GOAL 7: Ensure continued financial strength and ongoing sustainability.

7.1: Develop a financial model that ensures VMC’s long-term viability.

7.2: Cultivate opportunities for expanding philanthropic support.

Related Goal:

Goal 4: Become THE destination for advanced interdisciplinary veterinary care for all species.

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.
Goal 7: Financial Strength & Sustainability

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.
Goal 7: Financial Strength & Sustainability

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.