

Goal 7: Financial Strength & Sustainability

<p><b>GOAL 7: Ensure continued financial strength and ongoing sustainability.</b></p>	<p>7.1: Develop a financial model that ensures VMC’s long-term viability.</p> <p>7.2: Cultivate opportunities for expanding philanthropic support.</p> <p><i>Related Goal :</i></p> <p><b>Goal 4:</b> Become THE destination for advanced interdisciplinary veterinary care for all species.</p>
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- Related Concepts from the School of Veterinary Medicine Strategic Plan:*
- *Develop a comprehensive assessment of the financial model.*
  - *Leverage the clinic to generate interest in the School and its programs amongst donors.*
  - *Establish clear, focused programmatic goals to facilitate fundraising and support research that advances clinical medicine.*

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Strategy 7.1

Develop a financial model that ensures VMC's long-term viability.

**Preliminary Tactics:**

- a. Grow targeted clinical programs based on sound business plans. *(Links to Strategy 4.1)*
  - i. Provide incentives and resources for clinicians and staff to grow patient volumes and to improve patient satisfaction.
  - ii. Develop a mechanism to seed new clinical programs.
- b. Evaluate the number of house officers and the scope of the fellowship program. *(Links to Strategy 2.3)*
- c. Regularly evaluate all clinical programs to optimize clinical service efficiency and identify opportunities for cost-containment or revenue enhancement.
  - i. Engage stakeholders in enhancing revenue and cost effectiveness.
  - ii. Evaluate pricing strategies to ensure competitive rates.
  - iii. Empower individuals to make process improvements.
  - iv. Adopt procedures to review, change and communicate potential process changes.
  - v. Evolve into a data-driven organization with robust information technology support.
- d. Establish a robust capital planning process.
- e. Secure resources to support compassionate care provided by the VMC.

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Strategy 7.2

Cultivate opportunities for expanding philanthropic support.

**Preliminary Tactics:**

- a. Establish and nurture patient relationships to expand grateful patient philanthropic support. ([Links to Strategy 1.1](#))
- b. Prioritize the fundraising plan for the new VMC.
  - i. Promote naming opportunities.
- c. Promote the VMC's compassionate care program to connect with donors, foundations and rescue organizations.
- d. Consider crowdfunding as a new source of philanthropic support.
- e. Encourage more consistent engagement of development staff with clinicians and staff.
  - i. Capitalize on existing campus-wide philanthropy efforts.
- f. Educate faculty, house officers, students, staff and alumni about the importance of philanthropy.
  - i. Mentor faculty, house officers, students and staff on cultivating relationships with grateful patients and potential donors.