

# Arlington Academy of Hope



2009–2014  
**Strategic Plan**





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# EXECUTIVE SUMMARY

The members of the Board of Directors of the Arlington Academy of Hope are committed to the following vision, mission, core values and goals.

## AAH Vision

AAH's vision is to transform villages in rural Uganda into vibrant, self-sustaining communities through quality education and healthcare. Specifically:

- ◆ We have developed education healthcare models in each village where we have a presence. We have set new standards of academic excellence and prepared the children for adult lives that contribute to the progress of their communities and the world. Local schools are performing better. Students have progressed to higher levels of learning and professional careers. Through adult education programs, literacy has increased in local communities.
- ◆ Because of the clinics and community health programs we have established, the children and their families have more access to modern healthcare, medicines, and treatments. More people are living longer with a higher quality of life.
- ◆ Villages with AAH programs employ technology and provide services for surrounding areas. Building and farming techniques demonstrate an increased environmental awareness.

Through shared learning experiences, AAH has fostered greater cultural understanding on local, national, and international levels.

## AAH Mission

- ◆ AAH is an all volunteer, non-profit organization based in the United States that helps children in rural Uganda reach their full potential by providing quality, well-rounded education and basic healthcare.
- ◆ By creating model schools and clinics, we provide education and healthcare programs, local development opportunities, and communication outreach to improve the quality of life and transform poor villages.
- ◆ We do this by engaging a caring community of volunteers, child sponsors, donors, partners and friends in the United States, Uganda, and throughout the world.

## AAH Core Values

### We are an organization that believes in...

<b>Education</b>	<ul style="list-style-type: none"><li>■ We believe that all children have a right to education and basic healthcare.</li><li>■ We believe that education is the key to transformation and provides opportunities.</li><li>■ We believe that children are our hope for the future.</li></ul>
<b>Integrity</b>	<ul style="list-style-type: none"><li>■ We responsibly and strategically use our resources of time, talent, and money.</li></ul>
<b>Respect</b>	<ul style="list-style-type: none"><li>■ We value the Ugandan culture and way of life.</li><li>■ We are inclusive of diverse ideas, perspectives, and background within AAH.</li></ul>
<b>Communication</b>	<ul style="list-style-type: none"><li>■ We honestly and openly share our ideas and organizational decision-making.</li></ul>
<b>Partnership</b>	<ul style="list-style-type: none"><li>■ We foster teamwork and value relationships with our volunteers, child sponsors, donors, partners and friends as we work to achieve our goals in partnership with the people of Uganda.</li></ul>
<b>A Passion to Serve</b>	<ul style="list-style-type: none"><li>■ We empower people with opportunities to help children and others in need.</li><li>■ We strengthen and grow the organization in a positive and constructive way.</li></ul>

## AAH Goals and Objectives

### AAH's Strategic Goals

- ◆ **Goal 1:** We clarify and define our roles and responsibilities and synchronize our governance structure to effectively and efficiently run the organization.
- ◆ **Goal 2:** We will recruit a broad-base of volunteers and effectively utilize their time and talent.
- ◆ **Goal 3:** We will build and strengthen relationships by communicating the AAH story in order to increase funding, awareness, and expand resources.
- ◆ **Goal 4:** We will develop and maintain programs in collaboration with the people in Uganda.



# INTRODUCTION

The Arlington Academy of Hope (AAH) is an all volunteer organization dedicated to building a foundation for hope in rural Uganda, transforming rural villages into thriving communities. It provides access to quality education and basic healthcare for children in one of the world's poorest countries.

AAH began in 1999 as a scholarship program run by Ugandan immigrants John and Joyce Wanda. By 2002, they raised about \$10,400 to pay tuition for 142 students. Unfortunately, the scholarship program did not have the immediate impact on the standards of education that John and Joyce wanted. A school is only as good as its infrastructure, and many schools in rural areas of Uganda lack materials like paper, pencils, and books. After considerable consultation with the community in Uganda and with the donors in the United States, they decided to start their own school. On February 2, 2004, the doors of the Arlington Academy of Hope opened to 78 students and became the only school in the region that utilizes American models of education, serves lunch, and emphasizes the development of the child as an individual.

