



Five Year Business Plan, 2016-2021

Private Collegiate Edu-Vet Teaching Hospital Practice

A public-private food animal referral initiative

Located in Roscoe, Texas

Private Collegiate Edu-Vet Veterinary Teaching Hospital Practice
A public-private food animal referral initiative

Executive Summary

“Houston, we’ve got a problem.” Unlike the 1970 retort from the Apollo Expedition spaceflight, Roscoe Collegiate ISD declared, “Texas, we’ve got a solution.”

This Business Plan delineates a unique private-public partnership to address the spectrum of limited access to rural Board-certified veterinarians and the difficulties of attracting qualified rural students into STEM-based biomedical sciences. This private–public partnership includes a private veterinarian practice – Collegiate Edu-Vet Veterinary Teaching Hospital Practice (CEVTHP) coupled with a publicly-owned facility operated through RCISD Collegiate Edu-Vet – a veterinary teaching hospital facility. This is a full service practice offering state-of-the-art veterinary medical services. In addition, the veterinarian(s) may hold a 20% FTE salaried adjunct appointment for RCISD and other Western Texas College student’s clinical supervision.

Texas has more cattle than any other state; 11.8 million cows and calves. USDA reported 4.3 million beef cows along with 2.4 million cattle on feed in Texas. Most of these cattle are concentrated in the High Plains, South Texas and Central Texas regions. Texas is seventh in total number of dairy cows: 455,000 milking cows with an average herd of 909 cows. Texas also has more horses than any other state in the country: 979,000 horses on more than 64,000 farms and ranches. https://www.nass.usda.gov/Quick_Stats/Ag_Overview/stateOverview.php?state=TEXAS

However, Texas ranchers, particularly those in West Texas and the Rolling Plains region, are constrained by a critical shortage of Board-certified food animal veterinarians. Texas is ninth among the 10 most populous states in the number of actively practicing veterinarians per 100,000 of the population. Texas has more food animals and horses, yet Texas is last among the 10 most populous states in veterinarians per 1 million animals. The American Veterinary Medical Association reports only 15 percent of U.S. veterinarians currently work with food animals in largely rural areas. <https://www.avma.org/KB/Resources/Reports/Documents/Veterinarian-Workforce-Final-Report.pdf>

The private Collegiate Edu-Vet Veterinary Teaching Hospital Practice (CEVTHP) features Board-certified or Board eligible veterinarians, licensed veterinary technicians (LVTs), licensed certified veterinary assistants (CVAs) and hospital staff in a fully equipped hospital setting. Initially, the practice will provide Board-certified or Board eligible food animal veterinarians with planned growth to include a Board-certified or Board eligible equine veterinarian and Board-certified companion animal veterinarian over the next five years. The referral service area will eventually span a radius reaching clockwise from Dumas Texas, Oklahoma City, Dallas, College Station, San Antonio, El Paso, and Ruidoso to Clovis, New Mexico. This referral hospital will not compete directly in local mixed animal practices.

Point of Contact:

Dr. Kim D. Alexander, Superintendent
Roscoe Collegiate Independent School District | P.O. Box 579 | 1101 West 7th Street
Roscoe Texas 79545 | 325.766.3629 | Fax: 325.766.3138
kda@roscoe.esc14.net

Glossary

ABVP – American Board of Veterinary Practitioners

AVMA– American Veterinary Medicine Association

CEO – Chief Executive Officer

Collegiate Edu-Vet – a publicly owned veterinary teaching hospital facility

Collegiate Edu-Vet Curriculum – Systematic instruction in biomedical pathways, including clinical, One Health, laboratory and business certificates with 200 hours of internship and 300 hours of externship experience required for TVMA-CVA certifications

CEO – Chief Executive Office

CEVTHP – Collegiate Edu-Vet Veterinary Teaching Hospital Practice

COO – Chief Operating Officer

CoS – Chief of Staff of private Roscoe Veterinary Teaching Hospital Practice

CVA – Certified Veterinary Assistant

DVM360 – The digital publication for veterinarians

ECD – Early College and STEM Director

FTE – Full Time Equivalent employee

Hoofstock Genetics – a private animal genetics firm

INOVA – a private veterinary practice management group

LVT – Licensed Veterinary Technician

NIFA – USDA National Institute of Food and Agriculture

One Health - co-equal collaborations between physicians, veterinarians and other scientific-health and environmentally related disciplines

RCISD Collegiate Edu-Vet Teaching Hospital – includes facilities, equipment, teaching supplies and technologies owned by RCISD

RCISD – Roscoe Collegiate Independent School District

CEVTHP – Roscoe Veterinary Teaching Hospital Practice, a privately-owned for-profit veterinary practice

