in Waco. Nonetheless, 150,000 hours annually breaks down to approximately 8.7 hours per year for each Baylor student and faculty. When only considering the nine months that students are in fall and spring classes, this results in less than an hour of community service a month per student and faculty. Though I am confident that students and faculty serve much more than 150,000 hours annually, it is shocking to look at this statistic and think that the largest population in the city of Waco is not being utilized to their potential.

The mission of Baylor University is “to educate men and women for worldwide leadership and service by integrating academic excellence and Christian commitment within a caring community” (Baylor University 2015). With this mission in mind, Baylor draws many students who are from a Christian background. Christianity is rooted in a foundation of love and service that aligns directly with the mission of philanthropy. For Christians, the motivation for helping others derives from Christ’s work and service while He was on earth. Throughout His life, Christ exemplified the way in which we should serve and care for others. Jesus’ model of loving one’s neighbor is a direct application to how modern day Christians should live. As an ultimate example of giving and generosity, Jesus is the divine Savior that Christians should strive to emulate. The Baylor community is in a way an extension of the church as a whole. Though not all

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<sup>7</sup> These data were gathered from the Baylor University website.

students are Christians at Baylor, the fundamental principles on which the university was founded align with those of the church.

The church should be the ultimate example of generosity in society, and in many senses it is. As Christ followers, we are called to grow in generosity and not be stagnant. This is not to discount the loads of generosity at Baylor or in the church. It is a gut-check to test whether we are doing all we can to give as Jesus would give and serve in a way that glorifies God and not ourselves. Along with the presence of Baylor University, the city of Waco has a higher percentage of churches per capita than any other McLennan County community. It would seem that a city with such a high level of religious involvement should have a lower level of poverty and need, but the opposite is true. This is not to disregard the tremendous philanthropic work that so many in the community pour into; it is to highlight a problem in the current strategy for helping others.

The core values of Christianity are based on helping others. Mutual brokenness, as discussed previously, is a key perspective for philanthropic endeavors, and the church is designed to embody what shared brokenness looks like in day-to-day life. The church is a community where you go to help others, but also where you go to receive love and care. Because the concept of mutual brokenness is integral to the church community, it has an advantageous approach to helping those in need. Thus, it would imply that, as an extension of the church, the Baylor student population should be a strategic collaboration partner for philanthropic initiatives and organizations.

The student population at Baylor may not have the income available to financially impact the philanthropic sector of Waco, but they have a high capacity of time and compassion that could be used more efficiently to help impact the city of Waco for long-

term change. For students currently, there is a gap of opportunities to help the community in a centralized manner. Of the 270 student organizations, there are 31 that are strictly service organizations. The 45 Greek organizations each have national and local philanthropies for which they host awareness events and raise funds. Many other organizations require various hours of community service to maintain membership. Baylor also has Steppin' Out, the bi-annual student community service day. Each semester, students volunteer to help out with service projects across the Waco community and serve an average of 12,000 hours.<sup>8</sup>

Each of these organizations and events serves the Waco community in impactful ways, but as a whole, there is little strategy to the student involvement in the community. The student population at Baylor has a heart to serve the city of Waco, but needs a better avenue for intentional participation. Just as Waco has a plan for strategic development and societal change, we need a plan for connecting Baylor students to the city in a way that can grow and improve the community. There is importance in determining how 16,263 people can be used to enrich the city. With such a large capacity of manpower, Waco should be able to tackle numerous issues by activating students to work collectively and collaboratively with the nonprofit sector. Baylor University has the potential to impact the city of Waco at a higher level by applying the intelligence and time availability of students. An effective way to first engage the student population is through encouraging generosity and implementing philanthropic education.

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<sup>8</sup> These data were gathered from Baylor University's Student Activities website.

### *Educating the Masses*

Philanthropic education is often overlooked in American, and selfishness is highly escalated in our capitalistic society. In our culture, a dominant focus is on making money and buying the next new gadget, rather than giving towards philanthropic endeavors. The reason our culture has hit this point of selfishness is partly due to the lack of encouragement for generosity and minimal philanthropic education. The common understanding of donation and community service does not encompass a full understanding of the need in society and the purpose of philanthropy. For the city of Waco, students at Baylor University need to learn that philanthropy is more than serving for an afternoon during Steppin' Out, and it has a long-term commitment that goes deeper than giving a few dollars to a beggar. However, for the current understanding of philanthropy to be reconstructed, education is necessary. There are dozens of courses at Baylor University that teach students about how to earn and invest money, but few courses that teach you how to give strategically and more importantly, why generosity is significant.

### *Encouraging Generosity*

According to *Passing the Plate*, “no less than one out of five U.S. Christians gives away no money to charity whatsoever, whether to religious or secular causes” (Smith 2008, 29). Further, if the Christian community in the U.S. “gave 10% of their after-tax income...that would provide an extra \$46 billion per year of resources with which to fund needs and priorities” (Smith 2008, 11). In light of this fact, it is evident that generosity is something the church needs to emphasize. As a Christian university, Baylor has an obligation to teach the fundamental life skill of generosity. Whether it is financial or

emotional generosity, the Bible teaches that one should give as a proportion to what they have in total. We see this explicitly with the story of the poor widow who gave her last two coins while the rich people were giving bundles of money. Jesus said to his disciples, “I tell you the truth, this poor widow has put more into the treasury than all the others. They gave out of their wealth; but she, out of her poverty, put in everything – all she had to live on” (Zondervan 2002, Mark 12:43). Regardless of how much we have, we are called to be generous. We have a moral responsibility to steward what we have been given, and Baylor has an optimal position to instill this truth into its students.

It can be assumed that those Christians who do not tithe to the church do not donate to non-religious organizations either. This is a significant problem in the Waco community because the largest group of Christian people in the city does not have a hefty income, if any. A handful of churches throughout Waco depend on their older aged members to financially support the church even though the majority of their members are college students. There is a misconception that has weaved its way into the belief system of most Christian college students that we are not obligated to tithe because we do not have full-time jobs. Though this is not the case for all college students, the vast majority of students do not take part in financial generosity to their church, and likewise, do not contribute to nonprofits in Waco. Many students contribute through volunteering time, but financial generosity is nearly nonexistent. The excuse of not having a steady income does not justify this kind of selfishness when we consider Jesus’ teaching about the poor widow who gave out of her poverty. Regardless, we are called to give. Gunderman suggests that the value of philanthropy is different than that of the business (2008, 135). In the corporate world, the wealthiest people are considered the most successful.

However, in philanthropy, quantity of money is not the unit of measurement, rather generosity is valued by what cannot be counted.

College students must realize that giving is not something that we will wake up one day and decide to do; it is a lifestyle that takes time to establish. Bob Barkley, a successful Baylor graduate and active philanthropist, teaches sacrificial giving is successful when your plan for giving is the same, regardless of how much you earn. Barkley advises, “It’s not about how much you make; it’s about how much you give.” It is evident in many aspects of life that the habits we form in the early years of life will affect our habits in the future. If we want generous giving to be our lifestyle, setting ideology and a plan now is essential to successful giving down the road. If students do not know how to give while we have little, we will not have the proper education for how we should steward larger sums of money. Students are in an ideal position to learn how to make generosity a lifestyle before we start making an income. Arrillaga-Andreessen notes, giving is “not a separate part of life – it *is* life, turning your beliefs and values into action and impact” (2012, 255). Students must be spiritually encouraged to view generosity in this way to be motivated to engage in philanthropy throughout Waco and be prepared for generosity in future endeavors.

