



VIRGINIA FUNDERS  
NETWORK

# Strategic Framework

2023-2025

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APPROVED FALL 2022

# INTRODUCTION

December 2022

In 2017, a small group of foundation leaders came together to advance an idea: Virginia's philanthropic community could reach an unprecedented level of effectiveness if funders worked together and with leaders across sectors to tackle the Commonwealth's most pressing needs and advance key opportunities.

This small, visionary group conducted due diligence, collectively planned, and built momentum for the idea of a statewide philanthropic network. In the fall of 2020, at the height of the global pandemic, the Virginia Funders Network (VFN) was officially launched.

In the ensuing two years, VFN has grown to include more than 115 philanthropic institutions representing nearly every type of grantmaking organization and every region across the Commonwealth. Through VFN, these funders are dedicated to working together to build a connected, collaborative philanthropic community and ensure that all who call Virginia home have the resources they need to thrive.

Throughout 2022, VFN embarked on its first-ever strategic planning process. This member-driven, member-led process incorporated the ideas and input of more than 80% of VFN's member organizations. The resulting plan, presented here, will drive and shape the organization's work over the next three years.

Together, we will work to build and strengthen diverse, connected, trust-based networks of funders. We will work to connect members to information and data that can inform effective philanthropic decision-making. We will encourage and foster philanthropic collaborations and build relationships with national funders that bring increased awareness to the needs and opportunities in Virginia. We will represent institutional philanthropy in the Commonwealth, collaborate with cross-sector leaders, and advocate on behalf of philanthropy whenever necessary. We will also work to ensure that VFN is a strong, stable organization ready to advance our mission and meet the challenges of the work for years to come.

We look forward to partnering with you as we pursue these strategies and work to advance our vision of a Virginia where all communities are valued and thriving, and are empowered and supported by a strong and vibrant philanthropic sector.

In service,

**Mark Constantine**  
*Advisory Board Chair*  
CEO, Richmond Memorial  
Health Foundation

**Jill Coleman**  
*Strategic Planning Chair*  
VP of Programs, The Cameron  
Foundation

**Katy Moore**  
*Chief Executive Office*  
Virginia Funders Network

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# ACKNOWLEDGEMENTS

The Virginia Funders Network would like to thank the many individuals and organizations who conceptualized and launched this new, statewide network and who gave generously of their time and ideas to the development of this inaugural Strategic Framework.

## FOUNDING ADVISORY BOARD

Mark Constantine | Richmond Memorial Health Foundation | *Chair*  
Patricia Mathews | Northern Virginia Community Foundation | *Vice Chair*  
Clark Casteel | Danville Regional Foundation | *Secretary & Treasurer*  
Kelly Chopus | formerly of the Robins Foundation | *Governance Chair*  
Lynn Tadlock | formerly of the Claude Moore Charitable Foundation | *Membership Chair*  
Christy Connolly | PATH Foundation | *Fiscal Sponsor*  
Scott Blackwell | The Community Foundation for a greater Richmond  
Jill Coleman | The Cameron Foundation  
Mary Fant Donnan | The Allegheny Foundation  
Erin Hogan | Bank of America Private Bank  
Travis Jackson | Wythe-Bland Foundation  
Dan Layman | Community Foundation of the Central Blue Ridge  
Amy Owen | Community Foundation for Loudoun and Northern Fauquier Counties  
Heather Peeler | ACT for Alexandria  
Sari Raskin | Community Foundation for Northern Virginia  
Brett Rees | Northern Trust  
Carol Sale | Williamsburg Health Foundation

## STRATEGIC PLANNING COMMITTEE

Jill Coleman | The Cameron Foundation | *Chair*  
Rosalyn Allison-Jacobs | ROI Impact Consulting | *Strategic Planning Consultant*  
Clark Casteel | Danville Regional Foundation  
Mary Fant Donnan | The Allegheny Foundation  
DeWitt House | The Harvest Foundation  
Sherry Norquist | Sentara Healthcare  
Stephanie Randolph | Cassiopeia Foundation  
Brett Rees | Northern Trust  
Courtney Rice | SisterFund  
Ricshawn Roane | Weissberg Foundation  
Jessica Wirgau | Community Foundation of the New River Valley

## STAFF & CONSULTANTS

Katy Moore | Chief Executive Officer  
Patte Koval | Director, Member Networking & Learning  
Robin Mockenhaupt | Director, Policy & Advocacy  
Angie Molina | Associate, Member Services

# METHODOLOGY

In 2022, the Virginia Funders Network embarked on its first-ever strategic planning process. Conducted over nine months, this member-driven process was led by a ten-person Strategic Planning Committee which included members of VFN's Advisory Board and a diverse group of individuals representing a broad range of funder types, sizes, funding focuses, and geographies.

