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Stick Your Neck Out

***Join Blue Heron Consulting & Ascend***  
*for the 4th Annual*

# UNBRIDLED

## STUDENT EXTERNSHIP

**June 6 - 16, 2022**

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*An exclusive, hands-on experience for veterinary students  
who want to grow their practical knowledge in the  
nonclinical aspects of veterinary medicine.*

Dive into topics like best management of practice financials and improved hospital operations, what it takes for practice acquisitions or start-ups, marketing, communication, culture, and more so that you're ready to start your successful journey into practice!

Plus, go behind the scenes and apply what you learn as we lead you through our tried and true on-site evaluation process of real practices!

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**APPLICATION PACKET**

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For the next generation of veterinarians – an exclusive, hands-on experience for veterinary students who want to grow their practical knowledge in the nonclinical aspects of veterinary medicine, brought to you by Blue Heron Consulting & Ascend.



## WHAT'S IN STORE

Whether you're considering the adventure of practice ownership or seeking to add value as a standout associate veterinarian, this immersive, management-oriented externship offers a unique and valuable experience.

It is reserved for veterinary students who are seeking professional development opportunities and who want to grow their practical knowledge in the business aspects of veterinary medicine.

Primarily, the program focuses on four pillars:

- Hospital Financial Statements: How to Drive Change in Revenue & Expenses
- Leadership and Cultural Influence: The Art of Investing in People
- Building a Successful Team through Staff Leverage and Communication
- Client Recruitment & Retention: How to Define, Capture, and Retain your Ideal Client

**This two week experience will be offered for its fourth summer, from June 6-16, 2022. Lodging, entertainment, and most meals are provided; students are responsible for transportation.**



“The past two weeks have been mind blowing. Can't really think of any other words to describe it. Thank you for your passion and commitment to this profession.”

– Annette  
2019 Extern





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## Veterinary Student Externship

June 6–16, 2022 | Denver, CO

This course will be led by esteemed coaches of Blue Heron Consulting, the nation's leading veterinary consulting team, as well as educators within the Ascend Student Program, and a handful of exceptional guest speakers and industry partners.

### WEEK 1

The first week of the event will consist primarily of classroom learning and allow students to build a foundation through lecture, discussion, small group work, and business case reviews. By developing the skills to interpret clinic financial statements, evaluate operational models and marketing strategies, become an effective communicator with your peers and support staff, just to name a few, you will inevitably leave equipped to be a better leader in any workplace, and therefore a more successful force in the veterinary profession.

### WEEK 2

The second week of the externship will feature several days onsite in local veterinary hospitals observing and evaluating topics covered the week prior, and will culminate with the delivery of actionable recommendations to the practice owner(s) on how to take their business to the next level. This opportunity, combined with a thorough understanding of the aforementioned topics, will give you a chance to observe and oversee implementation of best management practices in a real-world setting.

### TO APPLY:

Availability is limited, but all applications will be carefully considered. Once all seats are filled, a waitlist will be available for 2023. Students will be notified of application receipt then contacted for next steps. Interviews will be held with selected individuals in March. Submit the following items to Dr. Kelley Lay at [klaydvm@bhcteam.com](mailto:klaydvm@bhcteam.com) by **March 1, 2022**.

- Cover Letter portraying your background and future goals in veterinary medicine
- Professional Resume
- A short essay-style questionnaire answering the following questions:
  - Why are you interested in the externship?
  - How will you define 'success' in the externship? In other words, what do you want to get out of it?
  - What do you believe you can add to the group to elevate the experience for all involved?

**unbridled** /ˌən  
'brɪdl/ **adjective**  
to be unrestrained;  
to be without limits

# UNBRIDLED

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## Student Testimonials

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Check out what your classmates are saying!

**Kelley Jones, Lincoln Memorial University – Class of 2021**

"The BHC Externship was the most valuable experience of my clinical year. I learned not only what to look for when picking my future practice, but I also developed myself professionally and made lifelong friends. I now feel confident about how to help my future practice grow and how to be a good leader in the practice and the community. The support and awesome learning environment BHC provides goes above and beyond, and now I feel like I understand the business of veterinary medicine, and I'm ready to positively impact the profession!"

**Olivia Reed, Colorado State University – Class of 2021**

"BHC's externship was an invaluable opportunity to learn and apply business skills in a real-world veterinary medicine setting. I really enjoyed getting to know our client and helping her improve her business. The BHC team was very supportive and great to work with as well!"

**Minas Mkhitarian, Washington State University – Class of 2021**

"Learning from the team at Blue Heron Consulting is a career shaping experience. The combination of interactive lectures from people you can look up to and the opportunity to practice what you've learned in a real veterinary practice is simply priceless. I would unreservedly and wholeheartedly recommend the externship to a friend."

**Jack Miller, North Carolina State University – Class of 2023**

"Dr. Kelley Lay recommended this externship to me after I spent 2 hours with her on the phone analyzing my dad's profit and loss statements for his small animal practice. Despite the mundane nature of crunching numbers on P&L sheets, I found it extremely exciting. To some, these numbers look just like what they are: numbers. But in reality, if you look closely enough, these numbers form the framework of a fascinating story—a story that portrays the interworking of an animal hospital. Yet, the true beauty that exists behind the numbers lay not within the story itself, but rather within the potential to rewrite the story yourself. And that is exactly what I think this externship will empower me to achieve. It's one thing to look at a hospital's numbers and determine whether or not it is running well. The real challenge is to look at a hospital that is running poorly and to devise and execute a plan that will make the hospital successful."

**Zach Houghtaling, Washington State University – Class of 2019**

"Thank you so much for giving me the opportunity to create life-long memories over the past few weeks, both of knowledge of ownership and life in general, as well as bonding with this incredible group. It has given me hope, confidence, and tools needed to take on buying a practice in the near future and to guide it to success."

**Landon Brough, Washington State University – Class of 2019**

"These two weeks have changed my career trajectory. It gets me excited for what is ahead."

**Jessica Martin-Harris, Washington State University – Class of 2019**

"An amazing two weeks that were so beneficial and eye-opening! I learned so much and it was wonderful to learn from someone as passionate and that cares so much for the field. I am excited to continue to learn and stay in touch!"