Today, the primary school in Bumwalukani village enrolls more than 300 students in seven grades. In three years, it has become the model school for villages in eastern Uganda. After 100% of the seventh grade students passed the national exam making them eligible for secondary school, AAH launched a secondary education program in 2007. This program provides scholarships to AAH and select local students helping them continue their education.

The AAH Beatrice Tierney Clinic built on school grounds in 2006 provides immunizations and basic healthcare to students, their families and the local community. More than 10,000 patients have been cared for since May 2006. In February 2008, AAH opened a second medical clinic stretching its reach to Bupoto in Manafwa district. This clinic includes a maternity section with a midwife and provides healthcare to thousands of villagers in an area with urgent need for basic services.



# STRATEGIC ENVIRONMENT

## Life in Uganda

Life in Uganda is very different from life in the United States. The below list offers just a few facts about the environment in which Arlington Academy of Hope operates.

- ◆ Uganda was ranked one of the 20 poorest nations by the United Nations in 2006.
- ◆ Over 85% of the Ugandan population lives on less than \$1.00 per day.
- ◆ In Uganda, the average life expectancy age is 43 years.
- ◆ Over 25% of Ugandans cannot meet their daily nutritional requirements.
- ◆ Over 80% of the Ugandan population lives off of subsidiary farming (less than 2% in the US).
- ◆ Approximately 40% of the population lives below the national poverty level.
- ◆ For children under the age of 5 years, the mortality rate is 141 per 1,000.
- ◆ In Ugandan schools, for every 100 children who start school in Primary 1 (e.g., grade school), 14 go on to secondary school (e.g., high school). Their average class size is 100 children per 1 teacher and there are 1–5 textbook(s) per class.

Extreme poverty is the harsh reality of life in Uganda. For those living in remote villages, the lack of electricity, sewage systems, safe drinking water, medical care and education perpetuates a cycle of poverty and despair.

Uganda's Universal Primary Education (UPE) system guarantees all children of school age a place in a government-funded school. Unfortunately, the system is broken. The lack of funding and infrastructure has resulted in poorly motivated and unqualified teachers, deteriorating school buildings, inadequate supplies of textbooks and scholastic materials, and disappointing educational results. In rural areas, which represent 80% of Uganda, the hopelessness of village schools make it more valuable for children to tend to the fields and other necessities of subsistence agriculture than attend classes. AAH is striving to provide an education that will transform the future for these children and their communities. The following comparative measures provide a sense of how we are progressing:

	Typical Ugandan Village School	Arlington Academy of Hope
Spent per Child	\$27.00	\$350.00
Attendance Rate	50%	95%
Complete P7	27%	100%
Go to Secondary School	14%	100%
Go to College	1%	Not yet Known





## The AAH Organization in the United States

With the growth of the AAH organization and the success of its programs, Arlington Academy of Hope initially faced a unique set of challenges to sustain its growth and impact half-a-world away:

- ◆ **Organizational Strategy:** The organization was focused on the day-to-day activities of its programs and not where they wanted the organization itself to go in the future.
- ◆ **Organizational Structure:** The organization's various committees did not have clearly defined roles and thus, faced some difficulty in effectively utilizing its volunteers as resources.
- ◆ **Collaboration:** The organization in Arlington, Virginia, had a difficult time coordinating with customers and stakeholders in Uganda to gain their input on strategy, resource allocations and improvement initiatives.
- ◆ **Resources:** The majority of funds going to the school come from American child sponsors. With the success of the school, the organization's leadership believed that more and more children would soon be enrolling, thus requiring more financial resources. The need to tap into the "large donor" market and obtain more stable sources of funding was a pressing need for the organization.