### *Philanthropic Education*

Perhaps the most significant way to involve students in philanthropic generosity is through formal education. Educating students about philanthropy will effectively connect Baylor students to the city of Waco, giving them a greater understanding of the needs around them. Payton and Moody argue the need for increased commitment to “teaching about philanthropy” and “teaching philanthropy” (Payton and Moody 2008,

169). By “teaching about philanthropy,” students will gain knowledge of the tradition of generosity and its role in addressing societal issues. By “teaching philanthropy,” students will learn how to participate in philanthropy and define their own reasons for doing philanthropy (Payton and Moody 2008, 169). Addressing these two aspect of philanthropy will give students the knowledge for understanding philanthropy and its part in furthering the public good.

Philanthropic education is an interdisciplinary topic. Due to the fact that it is applicable to every area of academia, courses about philanthropy complement a liberal arts education and allow students to think strategically about how they can use their skills and resources to better the public good. In creating a well-rounded academic experience, it is necessary to include courses about how strategic giving causes the greatest change. Teaching about the origins of philanthropy and the best practices of social change help build the leaders of tomorrow who will be the next philanthropic drivers. Students must realize the effects of philanthropy and learn about the political, economic, and social problems within the city of Waco in order to participate alongside nonprofits and make a difference. Learning how giving has been approached in the past enables students to find their personal role in philanthropy for the present and the future. Connecting philanthropy courses to the current education system permits students to dream about how they will participate in society with the expertise they are gaining from their college experience.

Currently, many students’ concept of giving is limited to an occasional dollar in the offering plate or hour of community service for their student organization. Without proper education or experience, students have the tendency to misunderstand the role of



philanthropy in society and thus have ulterior motives for volunteering. Instead of seeing it as a way to alter the future of the public good, philanthropy is often mistaken to be a transaction of good deeds. The study of philanthropy has the potential to change students' perspective from transactional giving to transformational giving. By allowing students to learn about philanthropy in school, they are positioned in a setting to think deeply on the topic and truly explore what the technical definition of philanthropy could be.

Educating students about the different modes and models of giving will enable students to not only understand giving, but also be trained in proper giving. With the knowledge of how to give in a way that leads to long-term change, students will know what sorts of initiatives are most successful, and they will be able to identify which organizations efficiently address root causes of public problems and which do not. Further, students will be able to identify potential pitfalls for projects or nonprofit organizations and help provide an educated, outside perspective. In Waco, many nonprofit organizations are led by administration that is lacking formal philanthropic education. Though formal education is not necessary to run a successful nonprofit, there are fundamental skills that education teaches more effectively than strictly experience in the field, and vice versa. However, philanthropic education allows one to learn about societal problems from a bird's eye view and consider best practices and appropriate strategic approaches. By providing this sort of education, Baylor will be able to funnel knowledgeable students towards impacting the community efficiently.

Baylor University supports the city of Waco from an administrative and student organization standpoint, but until the Philanthropy and Public Good course, there was not

a class that taught philanthropy. “Teaching philanthropy” is different than merely “teaching about philanthropy” because it means teaching students the process of philanthropy by allowing them to live it out (Payton and Moody 2008, 169). Teaching philanthropy is about giving students the opportunity to experience philanthropy in the community through an academic lens. The Philanthropy and the Public Good course does just that. It allows students to participate in philanthropic giving, and it grants student the chance to learn about generosity by actually doing it. By pairing the study of philanthropy with real experience, students are able to gain a comprehensive understanding of philanthropy and how it can be used to transform society.

By facilitating an environment where students can experientially and academically form their definition of philanthropy, the potential for change can skyrocket. Weaving philanthropy into the university education will engage the university in an adjustment of its relationship to pressing issues of the community. Philanthropic education and Baylor University have a symbiotic relationship (Payton and Moody 2008, 172). By studying philanthropy, students are shown insight about admirable nonprofit work and how change effectively happens. This facilitates students to be more thoughtful in their current involvement and giving in the future, and it helps students become informed about the community in which they live. Further, Baylor University has the potential to assist the philanthropy sector in Waco by helping students be connected to nonprofits through courses like Philanthropy and the Public Good. Baylor will be able to strategically help the city by allowing student to study complex societal issues and explore impactful solutions with nonprofit organizations.

## CONCLUSION

The way to understand philanthropy is to experience and study it. Through the Philanthropy and Public Good course at Baylor University, I was given the opportunity to learn about philanthropy and strategic giving, and it altered the way I approach generosity. After experiencing giving of money, time, and compassion throughout the course, I was able to understand the role of each mode of giving in the philanthropic sector. Further, studying the different models of giving enabled me to discern motivations behind philanthropic giving and helped me realize the importance of investing for long-term impact, rather than short-term alleviation. Due to the fact that the course focused heavily on philanthropy in Waco, my eyes were opened to the great need in the community. Specifically, my experience revealed the potential for student involvement and collaboration for philanthropic endeavors in Waco.

Philanthropic education is essential for activating student involvement in the Waco community. With such deep needs in society, across-the-board collaboration is the key to unite the community to make lasting change. Because Baylor University students comprise the largest group of people in the city of Waco, they are necessary assets who have the capacity to make a difference in the community. Even though Baylor has a turnover of students every few years, Waco could benefit from creating a strategic plan to maximize the time and talents of students to influence public concerns. By providing philanthropic education through courses like Philanthropy and the Public Good, students will have the opportunity to learn about philanthropy and get the chance to experience the

process of strategic giving. The knowledge and experience gained from taking this course will alter the potential for student involvement and help raise awareness throughout the Baylor community. This course is the beginning of a bridge that will connect the Baylor student population to the Waco community. Through this sort of stewardship and education of philanthropic significance, we have the ability to better understand the true definition of philanthropy and pass it on to the generations to come.

## APPENDICES

## APPENDIX A

### One-Page Overviews

*By the Health, Wellness, and Basic Human Needs Team*

**Salvation Army Waco** focuses on food and shelter programs designed specifically for our community (kitchens, temporary housing, and educational/job training, and other services). No concrete suggestions for uses of funding. We propose that SAW **not advance**.

**Susan G. Komen Foundation** is an organization that focuses on fighting breast cancer through grants that are used for research, education, and screening. The organization as a whole has experienced a lot of instability in terms of support primarily due to their partnership with Planned Parenthood. We propose that Susan G. Komen **not advance**.

**Cenikor**'s mission is to help people manage with behavioral health issues and addictions by providing intensive care services. Their main services are detox, short-term care, and outpatient care. They are in need of better landscaping for their recreational area, and they need art for the patient rooms. We propose that Cenikor **not advance**.

**McLennan County Hunger Coalition** established to end hunger in McLennan County. To do so, the coalition emphasizes advocacy, education, and collaboration. The coalition has asked for our support in providing new software, media/advertisement, or support in their annual Homeless/Hunger Awareness Week. We propose that the McLennan County Hunger Coalition **not advance**.

**Caritas**. Their mission is to provide urgent support for people in need in the community through supplemental Food Assistance—for those in poverty/economic deprivation and a case management program to help people take the necessary steps to overcome poverty. We propose that Caritas **not advance**.

