LIMITLESS
HORIZONS IXIL
Transforming a community through education

Strategic Plan 2020-2027

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Table of Contents

Section 1: Mission & Vision
Section 2: Chajul Context
Section 3: 2020-27 Strategic Priorities, Objectives, & Goals
Section 4: Value Proposition
Section 5: Implementation & Timelines
Section 6: Evaluation
Section 7: Budget
Section 8: Sustainability

Appendix A: Financial Performance and Condition
Section 1:
Mission & Vision
Mission & Vision

**Mission:** Limitless Horizons Ixil’s mission is to create opportunities for the indigenous youth, women, and families of Chajul, Guatemala, to develop the academic and professional skills needed to effect change in their lives and community.

**Vision:** Guatemala's Ixil region will be a thriving community with gender equality and widely available educational and employment opportunities, while maintaining its Maya cultural identity.
Section 2:
Chajul Context
Chajul Context

• Chajul is located in the mountains of Quiché, one of the poorest of Guatemala’s 22 departments and one of the hardest hit during Guatemala’s 36-year civil war.

• 93% of Chajul’s indigenous Maya Ixil population lives in poverty and 41% live in extreme poverty.

• Nearly half of parents are illiterate and only 24% completed elementary school.

• Less than one quarter of Chajul’s girls graduate from middle school, and only 5% make it to high school graduation.

• Traditional gender roles prevent Chajul’s girls from attending school, working outside the home, earning income, and realizing their full potential.

• Chajul is a resilient community ready to rebuild and provide educational opportunities for children and youth.
Section 3:
2020-2027 Strategic Priorities, Objectives, & Goals
Strategic Priorities 2020-27

4) Strengthen Organizational Capacity

Gender Equality and Community Leadership

1) School: Student Success
2) School: Teaching Capacity
3) Library: Youth Engagement
Priority 1
School: Student Success

Objectives
• Students graduate from middle school and high school
• Students demonstrate the school’s core competencies of critical thinking, resilience, excellence, innovation, networks of support, and empowered voice
• Students practice life, professional, and entrepreneurial skills throughout their academic career

Goals
• Launch Colegio Horizontes, a new middle and high school in Chajul
• Graduates develop a strong academic foundation and are well prepared for university and careers
• Graduates launch local businesses or professional careers

See Colegio Horizontes Case Prospectus for additional details.
Priority 2
School: Teaching Capacity

Objectives
• Teachers are well prepared to use interactive and evidence-based strategies to boost student learning outcomes
• Teachers develop in their students a capacity to use their empowered voice and make autonomous decisions over their own futures
• Teachers participate in continuing professional development and weekly coaching sessions

Goals
• Local indigenous teachers bring high-quality academics in an empowering and safe learning environment
• Teachers foster gender equity within and outside of the classroom
Priority 3
Library: Youth Engagement

Objectives
• Increase library membership and outreach
• Provide enriching literacy opportunities to the broader Chajul community through radio broadcasted story hours

Goals
• A culture of literacy and love of reading continues to flourish in the community
• Preschool and elementary school youth continue on to middle school with Colegio Horizontes or other Chajul schools
Priority 4
Strengthen Organizational Capacity

Objectives
• Build capacity of motivated and capable team
• Construct appropriate facilities
• Ensure sustainable fundraising
• Hone the organization’s focus on core school and library programs
• Strengthen and develop Board of Directors by adding members with complementary backgrounds and with strong networks for potential fundraising

Goal
• Enhance organizational impact by intentionally investing in our people and providing the support they need to achieve our strategic priorities
Section 4: Value Proposition
Value Proposition

• Led by a majority female leadership team, Limitless Horizons Ixil’s programs are developed by and oriented towards the unique needs of girls.

• Our holistic model spans the educational arc of youth in the community:
  • Early childhood literacy programming in our *Saber Sin Límites* Community Library
  • Providing scholarships and comprehensive support to middle and high school students
  • Continuing to support the personal and professional development of our alumni

• We are empowering a new generation of youth to lead the community of Chajul towards establishing a higher quality of life through their leadership, community engagement, employment, parenting approach, and lens on gender equality.

• Limitless Horizons Ixil is establishing the infrastructure for quality education in Chajul, including trained human capital, a model school, a community workshop space, and a culture shift around education.

• The organization is creating economic opportunity and women’s empowerment across Chajul.
Impact: Translating Dollars Into Real Change

**Graduation Rates: Chajul (2019) vs. Limitless Horizons Ixil (all-time*)**

- **Middle School Graduation Rate**
  - Chajul: 17%
  - LHI: 73%
- **High School Graduation Rate**
  - Chajul: 3%
  - LHI: 46%

*Data are cumulative since 2004. Annual rates increased over time reflecting increased supports from Limitless Horizons Ixil.