- ◆ **Communication:** The organization had a difficult time communicating with some of its members in the United States. Volunteers and board members residing outside of Arlington, Virginia, often felt disenfranchised. In communicating with each other, their use of terminology was inconsistent, which exacerbated communication problems.

The AAH board of directors, with support from a volunteer team from Booz Allen Hamilton, developed this strategic plan to address these issues and provide organizational stewardship.



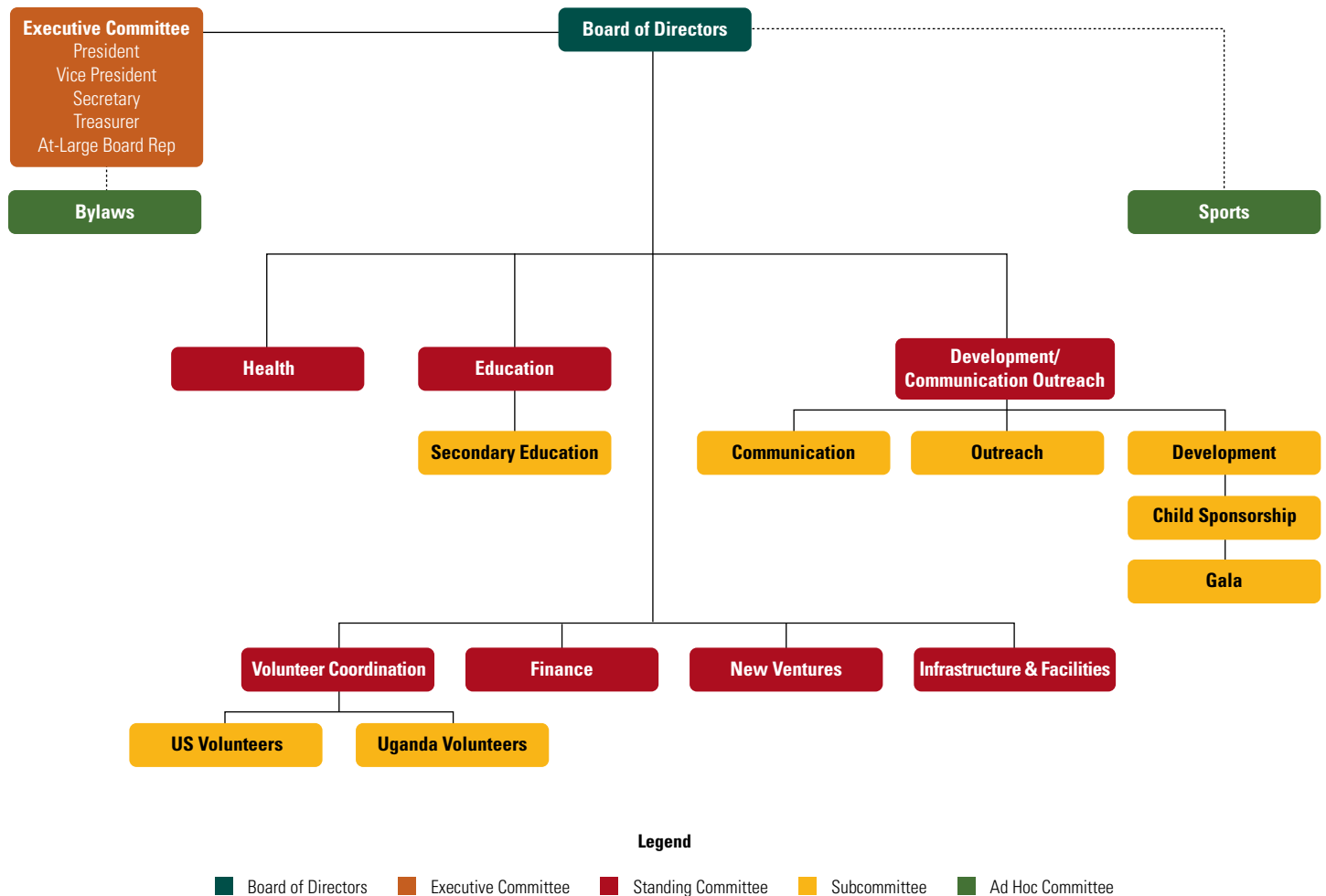


# ORGANIZATIONAL PROFILE

## Organizational Chart

Arlington Academy of Hope's organizational chart depicts an intricate structure of standing, sub- and ad-hoc committees, all led and staffed by volunteers. See figure 1.

**Figure 1** Organization Chart



## Committees

The Arlington Academy of Hope is composed of the following boards and committees.

- ◆ **Board of Directors:** The Board of Directors is the ultimate authority for the organization. It makes decisions, commits the organization to action, votes on expenditures, and approves the annual budget. The Board of Directors sets the strategic vision and priorities of the organizations, hires the leadership staff in Uganda, approves policies and regulations, and manages the organization.
- ◆ **Executive Committee:** The Executive Committee is composed of the four officers and a member-at-large. It discusses and recommends direction of the other committees and coordinates their work. It provides the Board of Directors with recommendations on specific actions, short-term goals, long-term goals, and priorities. It executes those tasks necessary to carry out direction as set by the Board of Directors, determines the Board of Directors' agenda, and acts as a filter for the Board of Directors, making time-sensitive decisions. The Executive Committee focuses on internal maintenance of the organization.
- ◆ **Finance Committee:** The Finance Committee develops the budget and ensures accuracy and integrity of the organization's financial reports.
- ◆ **Volunteer Coordination Committee:** The Volunteer Coordination Committee oversees and coordinates the work of two sub-committees: U. S. Volunteers and Uganda Volunteers. It recruits, orients, and retains volunteers both in the United States and in Uganda. The U.S. Volunteers Committee determines ways to best utilize volunteers working in the United States while the Uganda Volunteers Committee develops policy and guidance for and prepares traveling volunteers, *i.e.