**YMCA**'s mission is put Christian principles into practice through programs that build healthy spirit, mind, and body for all. These goals are reached through educational programs as well as sports leagues and gym facilities. Our focus would be After School Care and the Diabetes Prevention Program. We propose that YMCA does **not advance**.

**Family Health Center**. Focuses: Its 14 centers of subsidized care (medical, dental, pharmacy) and a highly respected residency program. Using our funding: free/subsidized dental care for adults (especially pregnant women) and more effective models of child and prenatal care. We propose that FHC **advance**.

**Community Cancer Association** is a local non-profit that has been serving cancer patients in Waco since 1959. It provides financial support for cancer patients that are within 200% of the Federal Poverty guidelines. Typically, each patient receives up to \$400 a month to help pay for transportation to treatment, costs of medications, nutritional supplements, prostheses, medical supplies, and more. We propose that CCA **advance**.

**Speech, Language, and Hearing Clinic** is a community-based clinic that has been in place for over 40 years. They provide comprehensive evaluations and treatment for patients of all ages with communication and swallowing difficulties. Services include on-site and community screenings and comprehensive consultations/evaluations and treatment for speech, language, and hearing. We propose that the clinic **advance**.

**World Hunger Relief, Inc.** is a Christian organization that focuses on alleviating hunger around the world. They do this through an intensive internship program where they train, motivate, and partner. The Veggie Van will bring fresh produce to locations in Waco that do not have access to healthy food. The grant would go to kick starting the program and reducing prices of produce. We propose that WHR **advance**.

**Shepherd's Heart** is an organization focused on meeting the needs of the hungry within Waco. It operates entirely on volunteers and uses profits from the Things From the Heart Resale store to fund their operations. Shepherd's Heart accepts donations from local grocery stores to keep the food pantry stocked, but has proposed the Aquaponics Project to make the pantry self-sustainable. We propose that this organization **advance**.

**Texas Hunger Initiative** operates on a local and state level to implement programs and change in government policy to end hunger in Texas. THI is open to providing the informational foundation for collaboration between the World Hunger Relief, Inc. and Shepherd's Heart. We propose that THI **advance**.

**Organizations to Advance:**

Family Health Center  
Community Cancer Association  
Speech, Language, and Hearing Clinic  
World Hunger Relief, Inc.  
Shepherd's Heart  
Texas Hunger Initiative

## APPENDIX B

### Grant Application Form



### **Information for Grantseekers**

The Common Grant Application Form was developed by a committee of Philanthropy Northwest in 1998 to facilitate the application process for grantmakers and grantseekers in the Northwest. Today, the Common Grant Application is mainly used as a reference and as a tool to prepare for grantwriting.

- Applications often must be accompanied by a cover letter (no more than one page) in which you state your request and proposed use of funds. This letter should generally be signed by your executive director and your board president. For our purposes, this should be very, very short, and it doesn't have to be signed by the CEO or board president. However, at least the CEO should view and approve the letter (they can sign it if that's logistically easy—for instance, if they have an electronic signature they can send you. In other words, just don't go out of your way to fulfill this small detail.)
- Fill out the application form completely.



APPLICATION MADE TO: \_\_\_\_\_ DATE: \_\_\_\_\_  
(NAME OF FUNDING SOURCE)

\_\_\_\_\_ APPLICANT ORGANIZATION \_\_\_\_\_

NAME: \_\_\_\_\_ Year organization incorporated: \_\_\_\_\_

ADDRESS: (included street address if different)

Is the name at left the same as  
it appears on the IRS Letter of  
Determination? Yes  No

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

If not, explain: \_\_\_\_\_  
\_\_\_\_\_

CHIEF EXECUTIVE'S NAME & TITLE: \_\_\_\_\_

CONTACT'S NAME & TITLE (if different): \_\_\_\_\_

TELEPHONE NUMBER: \_\_\_\_\_ EMAIL: \_\_\_\_\_

\_\_\_\_\_

**ORGANIZATIONAL DEMOGRAPHICS:**

Number of full time staff: \_\_\_\_\_

Number of part time staff: \_\_\_\_\_

Number of volunteers: \_\_\_\_\_

GEOGRAPHIC AREA: \_\_\_\_\_

\_\_\_\_\_

**OPERATING BUDGET TOTAL FOR CURRENT FISCAL YEAR:**

Fiscal Year: \_\_\_\_\_  
From \_\_\_\_\_ To \_\_\_\_\_

**SOURCES OF INCOME:**

Government	Federal	_____	Fees/Earned Income	_____
	State	_____	Individual Contributions	_____
	County	_____	United Way	_____
	City	_____	Workplace Campaigns	_____
			Corporate and/or Foundation Grants	_____
			Special Events	_____
			Memberships	_____
			Other	_____

[ ] **PROPOSAL** [ ]

**AMOUNT OF THIS REQUEST: \$ \_\_\_\_\_ FUNDS NEEDED BY: \_\_\_\_\_**

**TIME FRAME IN WHICH FUNDS WILL BE USED: \_\_\_\_\_**  
**From To**

[ ]

**Check one of the following:**

**GENERAL OPERATING SUPPORT       PROJECT SUPPORT**

**If for project support, complete the following:**

**PROJECT NAME: \_\_\_\_\_**

**TOTAL PROJECT COST: \$ \_\_\_\_\_ PERCENT THIS REQUEST OF PROJECT TOTAL: \_\_\_\_\_%**

**PROJECT COST PER CLIENT (if applicable): \$ \_\_\_\_\_**

**PROJECT TYPE:**

- Capital:**
  - construction**
  - renovation**
  - equipment**
- Endowment**
- Specific Program**
- Other (describe)**

[ ]

- 1. WHO WILL PROJECT SERVE:**
- 2. HOW MANY WILL PROJECT SERVE:**
- 3. WHAT GEOGRAPHIC AREA WILL PROJECT SERVE:**

**PLEASE LIMIT THE LENGTH OF YOUR ANSWERS FOR THE FOLLOWING QUESTIONS TO NO MORE THAN A TOTAL OF FOUR PAGES.**

- 1. APPLICANT ORGANIZATIONAL BACKGROUND**  
Include organizational mission statement and purpose, organizational qualifications, history of accomplishments, governance, area and population served, role or volunteers. (If this is a collaboration, describe the lead agency and its relation to others involved.)
- 2. NEEDS STATEMENT**  
Identify the needs your agency or this proposal will address. Acknowledge similar existing projects or agencies, if any, and explain how your agency or proposal differs, and what effort will be made to work cooperatively.

### 3. PROPOSAL

- A. How will your proposal address identified needs?
- B. Projected goals, objectives, timeline, anticipated impact.
- C. Expected role of volunteers.
- D. Number and types of people who will benefit from your proposal.
- E. How will you monitor your work and how will you measure success or effectiveness?
- F. What are your other potential and actual sources of support for this proposal?  
Where do you expect to find future support?

### 4. APPROPRIATENESS TO FUNDER'S MISSION

Explain how your project or program meets this particular funder's guidelines and criteria (our class obviously doesn't have a set mission statement, but explain how it fits with our goals of community enrichment.)

### 5. ADDITIONAL INFORMATION

Please address here anything else about your organization or project you think is relevant to this proposal.