## PHASE 1 – Data Gathering

More than 80% of VFN's member organizations participated in the strategic planning process, providing their ideas and feedback to shape the organization's first-ever strategic framework.

- ✓ 74 funders completed an electronic survey
- ✓ 37 funders participated in seven focus groups
- ✓ 13 funders participated in one-on-one interviews

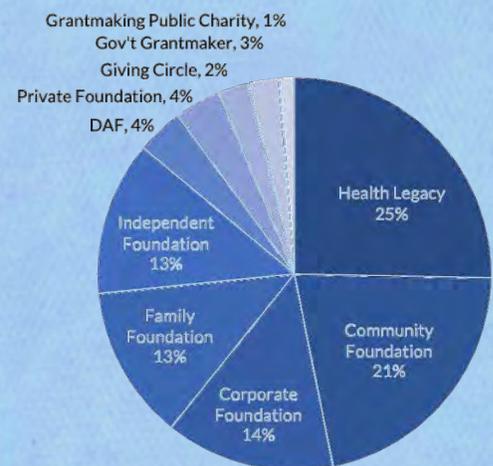
## PHASE 2 – Benchmarking

As a new organization, VFN desires to learn from the successes and challenges of our colleague organizations across the country. During the strategic planning process, VFN researched philanthropy serving organizations (PSOs) in the mid-Atlantic and southern states and conducted informational interviews with the CEOs of the North Carolina Network of Grantmakers and Maryland Philanthropy Network.

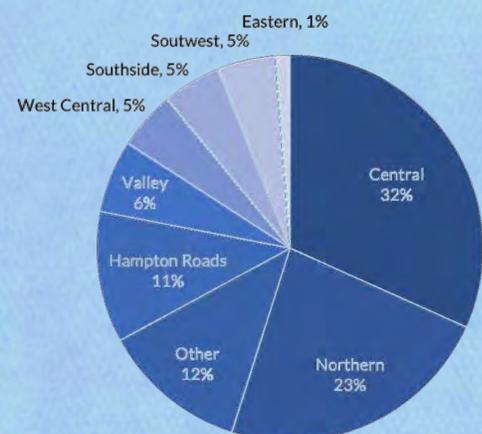
## PHASE 3 - Testing

Once the Strategic Planning Committee developed its initial strategies and anticipated outcomes, committee members tested the draft strategic framework via one-on-one interviews with key stakeholders who had been active participants throughout the strategic planning process. VFN staff also tested the draft with the Executive Committee and Advisory Board members. Feedback was taken seriously and has been incorporated throughout this final document.

Participation by Funder Type



Participation by Region



# OUR WHY

The Virginia Funders Network was born from a belief in the power of collaboration. Our strength and effectiveness come directly from the diverse and valued insights, wisdom, perspectives, and dedication of the more than 100 funders all across the Commonwealth who comprise our network. We are dedicated to working together to help ensure that all who call Virginia home, regardless of race, gender, age, ability or geography, have the resources they need to thrive.

## VISION

All Virginia communities are valued and thriving, and are empowered and supported by a strong and vibrant philanthropic sector.

## MISSION

To build a connected, collaborative philanthropic community that advances opportunities for all who call Virginia home.

## VALUES

Our organizational values guide our strategy, inform our work, and serve as a beacon as we continue to grow and learn as an organization.

### Community

We value community, collegiality, and the transformative power of conversation. We intentionally foster a connected, collaborative, and respectful community where members feel comfortable supporting, encouraging, inspiring, and challenging each other.

### Curiosity

We value the creativity and inquisitive spirit of philanthropic leaders. Together, we are dedicated to listening, learning, growing, and evolving.

### Inclusion

We unapologetically value the diversity of our membership. From personal demographics to geographic location to organizational type to philanthropic philosophy, we intentionally seek diverse perspectives to inform, drive, and lead our work.

### Collaboration

We believe in the power of collaboration and are dedicated to working together and with cross-sector leaders to advance opportunities for all who call Virginia home.

# OUR HOW

## STRATEGIES

- 1.** Build and strengthen diverse, connected, trust-based networks of members that drive positive change, community-by-community, across Virginia.
- 2.** Connect members to information and data that highlight disparities and disparate impact for more effective philanthropic decision-making in Virginia.
- 3.** Represent institutional philanthropy in Virginia and collaborate strategically with the business, government, and nonprofit sectors.
- 4.** Advocate on behalf of institutional philanthropy in Virginia.
- 5.** Build the necessary financial, staffing, and leadership structures to sustain and support members and the organization.