*, those who travel to and volunteer their time in Uganda. The committee meets with the traveling volunteers before they go to Uganda so that a plan is in place prior to travel and there is a strategy about what the volunteer's contribution will be. The committee manages the volunteer lifecycle: before they go, while they are in Uganda, and captures lessons learned when they return.
- ◆ **Development, Communication, and Outreach Committee:** The Development, Communication, and Outreach Committee oversees and coordinates the work of three sub-committees: Development; Communication; and Outreach; and collaborates with the Education Committee on the secondary school scholarship program. The Development Committee cultivates donor relationships and raises money. The Child Sponsorship Committee, a sub-committee of the Development Committee, also cultivates donor relationships and raises funds. In addition, it manages the child sponsorship program and coordinates the exchange of letters between students and sponsors. The Communication Committee develops communications strategies and tools to communicate the AAH mission, projects, achievements, and events to all current and potential stakeholders. The Outreach Committee focuses on establishing and maintaining relationships with donors and partners in the United States.
- ◆ **Education Committee:** The Education Committee develops and implements policies for educational opportunities in Uganda. It manages both the primary and secondary school scholarship programs and focuses on outreach to neighboring schools in Uganda, looking to collaborate where possible and identifying ways in which AAH can help.
- ◆ **Health Committee:** The Health Committee seeks and builds relationships with health-related organizations that can contribute to the AAH mission. It also outfits clinics in Uganda.
- ◆ **New Ventures Committee:** The New Ventures Committee assesses the viability of new ventures by conducting research and analysis, and presents findings to the Executive Committee and Board of Directors in order to ensure that new ventures are in alignment with the AAH vision and mission.
- ◆ **Facilities and Infrastructure Committee:** The Facilities and Infrastructure Committee oversees the acquisition or construction of new facilities and maintenance of the existing facilities and infrastructure in Uganda.