**226** Students supported through YDP to attend and thrive in school, including 151 girls.

**470** Active library members in 2019. 2,000 members over history.

**4** Female graduates of YDP among first women in Chajul to secure college degrees.

**100%** Library members say reading is important, and the library helped them do better in school.

**3x** Chajul’s graduation rates for girls tripled between 2010 and 2016 for both middle and high school.

**81%** Of YDP alumnae had their first child at age 23 or older, compared to just 16% of their moms.

YDP = Limitless Horizons Ixil’s Youth Development Program
Section 5: Implementation & Timelines
Implementation

Over the next 7 years, Limitless Horizons Ixil will focus on launching a new school, *Colegio Horizontes*, while continuing to deliver strong library services through our *Saber Sin Límites* Community Library and phasing out or adapting our other programs to better support the organization’s mission and vision.

*Saber Sin Límites* (Limitless Knowledge) Community Library
- Provide educational programming and access to learning resources to the entire community
- Provide literacy and STEM classes, book clubs, story hour, and individual homework and reading help
- Ensure safe, quiet, well-equipped study space for community
- Engage young children in developing bilingual Spanish-Ixil literacy and language skills, an appreciation for their Maya culture and language, and a love of learning
- Provide students with the books, materials, space to study, and homework help necessary to support their success in school
Implementation

Youth Development Program (YDP)
• Continue to support all current scholars with tuition support, school materials, life skills workshops, educational support services, and individualized personal and family psychosocial support through their high school graduation and beyond
• Phase out standalone YDP program and embed YDP services into our new school

Emerging Leaders Workforce Development Program
• Provide our growing YDP graduate network (as well as graduates of our new school) with career development opportunities and ongoing support in their post-secondary transitions to college, employment, or entrepreneurship
• Select four outstanding alumni each year to complete a year-long fellowship, through which they gain hands-on work experience with Limitless Horizons Ixil, engage in weekly leadership training, and, upon successful completion, earn a Limitless Horizons Ixil university scholarship

Artisan Program
• Mothers of YDP scholars and YDP alumni use traditional weaving skills to earn fair wages and contribute to their own or their children’s education
• Sell artisan products in the US as a small earned revenue stream for Limitless Horizons Ixil’s programs
• Seek partners to help manage the Artisan Program, streamline sales, and/or develop a more sustainable model
Implementation

**Colegio Horizontes**

- Launch a new high-quality, full-day, full-service school with an empowering educational model
  - Continue capital campaign to fund school construction, staff and faculty preparation, and school start-up phase
  - Recruit motivated and capable teachers and mentors to work with school director, and train them in interactive pedagogy and evidence-based classroom strategies
  - Develop curriculum based on international standards tailored to local context and culture, and incorporate life, professional, and entrepreneurial skills
  - Construct and equip school campus to provide a secure learning environment with ample well-lit classrooms, a cafeteria, and a computer lab
- Provide ongoing professional development opportunities for local indigenous teachers
- Engage families in our school community through parent-focused workshops and regular meetings with school staff
School Launch Timeline

**2019**
- **Construction**: Design; budget; hiring; permits
- **Program Development**: Paperwork; leadership training; framework development; community engagement
- **Fundraising**: Planning; committee launch; leadership giving & pledges

**2020**
- **Construction**: Site preparation & planning
- **Program Development**: Teacher hiring & virtual training; instructional planning
- **Fundraising**: Leadership & mid-level giving & pledges; planning for public campaign (70% funded)

**2021**
- **Construction**: Construction begins
- **Program Development**: Community engagement; teacher training; student selection & prep classes; finalizing instructional, COVID-19 safety, & operational plans
- **Fundraising**: Giving at all levels; public campaign launch (Goal: 93% funded)

**2022**
- **Construction**: Construction finishes; utilities; equipment; furniture
- **Program Development**: First class of students begins January 2022; intensive teacher coaching
- **Fundraising**: Reaching fundraising goal; donor trips; in-kind giving; pledge fulfillment (Goal: 100% funded)
## Timeline

**Colegio Horizontes School Expansion**

<table>
<thead>
<tr>
<th>Year</th>
<th>Events</th>
</tr>
</thead>
<tbody>
<tr>
<td>2021</td>
<td>Student prep program &amp; teacher training</td>
</tr>
<tr>
<td>2022</td>
<td>Grade 7 and prep program</td>
</tr>
<tr>
<td>2023</td>
<td>Grades 7-8 &amp; prep program; last year of YDP</td>
</tr>
<tr>
<td>2024</td>
<td>Grades 7-9, middle school complete, &amp; prep program</td>
</tr>
<tr>
<td>2025</td>
<td>Grades 7-10, launch high school, &amp; prep program</td>
</tr>
<tr>
<td>2026</td>
<td>Grades 7-11 &amp; prep program</td>
</tr>
<tr>
<td>2027</td>
<td>Grades 7-12, full size &amp; prep program</td>
</tr>
</tbody>
</table>

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**Saber Sin Límites Community Library**
Section 6: Evaluation
Evaluation

• We will continue to use performance management plans for each of our programs, including a logic model, an evaluation plan for all of the expected short-, medium-, and long-term results and indicators, and a monitoring plan for key activities.