## ATTACHMENTS

In addition to the cover letter and the information required on the Common Grant Application Form, please attach the following (but please note: if it is exceedingly difficult to obtain these items in the short amount of time we have allotted, please let me know. This is all important information, and I want you to obtain it, but I also realize we face time constraints that are artificial and greatly impact our capacity to do all of this. Having said that, please lean heavily on these CEOs. They should have most of this handy.):

1. Verification of tax-exempt status under Section 501(c)(3) of the IRS code.
2. List of current board members (include member affiliations and any other pertinent information).
3. List of key organizational staff, including titles and main functions.
4. IRS Form 990 (if available).
5. Most recent audited financial statement (if available).
6. A one-page summary of actual income and expenses for the past two complete years; a one-page listing of funding sources and amounts received from these sources over the past two years.
7. Organization's current year operating budget.
8. A detailed budget of the project for which funds are being sought (if applicable).
9. If the project for which you are seeking funds is a collaboration with other agencies, include letters or other documentation from the collaborating agencies.

## APPENDIX C

### Summaries of Organizations

*By the Health, Wellness, and Basic Human Needs Team*

#### **Cenikor**

**History and Structure:** Cenikor is dedicated to addressing behavioral health issues and addictions by offering a variety of services. Their mission is to be “A Place for Change. Providing a Foundation for Better Health and Better Lives.” Cenikor is a national organization, and at each location, different services are offered. The president of Cenikor is William L. Bailey II. The Senior VP for the Waco location is Jerry Hall. The board of directors is made up of 13 members, and they meet quarterly. Cenikor received total revenue of \$15,453,717 and total expense of \$14,956,857. The organization is run 76% on program revenue and 17% by donations. Expenses for program services comprise 84% on the budget. Cenikor offers a variety of payment and insurance options to pay for the services they offer.

**Impact:** Cenikor in Waco focuses on detoxification, short-term patients, and out-patient services. They can aid a total of 48 people at one time. The Waco location specializes on adult care, and other locations offer adolescent care as well. Cenikor’s most immediately served patients are pregnant women, injection patients, and meth patients. They have a variety of complex programs that patients have the opportunity of choosing from depending on their situations. They offer an intensive residency, in which patients live at the facility and receive in depth counseling, education, and training. Cenikor also offers a supportive residency for less extreme cases in which patients live at the facility for a shorter amount of time and receive specific attention based on their needs. The Waco location also offers Care Counseling Services. This is located in a separate office than their main facility, and it helps patients that have been released from the facility and assists people who are seeking counseling help rather than medical attention. This counseling service provides group meetings and trainings to help people with behavioral health or addiction issues get back on their feet. Cenikor focuses on helping each patient leave with holistic development that will help them improve their lives and continue in healthy lifestyles.

**Proposed Uses for Funding:** Cenikor requested funding to beautify their outdoor recreational areas and supply art and decor for their patients’ rooms. The recreational area is currently overgrown and rundown. They have been wanted to update the area for many years, but have not had sufficient funding to do so. Many of their patients do not want their identity to be known, so their recreational area is enclosed. Their patients spend all their time in the facility and do not have a refreshing, normal view to look at. Also, Cenikor’s overnight rooms for detox and short-term patients have blank walls with no decoration, which makes the rooms feel like a hospital. The organization mentioned their

desire to change this. They expressed their desire for their patients to have some normalcy in their experience. The organization is working to approach each patient holistically and the landscaping and décor will add to this. This would be a small grant to buy landscaping materials and also to purchase art for the patients' rooms.

### **Family Health Center**

**History and Structure:** Established in 1969, the Family Health Center (FHC) is an organization dedicated to providing primary healthcare to the underserved in Waco. The organization comprises 14 separate centers for care, ranging in function from dental care to primary care to pharmacy, and employs over 125 healthcare providers. Another function of FHC is the provision of a nationally renowned Family Practice Residency Program. Over half of Waco area physicians are graduates of this three-year program, which currently graduates twelve physicians annually. The organization is operated from a family medicine perspective. Physicians, nurse practitioners, and physician's assistants provide primary care to patients. Its centers for care are one hundred percent outpatient care facilities—no patients are housed overnight—and staff refers only ten percent of outgoing patients to further care by specialists. FHC has a great and trusted reputation among other healthcare providers in Waco. Of note, the centers provided care on 246,000 individual patient visits last year. FHC employees deliver 35-40% of babies in McLennan County. FHC has seen large growth over the past 15 years, more than quadrupling its budget from \$10 million to a current \$47 million. Each of its 14 sites is operated under the umbrella of FHC, although seeming to be independently operated. All are fully staffed and equipped to the extent required for care. Despite the operation of its various centers of health within a businesslike model, its CEO is a physician and all employees—by nature of their work—are passionately dedicated to serving the underserved of Waco.

**Impact:** Mr. Clement Milam, the FHC Development Director, has emphasized that when a residency program such as theirs is active in training physicians, the entire community becomes healthier. Residents experience 75% of the residency program's training in hospital settings. With such a large proportion of Waco physicians having undergone this training, the program is truly an important part of this community. Mr. Milam also made sure to note several measures in place to ensure the organization's efficiency. With 14 separate centers comprising FHC, efficiency is among the organization's top priorities in its provision of care. As 74% of the centers' income stems from patient care, efficiency alongside optimal care makes sense for FHC. (Regarding income from patients, the majority comes from Medicaid, followed by Medicare, followed by reimbursement from other insurance providers.) The centers perform most necessary testing on-site: X-rays, pharmacies, and blood work, among other services, are located in a given center. Additionally, the use of electronic health records (EHRs) since 1997 has led to a staggering level of efficiency. For example, electronic prescriptions have saved FHC over \$40,000 alone. As an organization, FHC functions to improve healthcare provided by both its own power and by local hospitals. It serves as a liaison between Hillcrest and Providence health systems, additionally providing its residents to give them "teaching hospital" status (which results in extra benefits to these facilities). Other interaction between FHC and local hospitals is abundant. Hillcrest and Providence subsidize emergency department visits by FHC patients. FHC's collaboration with other local

organizations is also extensive. Many bodies within Baylor, including the School of Social Work and the Exercise and Fitness Program, are currently actively working alongside FHC in various programs. Other programs and collaborations may be forthcoming, including a legal assistance program with Mission Waco. In this, FHC understands that healthcare cannot stand on its own, being merely one service among many that Waco needs.

**Proposed Uses for Funding:** Mr. Milam noted that several specific projects could be either partially or fully funded by a grant provided by our class. First, the organization is currently focusing on a pregnancy initiative. Created and implemented by other similar American health centers, the program focuses on efficient and effective prenatal care for mothers and babies. Women are paired together for weekly sessions (chances for individual physician-patient interaction is still offered), comprising comprehensive maternal education from a range of healthcare professionals from within FHC. More women are cared for in a more effective manner, and the workforce of FHC is most efficiently utilized, resulting in better outcomes for all.

### **The Salvation Army – Waco Corps**

**History and Structure:** The Salvation Army, one of the largest non-profit organizations in the United States, comprises territories and divisions of operation made up of community Salvation Army corps. While some programs are national in scope, many are created with a specific community in mind and are thus only implemented locally. Salvation Army Waco's (SAW) Board of Directors is largely responsible for deciding the type and amount of programming implemented in the Waco community. SAW has been active since 1891, making it one of the oldest continually operational non-profits in the area. It raises funds for the sole purpose of using them to better the Waco community. The Salvation Army is a faith-based organization, actually existing as a denominational church as well as an international non-profit organization. Its faith-based approach to community programming is evident. Both local and national Salvation Army bodies focus upon provision of food and shelter, especially to underserved and homeless populations. SAW in particular operates many initiatives under these emphases, including services for the homeless, impoverished, disabled, and at-risk youth, as well as for those suffering from abuse, recently released from prison, and returning from armed services. Food pantries and community kitchens serve thousands in the Waco area per month, and mobile kitchens provide nearly immediate disaster relief. The average length of stay in a longer-term temporary living facility is six months, their primary goal being a quick reestablishment of normal life and routine in residents.