# AAH Vision

A vision statement expresses what the organization wants to be in the future. It describes a desired end-state or an ideal image of where the organization is going. A vision usually reaches forward at least 3–5 years. It is action and customer oriented. Figure 2 presents the AAH Vision.

**Figure 2** AAH Vision

AAH's vision is to transform villages in rural Uganda into vibrant, self-sustaining communities through quality education and healthcare. Specifically:

- ◆ We have developed education healthcare models in each village where we have a presence. We have set new standards of academic excellence and prepared the children for adult lives that contribute to the progress their communities and the world. Local schools are performing better. Students have progressed to higher levels of learning and professional careers. Through adult education programs, literacy has increased in local communities.
- ◆ Because of the clinics and community health programs we have established, the children and their families have more access to modern healthcare, medicines, and treatments. More people are living longer with a higher quality of life.
- ◆ Villages with AAH programs employ technology and provide services for surrounding areas. Building and farming techniques demonstrate an increased environmental awareness.

Through shared learning experiences, AAH has fostered greater cultural understanding on local, national, and international levels.

# AAH Mission

A mission captures and expresses the enduring nature of what the organization is about, its purpose and focus. It articulates the organization's reason for existing, defines the need the organization fulfills, and is defined by the needs and expectations of its customers and stakeholders. Figure 3 presents the AAH mission.

**Figure 3** AAH Mission

- ◆ AAH is an all volunteer, non-profit organization based in the United States that helps children in rural Uganda reach their full potential by providing quality, well-rounded education and basic healthcare.
- ◆ By creating model schools and clinics, we provide education and healthcare programs, local development opportunities, and communication outreach to improve the quality of life and transform poor villages.
- ◆ We do this by engaging a caring community of volunteers, child sponsors, donors, partners and friends in the United States, Uganda, and throughout the world.



## Products and Services

AAH provides primary and secondary education to children in Uganda. It also provides healthcare to villagers in select Ugandan villages. Examples of other supporting products and services include:

### Products:

- ◆ A schoolhouse
- ◆ Health clinics
- ◆ School supplies
- ◆ Medical supplies
- ◆ A guesthouse
- ◆ Computers and the introduction of technology

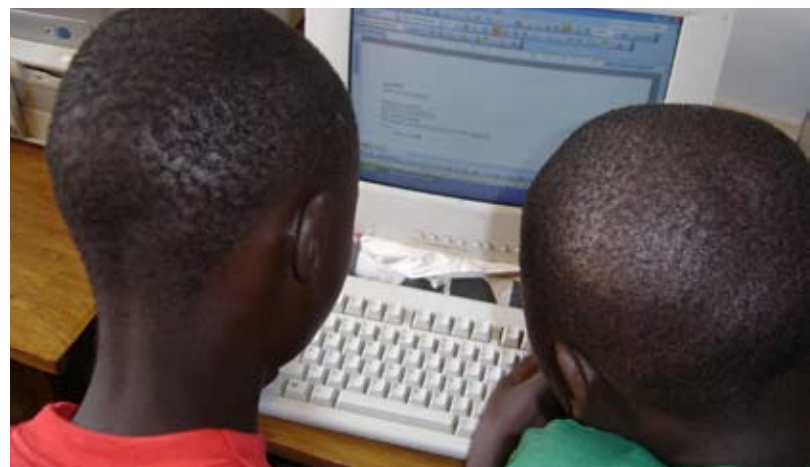
### Services:

- ◆ Sponsorship (funds) for the children's education
- ◆ Education
- ◆ Healthcare

## Customers and Stakeholders

AAH's primary customers are the children it educates and the villagers for whom it provides healthcare. Its stakeholders in this process include:

- ◆ The Headmaster of the school
- ◆ Teachers at the school
- ◆ Medical personnel in the clinics
- ◆ Parents of the children in Uganda
- ◆ The Parent Teachers Association
- ◆ The Arlington Traditional School (sister school) in Arlington, Virginia
- ◆ Donors
- ◆ Child Sponsors





# AAH CORE VALUES

An organization’s core values or guiding principles are the values and philosophy of an organization. Core values guide the behavior of the organization’s members. They describe how people in the organization are expected to relate to each other and to their external customers and suppliers. When drafting their core values, leaders commit to and agree to model these behaviors. AAH is an organization that believes in the cores values detailed in Figure 4.