• We will monitor our progress throughout each year using a combination of staff observations, activity logs, surveys and focus groups with staff, students, library members, and families, standardized academic and skills assessments (such as Lexile and MAP), and long-term impact evaluations.

• We value and incorporate participatory evaluation methods as a meaningful way for staff and program participants to share their insights.

• Staff will meet quarterly and annually to review monitoring and evaluation results and discuss ways to improve our performance and enhance our impact.

• The following logic models are informed by research and guide us in setting measurable indicators and specific annual targets:
  • School logic model
  • Library logic model
Key Indicators of Long-Term Outcomes

**Colegio Horizontes**
- >90% graduation rate from middle and high school
- >75% of graduates from Colegio Horizontes enroll in university or technical courses
- >60% of graduates begin formal employment or launch their own business
- >90% of graduates wait until age 23 or older to get married or have children
- >75% of graduates are working on a community focused project

**Saber Sin Límites Community Library**
- Increase in membership
- Increase in daily attendance
- Member satisfaction with library services
Section 7:
Budget
Limitless Horizons Ixil Budget Projections

<table>
<thead>
<tr>
<th>Year</th>
<th>YDP Students</th>
<th>School Students</th>
</tr>
</thead>
<tbody>
<tr>
<td>2019</td>
<td>59</td>
<td>20 (prep program)</td>
</tr>
<tr>
<td>2020</td>
<td>40</td>
<td>40</td>
</tr>
<tr>
<td>2021</td>
<td>33</td>
<td>60</td>
</tr>
<tr>
<td>2022</td>
<td>22</td>
<td>80</td>
</tr>
<tr>
<td>2023</td>
<td>11</td>
<td>100</td>
</tr>
<tr>
<td>2024</td>
<td></td>
<td>120</td>
</tr>
<tr>
<td>2025</td>
<td></td>
<td>120</td>
</tr>
<tr>
<td>2026</td>
<td></td>
<td>120</td>
</tr>
<tr>
<td>2027</td>
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<td>2028</td>
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<tr>
<td>2030</td>
<td></td>
<td>120</td>
</tr>
<tr>
<td>2031</td>
<td></td>
<td>120</td>
</tr>
</tbody>
</table>

Note: Library services and alumni support continue throughout the years, serving hundreds of additional youth and families.
## Organizational Budget Projections: 2020 - 2022

<table>
<thead>
<tr>
<th>Programs</th>
<th>2020</th>
<th>2021</th>
<th>2022</th>
</tr>
</thead>
<tbody>
<tr>
<td>School Program Development</td>
<td>138,879</td>
<td>182,317</td>
<td>254,884</td>
</tr>
<tr>
<td>Youth Development Program</td>
<td>108,585</td>
<td>79,996</td>
<td>76,764</td>
</tr>
<tr>
<td>Library</td>
<td>42,153</td>
<td>57,629</td>
<td>40,739</td>
</tr>
<tr>
<td>Artisan Program</td>
<td>28,242</td>
<td>39,326</td>
<td>17,901</td>
</tr>
<tr>
<td>Community Engagement Trips</td>
<td>6,001</td>
<td>32,326</td>
<td>33,829</td>
</tr>
<tr>
<td><strong>Fundraising</strong></td>
<td>68,502</td>
<td>73,937</td>
<td>81,261</td>
</tr>
<tr>
<td><strong>Administration</strong></td>
<td>43,274</td>
<td>39,314</td>
<td>32,826</td>
</tr>
<tr>
<td><strong>School Construction</strong>*</td>
<td>303,835</td>
<td>250,000</td>
<td>0</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td>739,472</td>
<td>754,845</td>
<td>538,204</td>
</tr>
</tbody>
</table>

*School construction budget falls outside operational budget and will be capitalized.*
Budget for School Campaign

- Building & Related: 43%
- Program Development & Expansion + Capacity Building: 45%
- Reserve: 4%
- Campaign Fundraising: 8%
Section 8: Sustainability
Expert Guidance on Long-Term Sustainability

“Organizations that put time, energy, and resources into fundraising for a capital campaign generally emerge from the campaign with more efficient and effective fundraising programs.”
– Front Range Source, Campaign Fundraising Consultant

• **Sustainability is not an exercise in hope but rather in planning and capacity building.** For long-term fundraising, analyze what capacity you will need, and then build that capacity through staffing, energizing the donor base, investing in necessary fundraising activities, etc.

