



## **2022-2024 Strategic Plan**

Adopted June 2022

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### **Vision**

*To be the best at making associations the best.*

### **Mission**

*Association professionals: Connecting. Learning. Leading.*

### **Primary Customer**

*Association professionals*



## Introduction

One word sums up VSAE’s strategic direction and response to the events of the past two year – resiliency.

Thanks to the continued commitment and support of its membership and the flexibility and foresight shown by the board of directors, VSAE continues to successfully navigate its way through these turbulent times.

The association is positioned now to take what was learned and apply those lessons to improving upon what is working well, letting go of what’s no longer of value and identify new initiatives to elevate the member experience, better serve the association community, and ensure a succession of diverse and qualified leaders for the organization and Virginia’s association community.

Based on feedback from members, staff, and leadership, this plan continues our focus on these strategic areas of opportunity.

- *Engaging Members*
- *Developing Leaders*
- *Serving the Association Community*

A focus on these three areas will not only enhance value for VSAE members but will emphasize the importance of continuous assessment and strategic improvement. Key aspects of the above are as follows:

- In engaging members, VSAE’s Shared Interest Group (SIG) program is a popular and valuable way for members to learn, connect, and develop leadership skills. VSAE can elevate this success by sharpening the focus and purpose of SIGs, expanding avenues to participation, and identifying unique participation outcomes for each SIG. VSAE also is committed to expanding member engagement, relationship building and knowledge sharing across all regions of the state.
- Given the subjective nature of the term “leadership,” VSAE has an opportunity to define what leadership means in the association world, provide its members with a clearly defined path for developing and refining their leadership skills as an association executive and VSAE volunteer, and elevate the CAE as the gold standard credential for the association community.
- In serving the association community, VSAE will continue to focus on incorporating Diversity, Equity and Inclusion (DEI) efforts throughout the organization, developing action items that positively impact all facets of the association, while continuing to invest in the quality of its programs and their relevance to professionals at all levels of associations.



## **Strategic Position**

### **Engaging Members:**

The membership is highly engaged in VSAE activities and programs.

### **Developing Leaders:**

VSAE is the hub for developing future leaders for the association community.

### **Serving the Association Community:**

VSAE is the leading resource and example for Virginia's associations.



## *Strategic Position #1* **Engaging Members**

The membership is highly engaged in VSAE activities and programs.

### **STRATEGY 1.1**

#### **Elevate the participation and profile of the Shared Interest Groups (SIGs).**

- a. Convene SIG leaders to develop a plan that will sharpen the focus and purpose of SIGs, expand avenues to participation, and identify unique participation outcomes for each SIG.
- b. Establishing a path for sustainable SIG leadership to include identifying emerging SIG leaders/co-chairs for each SIG.
- c. Consider using subject matter experts to lead SIGs when appropriate.

### **STRATEGY 1.2**

#### **Enrich volunteer opportunities within VSAE.**

- a. Promote meaningful volunteer experiences and the benefits of continuous involvement to all association professionals.
- b. Encourage members with diverse ideas, perspectives, and experiences to serve.
- c. Recognize volunteers for their contributions and service.

### **STRATEGY 1.3**

#### **Expand thought leadership and knowledge sharing opportunities.**

- a. Encourage VSAE members to become content and thought leaders on key topics.
- b. Promote SIGs as forums for knowledge sharing.
- c. Recognize thought leaders who contribute expertise to the association community.

### **STRATEGY 1.4**

#### **Promote VSAE community engagement and relationship building beyond Richmond.**

- a. Continue to host in-person and virtual events for NOVA members and prospects.
- b. Expand networking and relationship building opportunities for members in other regions of the state and outside of Virginia.



## *Strategic Position #2* **Developing Leaders**

VSAE is the hub for developing current and future leaders for the association community.

### **STRATEGY 2.1**

#### **Expand opportunities to develop emerging leaders.**

- a. Develop and adapt professional development programs targeted to emerging leaders.
- b. Establish a mentoring program that helps prepare emerging association leaders for success.
- c. Recruit emerging leaders to participate in leadership opportunities within VSAE (e.g., SIGs, Task Forces, Committees).

### **STRATEGY 2.2**

#### **Increase number of and engagement by CAEs.**

- a. Strengthen awareness about the CAE as the recognized association leadership credential.
- b. Promote quality and value of VSAE's CAE accredited programs to current and prospective members.
- c. Engage current CAEs to serve as mentors, study group leaders and advocates.

### **STRATEGY 2.3**

#### **Encourage leadership development at all career stages.**

- a. Develop and adapt programs and resources targeted to association professionals based on their leadership level and career stage.
- b. Support experienced leaders with managing change through learning and engagement opportunities.



*Strategic Position #3*  
**Serving the Association Community**

VSAE is the leading resource and example for Virginia's associations.

**STRATEGY 3.1**

**Elevate quality and reach of programming and content.**

- a. Offer hybrid educational opportunities based on demand and economic feasibility.
- b. Evaluate changes to the monthly seminars to encourage greater participation and engagement.
- c. Source topics of interest from VSAE members, particularly among SIG participants, and begin to align feedback with thought leader database.

**STRATEGY 3.2**

**Develop and share innovative tools and resources.**

- a. Develop governance documents for members to use in their own associations.
- b. Identify existing best practices for services and events.
- c. Utilize VSAE website as repository for tools and resources.

**STRATEGY 3.3**

**Build and sustain a diverse, equitable and inclusive Association, one that positively impacts the association community.**

- a. Develop and implement actions based on DEI's Vision and Values Statement.
- b. Consider establishing a DEI Committee and/or Shared Interest Group.
- c. Expand opportunities for DEI discussion and education among members.

**STRATEGY 3.4**

**Optimize the selection and performance of board members and officers.**

- a. Establish a mentoring system for new board officers.
- b. Ensure that current processes support VSAE's DEI goals.
- c. Consider a board liaison for each committee or other system that strengthens the connection between the board and committees.