



VIRGINIA WAR MEMORIAL
FOUNDATION

The Mission Comes First

OUR LONG-RANGE PLAN





We are pleased to share our long-range plan and the key objectives that will define our work for the next few years. It is your support and interest that enable us to plan from a position of strength.

Our strategic objectives in this plan create stronger connections to Veterans and all active duty and reserve military. We will invest in technology and marketing across all platforms to deliver programs far beyond the confines of our building. That investment will achieve greater engagement of young people at all levels and greater diversity in all the communities we serve. We will participate in partnerships with like-minded organizations to make the highest and best use of limited resources.

In short, we will invest and align all our resources, financial and intellectual, to advance the important work of the Virginia War Memorial (VWM) and the sustainability of the Virginia War Memorial Foundation (VWMF). Together, we are stewards of the nation's leading state war memorial.

OUR MISSION

We support the Virginia War Memorial in its efforts to preserve the stories of veterans who made the ultimate sacrifice, to honor all veterans and active-duty military, and to inspire love of country through education.



OUR VISION

A global audience will recognize the valor and sacrifice of Virginia's military veterans in the pursuit of liberty, democracy, justice, and peace for all.



VIRGINIA WAR MEMORIAL FOUNDATION • LONG-RANGE PLAN



**VIRGINIA
WAR MEMORIAL
FOUNDATION**

2026 – 2030





**Our Overarching Goal:
Work with the Department of Veterans Services (DVS) to be the
premier state veterans memorial in the country.**

GOAL 1

Organizational Strength & Sustainability:

Leverage internal strengths to ensure long-term impact, operational excellence, and leadership continuity.

OBJECTIVES

Deliver organizational excellence that is resilient to market challenges.



Grow flexible revenue streams and expand donor engagement.



Invest in technology across all platforms for data-informed decision making.



AGE	BUCKINGHAM	BUENA	CAMPBELL	CAROLINE	CARROLL
ER	* ALFRED R. GREGORY	* CALVIN K. BARGER	* LEONARD LARTHUR	* GEORGE A. BROWN	* FRANK J. BOLT
LOW	* LESLIE GREGORY	* FRED S. CATLETT	* IRVIN T. CREWS	* CALVIN C. JONES	* JANSEN C. COX
CAFFEE	* HERBERT H. LOGAN	* JAMES F. FLOYD	* JAMES E. FLOYD	* DENNIS LEITE	* EMANUEL L. DAVIS
DRE				* WILLIAM B. POLLARD	* WOODROW J. HANK
IDEAU					
CH					
COTT					
LES					
GER					
ANLEY					
E					
MMONS					
N. BREMEN					
ETIS					

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GOAL 2

Engagement, Partnership, and Outreach:

Strengthen and align collaborations to expand visibility, resources, and impact.

OBJECTIVES

Enhance messaging and brand identity to increase public awareness and drive fundraising efforts.



With the VWM, enhance military and veteran organization outreach to expand collaboration, awareness, and deepen community impact.



Increase state-level engagement and visibility through targeted communication and legislative relationships.



Broaden reach through targeted partnerships.





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GOAL 3

Program Innovation and Education Impact:

Continue to deliver meaningful, accessible, and mission-driven experiences that inspire love of country and engage diverse audiences.

OBJECTIVES

Create an engaging, accessible, and welcoming environment for all visitors.



Grow successful programs and support new offerings to serve diverse and underserved audiences.



In collaboration with the education team, expand access to educational programs and increase meaningful engagement with youth.





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Statement of Values and Guiding Principles

Historical Accuracy

We strive to meet the strictest standards of historical accuracy for the individuals memorialized in the Shrine of Memory. Similarly, we are responsive to emerging information and continually update our records to reflect current research and scholarship in all our programming.

Transparency

We employ transparency and integrity in every action and decision. We strive to be compliant with nonprofit best practices for financial transactions, gift stewardship, and accounting principles.

Accessibility

We work hard to make our facilities and grounds barrier-free. We maintain generous public operating hours, offer educational programs free of charge, and provide content-rich programs online as well as onsite.

Diversity

We welcome all visitors equally. We respect the rights of every individual and believe that diversity and inclusivity make us stronger.

Patriotism

We value patriotism and love of country. Our mission to honor the service and sacrifice of veterans is best served when we join in their pursuit of liberty, democracy, justice, and peace for all.

APPROVED OCTOBER 15, 2025