**Impact:** Given the organization's size and scope of influence, its collaboration with other local organizations is accordingly large. SAW currently works alongside the Family Abuse Center and Compassion Ministries to mitigate the harm of abusive situations. The organization also collaborates with the McLennan County Hunger Coalition, Heart of Texas Mental Health Mental Retardation (MHMR) Center, McLennan County Continuum of Care (homelessness prevention and aid), Veterans Affairs, and many other bodies to ensure growth and development in the Waco community. Much of the work with these organizations deals directly or indirectly with homelessness prevention, a

major focus of SAW given Waco's large homeless population. In addition to assisting a large and perhaps growing local homeless population, SAW's programming also centers upon those "on the fringe" of poverty and/or homelessness. Many are not in a position financially to receive federal benefits, classified as the "working poor"—but these are still one missed paycheck, accident, or serious illness away from eviction and homelessness. SAW implements many measures to assist this sector of the population, including employment assistance programs and providing a family's rent during a period of transition. Optional services focusing on emotional and spiritual wellbeing are also available. 82% of the Salvation Army's funding directly fuels programming and initiatives. Grants and an individual donor base form the majority of these funds. United Way is perhaps the organization's biggest funder, with both local and national organizations providing additional monetary assistance. This local Salvation Army's annual budget usually comprises approximately four million dollars. SAW's intervention often operates on a case-specific basis. The organization employs Case Managers, individuals who assess one's needed resources, skills, and employment and assists in achieving these goals. In the end, an individual's unique situation dictates his or her level and nature of involvement with SAW, with an end goal of improved quality of life.

**Proposed Uses for Funding:** Looking towards the future, SAW's homelessness prevention programs will likely expand along with the city of Waco. Increases in capacities and roles of shelters, food pantries, and educational programs are a must. These are areas that funds would benefit most greatly.

### **Shepherd's Heart**

**History and Structure:** The Shepherd's Heart is a relatively new organization and was established by the executive director Robert Gager. After growing up in poverty and understanding the need for hunger awareness, Gager is passionate about the work that his organization does and strives to serve the community to the best of his ability. With a mission "to feed, clothe, empower, and advocate for families in need in the community," Shepherd's Heart operates a food pantry every Thursday. It receives donations from local grocery stores and purchases some of its products in order to distribute food to those who have no means of obtaining it otherwise. This organization is run entirely by volunteers and depends on the revenue brought in by its "Things From the Heart" resale shop to pay for daily operating expenses.

**Impact:** The Waco community has a poverty rate that is almost twice the national average. Specifically, 23.3% of children living in Texas are food insecure and have no means of knowing where his or her next meal will come from. This rate is the second highest in the United States. Shepherd's Heart is working to reduce these rates on a daily basis through a multitude of operations. The food pantry operates once a week and serves over 200 families each week. Additionally, they deliver food to 350 homebound or disabled senior citizens and offer a drive-thru for those who cannot stand in line at the food pantry. Through these efforts, Shepherd's Heart was able to provide 40 pounds of food to 200 families in the last year. Additionally, the Shepherd's Heart operates a program known as "Noah's Heart" that serves as the social services arm of the organization and assists its clients in case management. It also works to help clients



obtain social security, disability benefits and medical benefits. Other efforts such as the “Toys from the Heart” toy drive are in place to provide assistance to homeless children during the Christmas season.

**Proposed Funding:** Shepherd’s Heart has proposed a unique project known as the Aquaponics Project for our class to fund. Through this project, Shepherd’s Heart will work to become a self-sustainable food pantry by growing produce in a symbiotic aquaculture system. This system combines hydroponics with aquaculture in order to replenish its own nutrients for the plants to grow. The first phase of this project will cost \$25,000 and the produce from the first harvests will be sold in order to provide funding for future phases. The goal is to complete ten phases. Once complete, the Aquaponics Project will provide enough food to provide for 2,000 people at the time of harvest.

### **World Hunger Relief, Inc.**

**History and Structure:** World Hunger Relief, Inc. is a faith-based organization that focuses on alleviating hunger around the world. The organization feel that God has called believers to train in holistic ministry of hunger alleviation, motivate individuals in sustainable farming, and partner with international and local programs. Their ideology on life is to live simply and help others meet their basic needs. WHRI was established in 1976 by real estate developers Bob and Jan Salley. The charter provided for a program to address the needs of the hungry, both foreign and domestic. After years of success and growth internationally and locally, WHRI has become one of the most effective hunger related organizations in Waco. WHRI’s current executive director is Matthew Hess. They have 5 people on fulltime staff and ten interns in their internship program. Their board of directors meets every other month and is made up of a variety of seven, young professions from businessmen, to accountants, to pastors. In the most current report, WHRI had income of \$431,452.68 and expenses of \$467,744.76. 45% of their expenses are apportioned to personnel, and 70% of their income is from grants and donations. The farm enterprise brings in 28% of their income and makes up 23% of their expenses.

**Impact:** Their main component of work is their internship program. In the 13 month program, students learn about sustainable agriculture and community development. The interns manage enterprise and the garden clubs in Waco ISD. They also lead community service projects and farm tours for visiting groups. The interns go through extensive training and keep the farm running. They are involved in all aspects of maintain the programs and growing the programs that WHRI has set in place. Spiritual growth is another element of the internship process. The interns partner with churches as well as international partners. Interns have the opportunity to extend their time in the program by going internationally to develop plans and enterprises in communities connected with WHRI. The second component of focus is partnership. WHRI’s belief is that they can accomplish so much more with partnerships. They partner with local organizations, such as Waco Farmers Market, Waco ISD, and many more. The garden clubs are a main focus on education for hunger alleviation in the school district. The kids learn about cooking, growing, and managing food. This is an opportunity for kids to receive healthy food and learn about the importance of nutritious food. WHRI plans to expand their school garden clubs to more areas in Waco this coming spring. WHRI offers a grocery service where



you can order your groceries monthly from their farm. Internationally, WHRI partners with programs in Haiti, El Salvador, and Liberia. In each partnership, WHRI sends interns at the end of their internship to help teach and create sustainable solutions for hunger alleviation in each community.

**Proposed Uses for Funding:** WHRI has received funding for a project called The Veggie Van. The idea is to bring fresh, healthy produce to areas in Waco that are experiencing a food desert. The van and the beginning of the project has already been funded by local foundations, but WHRI is looking for funding to continue kick start the program and cover the initial cost of produce. Their goal is to connect with local organizations that grow food locally to help stock the van with produce that can be sold at a reduced price. They will be able to supply food from their own farm, but would like to find way to create a sustainable flow of produce from the van. They intend to hand out vouchers for reduced prices to kids that come to garden club. WHRI hopes to receive enough donations and collaboration to sell the produce at a reduced price, which would encourage local Wacoans to purchase the healthy options.