• **Campaign fundraising results in deeper donor relationships and a broader network which serve to support longer term.** A capital campaign is an opportunity to deepen relationships with donors and increase fundraising capacity overall (staff, board, and volunteers).
Sustainability Planning

• Staff and board, concerned about longer-term sustainability, came together around what we would need to sustain a larger annual budget.

• We set goals for the amount that would come from each source of revenue in 2026, so we could intentionally build the fundraising capacity to get there.

• Decisions Made:
  • Staff:
    • Increase staff time devoted to donor cultivation and stewardship.
    • Reorganize fundraising team to support effectiveness and retention.
    • Create a new contract position, Grants Manager, to begin in 2021.
  • Board and Donors:
    • Provide fundraising training and support for Board of Directors.
    • Recruit new board members who can engage higher-capacity networks.
    • Form Advisory Board with fundraising skills.
    • Increase staff support for volunteer (peer-to-peer) fundraisers among donors and boards.
2019 
Fundraising 
Data

Raised $300K 
for Annual 
Fund

• **Strong Base:** Received donations from 359 unique individuals.
  • 102 (28%) gave over $500.
  • 125 (35%) were new donors.

• **High Retention:** 87% of 2018 donors giving at $600+ gave again in 2019.
  • 95% of 2018 sponsors continued in 2019.
  • 57% of all 2018 donors gave again in 2019.

• **Successful Grants:** Awarded 5 grants.

• **Donor Engagement:** Hosted 4 group community engagement trips.
New Sources of Funding: 2027 Annual Fund

Goal: $710,000

- Donations from new individuals and families (generated by increased donor relations, external-facing roles for Liz and Katie, & board connections) → $150,000
- Grants from new foundation donors (generated by new Grants Manager) → $120,000
- Upgraded gifts from current donors → $60,000
- Donations from networks of new Board members → $40,000
- Donations secured by donors and volunteers through peer-to-peer fundraising → $20,000
- New sponsors for new classes of students → $20,000

Total $410,000

$300K current capacity + $410K new funds = $710K
Campaign Plan: People Power

Each of these groups is activating their network, time, & expertise:

**Advisory Board:**
*New* team of 4 (so far), including 2 professional fundraisers

**Empowerment Circle:**
15 passionate and engaged lead donors

**Staff:**
3 (ED & 2 managerial development staff) + Grants Manager in 2021

**Board:**
9 members with campaign training (& recruiting more)

**Pro Bono Consultant:**
Accredited fundraising professional with 30 years experience
Appendix A:
Financial Performance & Condition
2019 Operating Expenses*

Largest expense: Personnel
The team of people running programs and operations comprise more than half of our budget.

*2019 Operating Expenses exclude school-related expenses. Total is approximately $360,000.
**2019 Annual Fund**

- **Individual Giving, Sponsorships, Employer Matches**: 64%
- **Trip Payments (gross)**: 13%
- **Grants**: 9%
- **Artisan Sales (gross)**: 6%
- **Interest & Other**: 8%

Largest revenue source:
Individual donors have provided a consistent source of unrestricted funding.

*Annual Fund* is for annual operating budget and excludes school campaign revenues. Source: Unaudited 2019 financial statements.
Historical Fundraising Performance

2009-2019: Met Fundraising Goals* Every Year

*Due to conservative projections and a healthy reserve, goals were lower than expense budget some years.
Revenue & Expenses *With School Campaign*

Note: The Board of Directors decided on a planned deficit for 2018 as we prepared for our capital campaign and organizational growth. Reserve funds were utilized for school/campaign research and due diligence, strengthening operations for growth, and planning for building fundraising capacity.
Net Assets & Cash, 2016 to Present

February 2020: $300K payment for construction
(unaudited)
Cash Flow

• Reserve Policy: 6 months (2 months cash, 4 months in laddered CDs)

• Never been out of compliance with this policy.

• Liabilities are a small portion of net assets.
Financial Implications of Growth

• **Financial flexibility** will decrease as we turn cash and investments into building and personnel, in order to increase quality and scale of our work.

• Possible need to hire part-time **bookkeeper** or accounting firm.
990s

• 2019 Form 990
• 2018 Form 990
• 2017 Form 990

Prior Years’ 990s available [here](#).