**Figure 4** AAH Core Values

We are an organization that believes in...	
<b>Education</b>	<ul style="list-style-type: none"> <li>■ We believe that all children have a right to education and basic healthcare.</li> <li>■ We believe that education is the key to transformation and provides opportunities.</li> <li>■ We believe that children are our hope for the future.</li> </ul>
<b>Integrity</b>	<ul style="list-style-type: none"> <li>■ We responsibly and strategically use our resources of time, talent, and money.</li> </ul>
<b>Respect</b>	<ul style="list-style-type: none"> <li>■ We value the Ugandan culture and way of life.</li> <li>■ We are inclusive of diverse ideas, perspectives, and background within AAH.</li> </ul>
<b>Communication</b>	<ul style="list-style-type: none"> <li>■ We honestly and openly share our ideas and organizational decision-making.</li> </ul>
<b>Partnership</b>	<ul style="list-style-type: none"> <li>■ We foster teamwork and value relationships with our volunteers, child sponsors, donors, partners and friends as we work to achieve our goals in partnership with the people of Uganda.</li> </ul>
<b>A Passion to Serve</b>	<ul style="list-style-type: none"> <li>■ We empower people with opportunities to help children and others in need.</li> <li>■ We strengthen and grow the organization in a positive and constructive way.</li> </ul>



# AAH GOALS

The Arlington Academy of Hope has four strategic goals. The first three focus on leading and managing the organization (governance, volunteers and relationships). The fourth deals with improving and executing the programs to achieve the best possible results for the villagers and their children in Uganda. Each of the strategic goals is backed by a set of prioritized initiatives that define how the goal will be accomplished. Responsibility for execution of the initiatives resides in one of AAH's standing committees.

## Goal 1

**Governance:** We will clarify and define our roles and responsibilities and synchronize our governance structure to effectively and efficiently run the organization.

As AAH has grown, and roles and responsibilities expanded, the need for a more defined organizational structure with standing, sub- and ad-hoc committees has become apparent. The organization in the United States is an all-volunteer one; however, the Headmaster and teachers in Uganda are paid for their services with funds raised in the U.S. As programs and projects expand, additional staff members are required. To meet these challenges, the following objectives have been identified:

- Objective 1.1:** Define roles and responsibilities of the organization to ensure the accountability of all participants
- Objective 1.2:** Develop and maintain policy and procedures to support the roles and responsibilities of the organization
- Objective 1.3:** Ensure financial integrity
- Objective 1.4:** Investigate potential paid US staff
- Objective 1.5:** Fulfill necessary Ugandan staffing needs
- Objective 1.6:** Foster an environment for reciprocal internal communication

## Goal 2

**Volunteers:** We will recruit a broad-base of volunteers and effectively utilize their time and talent.

AAH relies heavily on its volunteers to manage its programs and projects in both the U.S. and Uganda. To that end, AAH must increase its volunteer base and maximize the efficiency and effectiveness of its volunteers by providing them with the training they need to do their jobs. To achieve this goal, AAH will:

- Objective 2.1:** Manage traveling volunteers effectively
- Objective 2.2:** Use volunteers effectively
- Objective 2.3:** Retain AAH volunteers
- Objective 2.4:** Train AAH volunteers
- Objective 2.5:** Recruit AAH volunteers

## Goal 3

**Relationships:** We will build and strengthen relationships by communicating the AAH story in order to increase funding, raise awareness, and expand resources.