### **YMCA of Central Texas**

**History and Structure:** George Williams founded the Young Men’s Christian Association in 1844 as a refuge for young men to escape the hardships and hazards of the streets. Originally established in London, the organization made its way to the United States in 1851 and began to flourish. The YMCA of Central Texas has been a leading non-profit in the region for over 100 years. It has evolved as the needs of the community have changed in order to better serve the local population. Currently, there are three locations in the Central Texas region—Waco Family YMCA, Dorris Miller YMCA, and the Edna Learning Center. Each of these locations has established programs that clearly exhibit the organization’s mission “to put Christian principles into practice in order to build healthy spirit, mind, and body for all”. Their purpose is to strengthen the community to ensure that everyone has the opportunity to learn, grow, and thrive.

**Impact:** The Central Texas YMCA reaches individuals and families through programs focused around the overall well being of the individual. They do so through youth development programs, fitness classes, sports leagues, educational and nutritional courses, and opportunities for people to get involved and serve the community. One of the prominent services the YMCA offers is the After School Care Program. Research shows that children are seven times more likely to be involved in a violent or threatening crime after school hours. The YMCA is working to reduce this statistic. Hilary Grant, YMCA’s Financial Development Officer, was sure to emphasize the importance of this program in central Texas. Currently, the YMCA After School Program is the largest of its kind in the Waco area. It reaches 700 kids, 300-400 of which are on scholarship and 30% of which are either at or below the poverty level. The YMCA works to provide \$144,000 in scholarships to the students through grants, donations, and fundraising efforts. In addition to childcare, the YMCA focuses largely on preventative healthcare issues and reducing the rates of obesity. The M.E.N.D. program educates children and families about the importance of a healthy diet and making nutritious choices while the LIVESTRONG program offers exercise courses for cancer survivors to restore energy

and rebuild muscles. Additionally, the YMCA is working to establish the Diabetes Prevention Program locally. Through this yearlong program, participants are taught about the importance of wellness and exercise in order to reduce the risk of diabetes. Diabetes is one of the main causes of death in the United States and increases the chances of further health issues. Such issues can cause families to fall into medical debt and push them further into poverty. By taking a preventative approach, the YMCA is working to reduce this risk.

**Proposed Uses for Funding:** The YMCA has proposed funding for both the After School Care Program and the Diabetes Prevention Program. More specifically, \$20,000 is needed to provide scholarships for children to receive after school care. The Diabetes Prevention Program would need \$10,000 to enable 25 people to participate in the program for one year.

### **Community Cancer Association**

**History and Structure:** Community Cancer Association (CCA) was founded in 1959 to serve cancer patients in the local Waco area. The non-profit organization has partnerships with United Way and Baylor Scott & White Hillcrest Medical Center. Hillcrest provides Community Cancer Association with rent-free and utility-free space in which to operate from. This allows the administrative costs of Community Cancer Association to be extremely low, resulting in a large percentage of funds raised going straight towards care for cancer patients. Community Cancer Association focuses on providing financial assistance to cancer patients to cover transportation to treatment, cost of medications, prostheses, wigs, nutritional supplements, and much more. Patients are eligible to receive aid from CCA when they are within 200% of the Federal Poverty Guideline, have a current diagnosis of cancer, and live in McClellan County. CCA typically provides up to \$400 a month for patients that are on the roster with an active diagnosis of cancer.

**Impact:** The goal of Community Cancer Association is to target patients that are often neglected by the system. These are the families or individuals that would not be able to afford groceries due to required payments associated with a cancer diagnosis. These are the patients that do not receive cancer treatment because they cannot afford transportation to MD Anderson Cancer Center in Houston, Texas. By providing financial assistance to individuals and families, those with cancer are able to get their necessities without having to compromise basic human needs including food, shelter, and clothing. CCA typically serves between 200-300 patients each month actively. The entire roster has over 1,000 patients, but many are in remission and no longer have a diagnosis of active cancer. The \$400 a month is usually enough for about 85% of the patients on the roster. For those extreme cases, money is granted to families and individuals on a case-by-case basis. Furthermore, CCA partners with organizations such as Susan G. Komen to have patients referred to them after screening for breast cancer. Hillcrest Scott & White also refers many patients to CCA and helps to market their services to eligible patients. Currently, there is not a waitlist in the McLennan County area. However, within several miles of the county boundaries, there are many patients that CCA has to turn down. A lack of enough funding is one reason that these boundaries cannot be expanded at this time. Many of the families that CCA targets are just one disease away from falling into the poverty line.

These families and individuals outside of the boundaries of CCA outreach need to be assisted and helped further to receive financial assistance in their cancer treatment.

**Proposed Uses for Funding:** With a small grant, the CCA would ensure that the money goes directly to the patients (up to 400 dollars each month). With a larger grant, however, CCA would focus its effort on increasing outreach of services to neighboring counties of McClellan County. This would allow the patient roster to expand significantly and the Community Cancer Association will be able to reach many new milestones. With funding from the Baylor Philanthropy Lab, CCA plans on creating a sustainable form of assistance to patients rather than self-supporting services.

### **Susan G. Komen Foundation (Central Texas)**

**History and Structure:** The Susan G. Komen Foundation is a national organization that has over 120 affiliates and is dedicated to fighting against breast cancer. Each affiliate is responsible for carrying out the organization's mission at a local level. Of all the money raised by Susan G. Komen Central Texas Branch, 75% goes towards local grants for breast cancer and 25% goes towards national research programs. Each year after money is raised, an independent review board goes through grant applications and decides what specific organizations the money will be allocated to. In the past several years, Susan G. Komen has experienced a national decline and many affiliates are finding it difficult to sustain any type of growth. This is partly due to the partnership Susan G. Komen has with Planned Parenthood, an organization that is very involved in screening and prevention for breast cancer. Due to some issues Planned Parenthood has had with funding and publicity, a negative effect has been cast upon Susan G. Komen, which has made it difficult to raise funds in the last few years. The recession also made it difficult for the organization to sustain its high level of funding several years ago.

**Impact:** Susan G. Komen focuses on combatting breast cancer mainly through screening & prevention of breast cancer. The main fundraising comes from an event called Race for the Cure in which many people get together to raise awareness and education for breast cancer in addition to fundraising. Susan G. Komen's website is very focused around assisting both patients that have a diagnosis of cancer and caretakers of patients that have a diagnosis of cancer. In addition to raising education and awareness for breast cancer, Susan G. Komen also provides a grant to Planned Parenthood to provide medical homes for women with breast cancer. Vouchers are also given to many patients around the Central Texas area that can be redeemed at Hillcrest for a free breast exam (mammogram). The focus for Susan G. Komen is on patients that often fall through the cracks and cannot be assisted by government programs. Each year, Susan G. Komen raises thousands of dollars. Several years ago, the non-profit organization was raising over \$300,000 each year and in the past year has raised only \$80,000- 90,000. This has made it difficult for them to sustain grants over a period of time to many organizations such as Community Cancer Association. However, despite the decline in funding, the Race for the Cure event continues to impact hundreds of people including survivors and caregivers.