RVP – Referral Veterinary Practices within a service radius who choose to refer patients to a Board-certified or Board eligible food animal specialist

STEM – Science, Technology, Engineering, Mathematics

TBVME – Texas Board of Veterinary Medical Examiners

TEA – Texas Education Agency

TVMA – Texas Veterinary Medical Association

VCPR – Veterinarian-Client-Patient Relationship

VFD – Veterinary Feed Directive

VMLRP – USDA Veterinary Medicine Loan Repayment Program

WTC – Western Texas College, Snyder

1.0 Mission of the Private Collegiate Edu-Vet Veterinary Teaching Hospital Practice

Foremost, the mission of the Collegiate Edu-Vet Veterinary Teaching Hospital Practice (CEVTHP) is to provide exceptional and compassionate Board-certified or Board eligible animal healthcare services with a complementary relevant and rigorous learning environment for Collegiate Edu-Vet students in biomedical pathways.

Coupled with a rich learning environment is a commitment by Board-certified or Board eligible veterinarians who supervise student internships/externships and improve and promote the health and well-being of people, animals, communities and the ecosystems we share. This partnership intends to focus on the highest standards in veterinary medicine while adding to public good.

Simultaneously, the mission of this joint venture is to provide an outstanding educational environment resulting in 90% of RCISD students earning associate college degrees while at the same time providing student access to exceptionally qualified private veterinarians and staff committed to professional service.

1.1 Mission of the Roscoe Collegiate ISD

Roscoe Collegiate ISD (RCISD) believes that all students will learn and be successful, regardless of their previous life experiences. We believe that it is the purpose of our school to educate all students to their highest level of academic performance, while nurturing positive growth in social/emotional skills.

RCISD is responsible for the preparation of students to meet the challenges they will face in tomorrow's world. It is our responsibility to: "Produce productive, active and social members for society."

1.2 Vision of the Private Collegiate Edu-Vet Veterinary Teaching Hospital Practice

The vision is to be recognized regionally and nationally as one of the premier referral veterinary hospitals through innovations in clinical services, education and scientific medical resources.

1.3 Values of the Private Collegiate Edu-Vet Veterinary Teaching Hospital Practice

The CEVTHP is a private for-profit business that partners with RCISD as a non-profit public organization to serve public good. Together, the two organizations are prudent, entrepreneurial and responsible stewards of our human, fiscal and natural resources.

In keeping with the high expectations of a Board-certified or Board eligible veterinary teaching hospital, CEVTHP values:

- a clinical excellence and compassionate patient care that is at the core of our mission and vision.
- the best possible referred medical services along with a positive mentoring relationship for Collegiate Edu-Vet students in biomedical pathways.
- the highest principles of trust, integrity, respect and courtesy in all things, upholding the professional standards of TVMA, TBVME and AVMA.
- human resources as our greatest strength. CEVTHP intends to foster an organizational culture that promotes personal and professional development by recognizing and rewarding contributions and celebrating achievements.
- effective and timely communications with open dialogues, principled practices and safe environments for people and animals.
- the capabilities and the contributions of veterinarians practicing in the communities that we collectively serve. CEVTHP is a resource to their practice and honors the highest standards of professional conduct and integrity throughout the referral process.
- growing relationships with private business and public schools. We strive to create transparent mutually-beneficial partnerships with those who share our mission and vision.

We recognize and value our responsibility to work closely with agricultural producers to uphold the safety, abundance, quality and affordability of our food supply.

1.4 Objectives

First-Year objectives—2016-17:

