



2023

VIRGINIA ASSOCIATION OF FUNDRAISING EXECUTIVES STRATEGIC PLAN

Engage. Empower. Excel.

People. Passion. Philanthropy.

vafre

Mission

VAFRE equips fundraising professionals with the expertise, strategies, and networks to deliver lasting impact for an inclusive philanthropic community.

Vision

An engaged community strengthened by generous and thoughtful individuals and organizations grounded in equitable and responsible philanthropy.

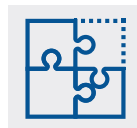


Values



Community

VAFRE is dedicated to developing inspired professionals who appreciate and support the nonprofit community.



Belonging

VAFRE is committed to becoming a more equitable organization by supporting diversity, equity, inclusion, and access initiatives.



Collaboration

VAFRE nurtures partnerships across sectors and strives to expand its role in the philanthropic community.



Success

VAFRE is committed to excellence, innovation, and leading change to advance the fundraising mission.

Strategic themes

Engage

Goal 1: To engage VAFRE members who build, nurture, and enhance our philanthropic community.

Engage and cultivate a shared culture of philanthropy within the membership community, the nonprofit sector, and beyond.

Objective 1.1 Sustain and enhance the membership experience

- Provide programming and connection opportunities that appeal to members across experience levels and fundraising disciplines.
- Understand individual motivations and rewards in joining VAFRE.
- Engage former members who are established in their careers.
- Initiate outreach to marginalized groups and nonprofit sectors.
- Ensure a culture of belonging for all members and guests.

Objective 1.2 Nurture and steward organizational partnerships

- Expand mutually beneficial relationships with existing partners.
- Leverage reputation and membership presence in the community to nurture valuable partnerships across sectors and industries.
- Engage in targeted outreach to educational institutions to increase access to and interest in the fundraising profession.

Objective 1.3 Contribute to a community-wide understanding of philanthropy

- Provide thought leadership on the role fundraisers play in affecting change, building partnerships, and nurturing community.
- Engage marketers and communications professionals as vital partners in articulating the role of philanthropy.
- Advocate for the importance of participation, engagement, and generosity to create positive impact across our region.

Strategic themes

Empower

Goal 2: To empower VAFRE members and the philanthropic community.

Build and sustain opportunities for personal and professional growth that support comprehensive philanthropic practice.

Objective 2.1 Empower the member

- Provide an individualized support network to assist members throughout their development careers.
- Deliver creative, intentional, and relevant programs that support professional satisfaction and success.
- Provide personal development opportunities through an improved Professional Partnership Program (P3).

Objective 2.2 Empower the profession

- Provide member access to the VAFRE jobs database, featuring employment opportunities throughout Virginia.
- Inform members and those recruiting for development professionals across our regional nonprofit sectors about equitable pay, scope of role expectations, applicable competencies, and necessary infrastructural resources.
- Create educational programming and networking opportunities for VAFRE members to serve as professional advocates aware of equitable practices.
- Serve as a voice for the philanthropic community by providing leadership, expertise and perspective on pressing issues impacting our region.

Objective 2.3 Empower the community

- Provide fundraising tools to nonprofit organizations and their constituencies to help fulfill their missions.
- Provide opportunities for service to VAFRE members, thereby strengthening communities throughout the region.
- Contribute to our region's health and quality of life via informed VAFRE members, engaged donors, and nonprofit organizations rooted in equitable practices.

Strategic themes

Excel

Goal 3: To recognize and foster professional excellence.

Celebrate and appreciate professional success in the fundraising community, as well as model best practices for professional associations.

Objective 3.1 Increase recognition of outstanding fundraising performance

- Create award criteria that expands recognition to nonprofit team success.
- Expand opportunities for mid-career recognition, including certifications.
- Recognize individuals or organizations who exemplify VAFRE values.
- Increase broader understanding and appreciation of member contributions and innovation.

Objective 3.2 Develop and deliver innovative and relevant programs

- Expand topics/categories that qualify for CFRE continuing education credit.
- Ensure focus on and inclusion of ethics programming.
- Increase and embed diversity and community perspectives in programming.

Objective 3.3 Develop and communicate goals that foster a more diverse membership

- Define, assess, and communicate membership diversity.
- Research and apply universal standards of excellence across the variety of philanthropy professions.
- Develop goals and strategies for achieving inclusivity.

Objective 3.4 Model nonprofit governance best practices

- Evaluate board structure and committee responsibilities biannually.
- Operate within balanced budget and legal compliance.
- Review bylaws, including the establishment of new committees and governance policies, biannually.

VAFRE Board of Directors 2022-23

President	Samantha Wheeler Marrs, Virginia Commonwealth University
Vice President	Wilson Glasco, Preservation Virginia
Secretary/Treasurer	Samantha Charlet, Medical College of Virginia Foundation
Immediate Past President	David Sams, The Community Tax Law Project
Victoria Arkesteyn	Housing Families First
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Leigh Busby	Greater Richmond Fit4Kids
Rachel Dyer	Dyer Strategies
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Susan Herzick	The Carole and Marcus Weinstein Jewish Community Center
Alan Hutson, Jr., CFRE	The Monument Group
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Katy Latimer	Sportable
Joycelyn Mahone Ferrebee	UVA Alumni Association
Elizabeth Mason	St. Joseph's Villa
Alexandra Moore	UVA Frank Batten School for Leadership and Public Policy
Nell Nutaitis	ChildSavers
Anna Powers	Virginia Museum of History & Culture
Lindsay Robinson, CFRE	Northstar Academy
James Romanik	VCU School of Social Work
Megan Schowengerdt	Menokin Foundation
Frances Sterling	Richmond Symphony
Robinette Tiller	VCU Massey Cancer Center
Jennifer Whiteside	Virginia Public Media
Trevor Worden	VCU Massey Cancer Center
VAFRE Administrator	Mary Kidd, CMP, CAE
Strategic planning committee	Alan Hutson, Samantha Marrs, Anna Powers, James Romanik, Robinette Tiller

Thank you to Amy Nisenson and Karen LaForge of Amy Nisenson Consulting, LLC.