**Proposed Uses for Funding:** With a small grant, Susan G. Komen Central Texas Branch

would most likely give the money to local grantees. This would not give the class very much say as to where exactly the money would go within breast cancer-related organizations as an independent review board would be allocated to make that decision. With a large grant, Susan G. Komen Central Texas Branch would focus on hiring more employees, making a larger investment in the Race for the Cure event, and developing a potential second fundraiser to do biannually in conjunction with Race for the Cure. The largest problem with this is that a grant from the Baylor Philanthropy Lab would not be sustainable over multiple years and would make it difficult for Susan G. Komen to keep its new employees.

## **Caritas**

**History and Structure:** Caritas of Waco is a non-profit charity organization founded in 1967 by the Austin Diocese of the Roman Catholic Church, but has been an independent ecumenical agency since 1979. This organization offers food, clothing, household items, and travel to anyone, regardless of race, age, sex, ethnicity or location. Caritas is supported through various faith, civic and service organizations, charitable foundations, area businesses and individuals. They heavily rely on community volunteers, without whom Caritas could not be a fully functioning organization. They have a passionate board of directors with 16 members who are asked to serve for a term of three years without compensation. This group meets once a month to provide ideas and direction, helps fundraise, and generally advise for organization's best interest. Overall, Caritas seeks to provide urgent support for people in need in the Waco community. Caritas helps those in need through three programs: Emergency Assistance, which assists with basic needs such as food, prescription drugs, clothing, household items and utilities, Caritas Thrift Stores and Gifts-in-Kind. Caritas became the distribution center for the "gifts in kind" products to charitable organizations in 2004. Caritas receives a variety of items such as paper goods or household items, which are then distributed to charitable organizations that serve those in need.

**Impact:** Caritas provides supplemental food assistance for those in poverty/economic deprivation. In Waco, Texas, about 30% of the population lives in poverty so there is a great need for supplemental food assistance. Caritas serves about 100 families a day for 5 days a week. Thousands of people are able to receive benefits because of the Gifts-in-Kind and food assistance programs. Many are helped with utility cutoffs, housing costs, local transportation, and clothing.

**Proposed Use of Funding:** Currently, Caritas is establishing a Case Management Program which aim to treat the root causes of poverty by identifying specific steps individuals and families can take to get out of poverty by becoming employed. Clients are placed in educational programs, which is where our funding would go. These programs help people who lack a disposable income get "back on track" by supplying the items that will help them be successful. All the money donated to this program directly impact individuals to help move forward and be less reliant on assistance programs. Roughly \$12 a month are needed per client and about 750 clients will be served each year.

## **Speech, Hearing, and Language Clinic**

**History and Structure:** The Baylor Speech, Language, and Hearing Clinic is a community based clinic which has been in place for over 40 years. The clinical faculty and staff are dedicated to providing both high quality care for their clients and "hands-on" training for their graduate clinicians. Their graduate students have been afforded opportunities to work with a variety of populations, which makes our students' training uncommon and exceptional, thus enhancing treatment for our clients. This facility provides comprehensive evaluation and treatment for patients of all ages with difficulties in communication processes or swallowing. The range of services includes: screenings; consultation with individuals of all ages concerning communication delays or disorders; comprehensive evaluations and treatment for speech language, and hearing habilitation and rehabilitation. Overall, they have 5 different Clinics: Speech and Language, Neurorehabilitation, Language Articulation Preschool, Audiology Clinic, and the Language and Literacy clinic. The Baylor Speech and Hearing Clinic is a professional clinical division of the Department of Communication Sciences and Disorders. A different director runs each clinic, and all directors and personnel meet monthly. Clinical faculty members are certified by American Speech- Language-Hearing Association and are licensed by the State of Texas. Furthermore, graduate students run the majority of the facilities from their program.

**Impact:** The Speech, Language, and Hearing Clinic has a surprisingly large impact on Central Texas. It supports between 125-175 clients of all ages every week. Many people travel from all over the Central Texas area to get cared for by this clinic. They have a year long waiting list, which goes to show the impact that his organization is having on the community. In addition, this organization helps the community with free community screenings and offers its services at a reduced price. Normal services cost about \$600, but they go as low as \$225-300 per consultation.

**Proposed Use of Funding:** The Speech, Language, and Hearing Clinic needs new supplies and resources, such as cameras, recording devices, and portable audiometers for community screenings. Their equipment is dated or no longer functioning, which has reduced their community outreach. They mentioned that a \$10,000 grant would go towards purchasing the necessary equipment to enhance their community impact. Furthermore, another project that they want to fund is the development of a library for caregivers to obtain the necessary materials to care for those in need in a proper, well-informed manner. This caregiver library would require roughly \$20,000 to be substantial.

## **McLennan County Hunger Coalition**

**History and Structure:** The McLennan County Hunger Coalition was founded in 2003 as a partnership between 30 local food pantries in order to prevent duplicate services and to promote awareness of the food insecurity concern in McLennan County. The MCHC collaborates with local pantries, businesses, congregations, food producers, and individuals to alleviate food insecurity. The main goal at the McLennan County Hunger Coalition is to facilitate the work of other agencies, programs, organizations, and individuals in order to bring community-wide support and action to end hunger in



McLennan County. The MCHC consists of eight board members and a designated Ex-Officio Member. The coalition meets monthly and board meetings are open to the public. It is also possible to become a member of the MCHC by paying an annual fee.

**Impact:** As an organization, the McLennan County Hunger Coalition has been instrumental in implementing and sustaining several projects in the McLennan County. Through the efforts of the coalition and other collaborative efforts across Waco, alleviating food insecurity has become a citywide goal that is now being approached in a more efficient and systematic way. The MCHC is involved in many programs throughout McLennan County, including but not limited to the Food Rescue Partnership with Baylor University's Campus Kitchen and Salvation Army, September Hunger Calendar, and the Mission of Helpings. Last year, the McLennan County Hunger Coalition donated funds to Talitha Koum, an organization for the mentally ill in Waco, to aid in food provision.

**Proposed Uses for Funding:** During our initial discussion with the McLennan County Hunger Coalition, we spoke with Ms. Esther Morales. Ms. Morales is the Ex-Officio Member for the board of the MCHC. Ms. Morales mentioned multiple different opportunities for us to potentially fund. The first possibility was to donate to the organization as a whole. This would be like giving money to a foundation, which would, at a later date, decide how to distribute the funds. The other possibilities included providing a new software program for the MCHC in order to provide a database of donors, members, and organizations, media/advertisement in the form of new pamphlets, or donating to the annual Hunger/Homeless Awareness Week hosted by both the McLennan County Hunger and Homeless Coalitions.

### **Texas Hunger Initiative**

**History and Structure:** The Texas Hunger Initiative, THI, is a capacity-building and collaborative project. THI seeks to develop and implement strategies to end hunger through policy, education, community organizing, and community development. As a part of the collaborative effort, the Texas Hunger Initiative convenes federal, state, and local government stakeholders with non-profits, faith communities, and business leaders to create an efficient system of accountability that increases food security in Texas. The Texas Hunger Initiative's structure is complex, but efficient and organized both in policy and on a community grassroots level. As part of the policy side, THI has developed relations with the United States Department of Agriculture, Texas Department of Agriculture, and the Texas Health and Human Services Commission and created a State Operations Team. The State Operations Team works with the Food Policy Roundtable to address particular issues with policy change. At the grassroots level, THI has partnered with USDA, TDA, HHSC, the Texas Food Bank Network, and local communities leaders to develop Food Planning Associations, FPAs, across the state. These FPAs work as strategic planning teams to assess local food systems. Through this structure, THI aims to address hunger from a policy and grassroots level in order to bring food security to the people of Texas.