# OUR WHAT

## EXPECTED OUTCOMES

- 1.** Members that inspire, support, encourage, and challenge each other to advance organizational values and act on the knowledge shared and learned through VFN.
- 2.** New or strengthened philanthropic collaborations that improve quality of life and/or advance opportunities in Virginia.
- 3.** Recognition of VFN by statewide, cross-sector leaders as the go-to resource for institutional philanthropy in Virginia.
- 4.** Relationships with national funders that result in increased awareness of VFN and the work of Virginia funders.
- 5.** An organization with diverse and inclusive membership, leadership, and staff that is prepared to meet the challenges of the work; is financially sustainable; and builds structures and cultivates future leadership that is prepared and willing to serve.

# OUR WHO

## MEMBERS (as of 10/31/2022)

100 Women Strong  
ACT for Alexandria  
Adivans Foundation  
Alleghany Foundation, The  
Altria Group  
American National Bank & Trust Company  
Anverse  
Atlantic Union Bank  
Bank of America Private Bank  
Bedford Community Health Foundation  
Bernardine Franciscan Sisters Foundation  
Blocker Foundation, The  
Bon Secours Foundation  
Brookfield Foundation  
Cabell Foundation, The  
Cafritz Foundation, The Morris and Gwendolyn  
Cameron Foundation, The  
Camp Younts Foundation  
Capital One  
Cassiopeia Foundation  
Center for Nonprofit Excellence  
Charlottesville Area Community Foundation  
Claude Moore Charitable Foundation  
Coalfield Water Development Fund  
Cohen Foundation, Naomi and Nehemiah  
Commonwealth History Fund at VMHC  
Community Foundation for a greater Richmond, The  
Community Foundation for Loudoun and Northern Fauquier Counties  
Community Foundation for Northern Virginia  
Community Foundation for Rockbridge, Bath and Alleghany  
Community Foundation of the Central Blue Ridge  
Community Foundation of the Dan River Region  
Community Foundation of the New River Valley  
Community Foundation of the Northern Shenandoah Valley  
Community Foundation of the Rappahannock River Region, The  
Community Foundation Serving Western Virginia  
Culpeper Wellness Foundation  
CultureWorks  
Danville Regional Foundation  
Delta Dental of Virginia Foundation  
Doeller Family Fund  
Dominion Energy Charitable Foundation  
Estes Foundation  
Fagus Foundation  
Genan Foundation, The  
Greater Lynchburg Community Foundation  
Harvest Foundation, The  
Heritage Wealth Advisors  
Herndon Foundation  
Jack Kent Cooke Foundation  
Jackson Foundation  
Jenkins Foundation  
Jessie Ball duPont Fund  
John Randolph Foundation  
Kaiser Permanente  
Koval Family Fund  
Langley for Families Foundation  
Laughing Gull Foundation  
Loudoun Community Cabinet, The  
Memorial Foundation for Children  
Meta  
Meyer Foundation  
Micron Foundation  
Monument Group, The  
Newport News Shipbuilding, a Division of Huntington Ingalls Industries  
Northern Piedmont Community Foundation  
Northern Trust  
Northern Virginia Health Foundation

# OUR WHO

## MEMBERS (continued)

O'Shaughnessy-Hurst Memorial Foundation  
Obici Healthcare Foundation  
Parsons Foundation, The Mary Morton  
PATH Foundation  
Peninsula Community Foundation of Virginia  
Potomac Health Foundation  
Rapha Foundation  
Red Gates Foundation  
Richmond Jewish Foundation  
Richmond Memorial Health Foundation  
River Counties Community Foundation  
Robert Wood Johnson Foundation  
Robins Foundation  
Sandler Center Foundation  
Schaberg Foundation, Bob and Anna Lou  
Sentara Healthcare  
Sheltering Arms Foundation  
Shenandoah Community Foundation  
SisterFund  
Smyth County Community Foundation  
Suffolk Foundation  
Tattersall Family  
TCV Trust & Wealth Management  
Thalhimer Family Fund, Barbara J. and William B.  
Thompson Charitable Foundation  
Thurman Charitable Trust for Children, Edgar A  
Treet Foundation  
Truist Foundations and Endowments Specialty  
Practice  
Twin County Community Foundation  
United Way of Henry County & Martinsville  
United Way of South Hampton Roads  
VCC Social Enterprises  
Venture Philanthropy Partners  
Virginia Department of Environmental Quality  
Virginia Early Childhood Foundation  
Virginia Foundation for Healthy Youth  
Virginia Health Care Foundation  
Virginia Tobacco Region Revitalization  
Commission  
Weissberg Foundation  
Wells Fargo  
Wellspring Foundation of Southwest Virginia  
Wiley Foundation, Nettie Lokey Wiley and  
Charles L.  
Williamsburg Community Foundation  
Williamsburg Health Foundation  
Wyatt Foundation, John & Janice  
Wythe-Bland Foundation



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