



ACVO VAF Foundation
September 25-26, 2018
Strategic Planning

The leadership¹ and executive director met in Minneapolis to draft a strategic plan. The prior strategic plan was developed in 2013 to guide the board's efforts through 2018. This plan should span 2019 to 2021 and beyond.

The American College of Veterinary Ophthalmologists (ACVO) Vision for Animals Foundation (VAF) was founded in 2002. It has been effective in its programs and grants, support for research, fund raising and stewardship. The foundation has a record of continuous growth in programs and resources, while controlling expenses.

At the 2013 planning session in Atlanta the board identified three goals:

- I. **DEVELOPMENT** – Improve animal eye health through scientific advancement.
- II. **EDUCATION AND AWARENESS** – Disseminate scientific information to veterinarians and the public about animal eye disease.
- III. **SUSTAINABILITY** – Maintain financial strength and leadership of foundation.

¹ President - Dr. Nancy McLean; Vice President - Dr. Rachel Keller; Secretary/ Treasurer - Dr. Steven Dugan; Dr. Kenneth Abrams; Dr. Heather Chandler; Dr. Andras Komaromy; Dr. Gillian McLellan; Dr. Kenneth E. Pierce, Jr.; Dr. Jamie Schorling; Emeritus Directdors - Dr. Dineli Bras, Dr. Bill Miller, Dr. Brad Nadelstein, Dr. Susan Nelms, Dr. Brian Skorobohach. Jen Gazdacko serves as Executive Director.

In the interim since 2013 the goals transformed into five areas: 1) Major Grants/Think Tank; 2) Outreach and Public Relations; 3) Individual Giving; 4) Corporate Giving; and 5) Board Governance.

In today's meeting it was suggested four goals serve as the core competencies to advance the mission statement.

Mission Statement

The mission statement should identify the organization and what it does. It is a submitted to the IRS annually. It should distinguish VAF from other foundations and provide a compelling reason to participate.

~~“The mission of the ACVO Vision for Animals Foundation (VAF) is to improve the quality of life of animals by preserving and restoring their vision through education and science.”~~

The board suggested the following mission:

“Improving the quality of life of animals by advancing eye health through science and education.”

Goals

Goals are the core competencies to advance the mission. The board set three external goals and an internal goal of governance and operations of the Foundation.

- I. **Discovery** - Providing grants and programs to benefit research, science and education.
- II. **Dissemination** - Distributing information to improve professional and public awareness.
- III. **Development** - Soliciting grants and gifts to support animal vision science.

The fourth area focused on the structure and sustainability of the Foundation.

- **Governance** - Providing stewardship and program oversight.



2019 – 2021+ Goals



Discovery – Providing grants and programs to benefit research, science and education.



Dissemination – Distributing information to improve professional and public awareness.



Development – Soliciting grants and gifts to support animal vision science.



Governance – Providing stewardship and program oversight.

Strategies

Strategies advance the goals. When possible strategies should include performance measures, accountability and alignment with committees.

- I. **Discovery** - Providing grants and programs to benefit research, science and education. (*Committees: Grants with subcommittees Founders Grant and Resident Grant, and Ad Hoc Larger Grant.*)
 - A. **Resident Grants** – Continue the resident grants and increase for inflation as needed.
 - B. **Founders Grant** – Propose increase amount to \$10,000 for clinical research.
 - C. **Formulate Research Ideas** – Continue to support a periodic think tank based on ACVO surveys without linking to large grant and with the goal to continue to formulate research ideas.
 - D. **Original Research Grant** – Continue non-targeted research grants.
 - E. **Multi-Institutional Research Partnership** – Look for ways to facilitate multi-institutional research and excellent research design.
 - F. **Auditing and Reporting** – Improve auditing and reporting processes on ongoing research; performance measures. Presentation, publication, acknowledgement of support.

- II. **Dissemination** - Distributing information to improve professional and public awareness. (*No committee alignment.*)
 - A. **Publication of Research** – Require grant recipients to submit scientific abstracts and layperson reviews.
 - B. **Compilation of Research** – Document and promote history of grants and research papers benefitting from VAF.
 - C. **Public Relations** – Improve awareness of VAF to targeted audiences and organizations through website and internet presence, updated collateral materials and collaboration with ACVO for shared documents.

D. **Residents** – Focus on resident awareness and participation in VAF.

III. **Development** - Soliciting grants and gifts to support animal vision science².
(Committees: *Auction; and Ad Hoc Development*)

A. Fund Raising Events

1. Annual Event – Increase corporate donations; consider reducing fees to draw more residents.
2. Regional and Local Events – Continue and find ways to leverage opportunities to participate in local, small and regional events to improve awareness and donations.

B. **Orthopedic Foundation for Animals** - Maintain the relationship with and support from OFA.

C. New Programs

1. Phaco - Diplomates
2. Phaco – Residents
3. Surgery Meeting – Enri Garcia relationship.

D. Solicitations

1. Maintain pet letter campaign.
2. End of year appeals.
3. Grateful client initiative.

E. Campaigns to Build Significant Capital

1. Endowment, Capital Campaign – Explore feasibility of set a major campaign to which donors can support a long-term cause (i.e. \$1 million goal.)
2. Wealth Management – Manage the existing funds to preserve and accrue interest.
3. Planned Giving – Promote planned giving concept with sessions for Diplomates and convenient methods for giving on the website.

² The minimum performance measure for the development goal should be to maintain and exceed the revenue streams in the 2018 approved annual budget.

4. Diplomate Fund Raising – Support Diplomates willing to coordinate local fund raising campaigns from clients and colleagues.

IV. **Governance** – Providing stewardship and program oversight. (*Committees: Finance, and suggested Nomination/Leadership Development.*)

- A. **Leadership** - Plan for succession of future foundation leadership; appoint a nominating committee to identify candidates and manage succession process.
- B. **Governing Documents** - Update governing and corporate documents (bylaws, policies, gift acceptance, conflicts, etc.) Maintain full compliance with all laws, including charitable solicitation.
- C. **Financial Stewardship** - Maintain excellent stewardship of the resources.
- D. **Committees** - Rely on committees to supplement work of board and management.
- E. **Strategic Plan** – Appoint VP position to serve as the *strategic plan champion*. Monitor progress of the plan. Inform stakeholders of the board’s vision.
- F. **Professional Management** - Invest in sufficient professional management to achieve the strategic plan.

Next Steps:

- Review by the Officers and Executive Director
- Adoption by a Motion of the Board of Directors
- Committee Alignment
- Continuous Review by the Board
- Annual Evaluation
- Three Year Update



2019 – 2021+

Improving the quality of life of animals by advancing eye health through science and education.

Discovery

Providing grants and programs to benefit research, science and education.

Priorities and Strategies

- A. Resident Grants
- B. Founders Grant
- C. Formulate Research Ideas
- D. Original Research Grant
- E. Multi-Institutional Research Partnership
- F. Auditing and Reporting

Dissemination

Distributing information to improve professional and public awareness.

Priorities and Strategies

- A. Publication of Research
- B. Compilation of Research
- C. Public Relations
- D. Residents

Development

Soliciting grants and gifts to support animal vision science.

Priorities and Strategies

- A. Fund Raising Events
- B. Orthopedic Foundation for Animals
- C. New Programs
- D. Solicitations
- E. Campaigns to Build Significant Capital

Governance

Providing stewardship and program oversight.

Priorities and Strategies

- A. Leadership
- B. Governing Documents
- C. Financial Stewardship
- D. Committees
- E. Strategic Plan
- F. Professional Management