**Impact:** THI is involved in multiple programs throughout Texas at both the federal and local level. However, two of the Texas Hunger Initiative's main focuses are expanding

school breakfast and summer meals. In order to do this, THI is developing its School Breakfast Program. One of the accomplishments of this program thus far is serving breakfast during the first period of school, versus before school begins. This idea has led to a significant increase in the numbers of eligible children receiving school breakfast. The Texas Hunger Initiative is also trying to increase the percentage of meals given to those children eligible for summer meals. There are 2.8 million Texas students on the free or reduced lunch program. According to the Texas Department of Agriculture, only 12% of eligible students participate in the summer meals feeding program. In order to improve this statistic, THI is working with local churches and non-profits to increase the availability and awareness of the summer meals program.

**Proposed Uses for Funding:** During our initial conversation with the Texas Hunger Initiative, we spoke with the Executive Director, Mr. Jeremy Everett. Mr. Everett was open to many possibilities, including a few specific collaborative efforts with local organizations in Waco fighting to alleviate food insecurity. At this point, the exact project with THI is yet to be determined, but the pool of opportunities is wide and promising.

## APPENDIX D

### Abridged Statement of Rationale

#### *By the Health, Wellness, and Basic Human Needs Team*

**Family Health Center (FHC)** has implemented an effective model of primary medical care in Waco for 45 years. FHC's Development Director exhibited impressive knowledge of his organization, expressing confidence in his expectations for future development. He also assured us of the organization's commitment to our community's underserved populations through FHC's 14 clinics and residency program. Regarding uses of funding, the Development Director emphasized four programs: (1) free/subsidized dental care for adults, (2) free dental care for pregnant women over the age of 21, (3) free healthcare for children with parents unable to afford it, and (4) a prenatal health and maternal education program. "Instead of providing food, clothing, shelter to homeless people, foundations should strive to strike at the causes," which is exactly what FHC is aiming to do through their proposals. They have identified root causes that have the potential to make a positive impact in Waco (18). Therefore, due to the exemplary nature of FHC's existing and proposed future programs, we propose that the organization advance.

**Community Cancer Association (CCA)** asked for support in their program to help patients diagnosed with cancer that are within 200% of the National Federal Poverty Guideline. CCA asked for a small grant that would go towards covering cancer costs for patients including the cost of medications, medical supplies, transportation to treatment, and more. Additionally, they would potentially allow patients to receive more than \$400 a month as needed on a case-by-case basis. With a larger grant, CCA would focus on expanding the coverage for patients and increasing the number of patients on their roster. Since the funding would go directly towards assisting patients and the organization has very low operating costs due to its partnership with Baylor Scott & White Hillcrest Medical Center, we proposed that CCA advance to receiving a site visit.

The **Speech, Language, and Hearing Clinic** is a strong organization that has surprised us all with the degree of impact that it has had not only in the Waco area, but in the larger scheme of the Central Texas region. We see the vision behind this organization and believe that it has potential. Their limited voice in the community has room to grow. Due to its high impact (1 year wait list and large volume of clients per week) and limited sources of funding, our committee has decided to move forward in the consideration of this organization.

From **World Hunger Relief, Inc. (WHRI)**, we met with Matt Hess, the Executive Director, and Patrick Lillard, the Intern & International Program Director. WHRI has a wide system of programs that work towards alleviating hunger in Waco and across the world. The main project that WHRI is working on is the Veggie Van. The Veggie Van project will bring fresh produce to locations in Waco that do not have access to healthy



food. They have received funding for the beginning of this project from the Cooper, Waco, and Rapaport Foundations. The grant would go to continue in kick starting the program and reducing initial prices of produce until they can find a way for it to be sustainable. The long run effects of this project will have a significant impact on the food desert problem in Waco. The Veggie Van idea has been successful in numerous cities that have faced similar struggles. The impact that this project has the potential to make on the Waco community is the central reason we propose that WHRI advance.

Robert Gager, the executive director of **The Shepherd's Heart**, is extremely passionate about the work that his organization is doing. In order to make the food pantry more self-sustainable, the organization has asked us to help fund the Aquaponics Project. We admire his dedication to complete this project regardless of whether he receives funding from us. Orosz would agree that this is a key characteristic that sets Shepherd's Heart apart in the grantmaking process (79). In this man-made and environmentally safe greenhouse, enough food will be grown to feed 2,000 families at the time of harvest. Aquaponics has been successful in multiple countries around the world and this project is sure to be no exception. Shepherd's Heart has asked that we help fund the first phase for \$25,000. The goal is to expand to ten phases and the organization has plans to build each successive phase using profits made from selling a portion of the produce from the first few harvests. With the help of Dr. Bonnie Hanzen of the Ahava Foundation, the project will quickly grow to meet the needs of the Waco community. Due to the promising and sustainable impact Aquaponics will have in the local area, we propose that The Shepherd's Heart advance.

During our meeting with Jeremy Everett, the Executive Director for the **Texas Hunger Initiative**, the potential in funding the organization was more than obvious. Over the past few years, THI's programs and innovations have made significant improvements throughout Texas. At this time, it is not completely clear the specific project within the Texas Hunger Initiative we could support financially, but there is interest in developing a collaborative effort between THI and other local organizations fighting hunger. Many of the speakers we have had in class discussed the importance of collaboration. Likewise, Orosz advises, "a good proposal will describe an idea that mobilizes many different players to meet the complex challenges posed by modern problems" (81). Putting his advice into action, we believe that THI has great potential to mobilize a diverse amount of collaborative projects. We proposed to advance this organization

**Organizations we recommended to advance:**

Family Health Center  
Community Cancer Association  
Speech, Language, and Hearing Clinic  
World Hunger Relief, Inc.  
Shepherd's Heart  
Texas Hunger Initiative

## APPENDIX E

### Site Visit Rubric

*By the Health, Wellness, and Basic Human Needs Team*

#### Structure of the Organization

- Check to make sure that the organization is a certified 501(c)(3).
- Ask about the staff and its structure.
- Look to see that the organization has a strategic plan for future.

#### Resources

- Check that they operate on a differentiated fundraising plan and balanced budgets.
- Are contributions tracked in the financial statements?
- Do they have significant support from individual donors?

#### Leadership

- Check that they have a minimum of 5 board members who are active in the organization.
- How often does the board meet? Do they track the board's attendance, giving and participation rates, and keep a set of minutes?
- Check that the board is diverse in occupation and skills.
- Does the staff have the skills to deliver programs and services?

#### Program

- Do the programs effectively address researched needs in the community? Ask for statistics and facts to validate the need.
- Does the organization have a track record of success? Does the organization effectively reach their targeted market?
- Ask about their system for measuring and evaluating their impact?

#### Communication

- Ask about the marketing strategy for their services and programs. Does the organization promote their values and goals in Waco?
- Do they offer easy access to the organization's information (activities, financial records, board list, etc.)?
- Do they communicate, network, collaborate and/or partner with others within the Waco?
- Are they transparent and honest about their success and failures?

#### Overall

- Do they have any red flags?
- Is their staff passionate about what they are doing and do they have high staff morale?
- Is the organization competent in their knowledge of their field and market?<sup>9</sup>

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<sup>9</sup> This is an adapted rubric based on advice from the Waco Foundation.

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