The Board and volunteers of AAH understand that the results they achieve are dependent upon the generosity of donors as well as their own efforts. They further understand that the way to attract donors is to demonstrate not only the compelling need of villagers and their children in Uganda, but also to demonstrate and communicate the results that can be achieved when resources are properly applied to educational and healthcare programs. To that end, AAH will:

- Objective 3.1:** Expand our donor base and generate increased funding
- Objective 3.2:** Identify new partners and strengthen relationships with existing partners in order to be more successful
- Objective 3.3:** Improve communication to increase awareness



## Goal 4

**Programs:** We will develop and maintain programs in collaboration with the people in Uganda.

Finally, the heart and soul of the AAH Board and members are in the programs that they lead, manage and support in Uganda. First and foremost is the education of Ugandan children. Initially, this meant the primary education of children in one village; however, when the first class of children graduated in 2006 with high scores on their Primary Leaving Exams, AAH found itself with the exciting challenge of sending the children to secondary school. The 2007 graduating class met with equal success. In order to continue this success, working with the people in Uganda, AAH will:

**Objective 4.1:** Maintain and expand current educational programs

**Objective 4.2:** Maintain and expand health programs

**Objective 4.3:** Strengthen and expand the Uganda outreach program

**Objective 4.4:** Develop self-sustaining opportunities

**Objective 4.5:** Introduce new technologies

**Objective 4.6:** Explore possibilities of building a new school or of school expansion

**Objective 4.7:** Establish and grow new programs

**Objective 4.8:** Improve environmental conservation

**Objective 4.9:** Improve transportation in and around the village



## CONCLUSION

The Board and members of the Arlington Academy of Hope have developed this strategy so that, by working with their stakeholders, they may align and focus their efforts to bring high-quality education and healthcare to the villagers and their children in Uganda. As previously noted, this strategy is supported by a set of prioritized initiatives and action plans with responsibility for execution vested in AAH's committees.

Additional information about the Arlington Academy of Hope is available at <http://www.arlingtonacademyofhope.org/>

### Contact us

Arlington Academy of Hope  
PO Box 7694  
Arlington, Virginia 22207

### Email us

[arlingtonacademyhope@yahoo.com](mailto:arlingtonacademyhope@yahoo.com)

# APPENDIX A: GLOSSARY OF STRATEGIC PLANNING TERMS

<b>Assumption:</b>	A belief based upon past experience and knowledge about how current and future events, both internal and external to the organization, are likely to affect the achievement of desired results.	<b>Mission:</b>	A statement that captures and expresses the enduring nature of what the organization is about - its purpose and focus. It articulates the organization's reason for existing, defines the need the organization fulfills, and is defined by the needs and expectations of the group(s) it exists to serve.
<b>Core Values:</b>	The values and philosophy of an organization that guide the behavior of its members.	<b>Objective:</b>	Objectives provide specificity about how goals will be accomplished, clearly describing an intended outcome. They are near term (1-2 years), measurable, and limited in number to ensure focus on highest priorities.
<b>Customer:</b>	An entity to whom an organization provides products or services.	<b>Planning:</b>	An iterative process that identifies where an organization must focus (mission), where it must be in the future (vision), and how it intends to get there (goals and objectives).
<b>Goal:</b>	Broad statements of intent and strategic change that, when taken collectively, represent how the vision will be realized. They are long-term (3–5 years), broadly focused, limited in number, and supported by measurable objectives which specify how the goals will be accomplished.	<b>Stakeholder:</b>	Those who have interest in a particular product or decision, either as individuals or members of a group.
<b>Initiative:</b>	Initiatives provide specificity about how objectives will be accomplished, clearly describing an intended outcome. They are near term (1 year), measurable, and limited in number to ensure focus on highest priorities. Initiatives often describe who does what and when.	<b>Vision:</b>	A statement that expresses what the organization wants to be in the future. It describes the desired end-state and provides an ideal image of where the organization is going. It usually reaches forward 3–5 years and is action and customer-oriented.