1. Notify the Texas Board of Veterinary Medical Examiners within 48 hours prior to the operation of a Temporary Limited-Service Clinic.
2. In concert with RCISD, Collegiate Edu-Vet and INOVA, develop a financial plan including a revenue model, cash flow, costs of goods, administrative expenses, facility costs, personnel expense, equipment purchase/lease, accounts receivable and collections and accounts payable.
3. Adopt a communication plan that describes the mission, vision and business objectives of the private Collegiate Edu-Vet Veterinary Teaching Hospital Practice (CEVTHP).
4. Establish positive relationships with 25 mixed-practice veterinarians within a 250-mile radius who choose to refer clientele to a Board-certified or Board eligible food animal specialist.
5. Develop among potential referring veterinarians through selected professional meetings an awareness, interest, evaluation, trial and adoption of referred clientele to the private CEVTHP - public Collegiate Edu-Vet partnership.
6. Create a private-public business model with relationships among RCISD teaching faculty, Board-certified or Board eligible food animal veterinarians and the community. The Business Plan will examine 12 essential elements of a successful practice: the practice format, outpatient services, inpatient services, ancillary services, client services, marketing, personnel management, operations, financial management, fees, infrastructure and quality control.
7. Create private-public financial documents that include shared goals, shared resources (time, knowledge and money), shared risks and shared benefits.
8. Continue to refine a sustainable Business Plan by engaging INOVA, a practice management group, to assist with strategic planning, sound hospital management, software, bookkeeping and accounting and planning for profit.
9. Continue to refine a sustainable Business Plan by engaging Hoofstock Genetics, a group of reproductive specialists in superovulation and embryo transfer (ET), *in vitro* fertilization (IVF), laparoscopic and traditional artificial insemination (AI) and related services.
10. Add essential salaried CEVTHP support staff over time, including a receptionist, office manager, LVT, CVA and kennel assistant.
11. Assist with a Collegiate Edu-Vet curriculum for RCISD and participating WTC students, including monitoring 200 hours of internship and supervising 300 hours of externship experience required for TVMA-CVA certifications.
12. Modify the CEVTHP facility to accommodate the demands of a full-service hospital and a relevant and rigorous Collegiate Edu-Vet learning environment.

Second-Third Year objectives—2017-18 / 2018-19:

1. Sustain and adapt all first-year objectives with enhancements based on measured performance data.
2. Enhance private-public business relationships among RCISD, teaching faculty, Board-certified or Board eligible veterinarians, neighboring referral veterinarians and the community.
3. Expand positive relationships with 50 mixed-practice veterinarians in a 300-mile radius who choose to refer clientele to a Board-certified or Board eligible food animal specialist.
4. Systematically expand the practice to include biomedical sciences, Board-certified or Board eligible specialties including reproductive techniques, internal medicine and surgery, equine clinical services and companion animal clinical services.
5. Adopt effective teaching pedagogies based on competence, engagement and impact. Emphasize student experiential learning opportunities.
6. Increase the time of meaningful engagement of students through experiential learning cycles created through virtual experiences and reflective observations.
7. Establish a forum of value-added services and education for stakeholders and the public.

Fourth-Fifth Year objectives—2019-20 / 2020-21:

1. Sustain and adapt all second through third year objectives with enhancements based on measured performance data.
2. Establish a sustainable for-profit practice and a sustainable not-for-profit educational veterinary teaching hospital with transparency and accountability to stakeholders.
3. Promote private-public business relationships among RCISD, Collegiate Edu-Vet, Board-certified or Board eligible veterinarians, practicing veterinarians and the larger community.
4. Expand positive relationships with 75 mixed-practice veterinarians in a 350-mile radius who choose to refer clientele to a Board-certified or Board eligible food animal specialist.
5. Become recognized as a distinguished private-public Collegiate Edu-Vet educational program in biomedical sciences and related career development.

2.0 Personnel

The key to a successful private veterinary teaching hospital practice is a team of people working in concert. It takes the teamwork of a receptionist, office manager, LVT, CVA, kennel assistant, veterinarians and volunteers to ensure that a veterinary hospital runs smoothly and delivers compassionate patient care on a daily basis. Referral veterinarians also play a supporting role.

2.1 Private Collegiate Edu-Vet Veterinary Teaching Hospital Practice and RCISD Administration

The Board-Certified or Board eligible Veterinarian(s) is/are principal owners and administrators of the private Roscoe Veterinary Teaching Hospital Practice. The principal owner(s) manage the business operations and the independent medical practice. The principal owner(s) lease the Collegiate Edu-Vet Teaching Hospital facilities and maintain close communication with the RCISD Superintendent.

2.2 RCISD Board of Trustees

The RCISD Board of Trustees is the principal owner and administrator of the veterinary teaching hospital facilities. Collegiate Edu-Vet may also maintain separately inventoried equipment and teaching supplies. The Superintendent is the educational leader and chief executive officer of the district and performs the duties as prescribed in the job description and as may be assigned by action of the Board. The Superintendent advises Board members on all matters concerning school management.

The Board of Trustees acts as the school district's policy-making body and is the official representative of the people for all public education in Roscoe Collegiate ISD. The Board functions according to state and federal laws, the rules and regulations established by the State Board of Education, the Texas Education Agency and the will of the people as expressed in district elections.

The Board of Trustees elects a president, vice president and secretary to serve one-year terms. The Board selects and employs the Superintendent and delegates the responsibility and authority for the operation of the school district to that CEO.

2.3 Private Collegiate Edu-Vet Veterinary Teaching Hospital Practice Faculty and Staff

The CEVTHP receptionist operates the front office of the veterinary hospital and is usually the first member of the staff to greet clients as they arrive. The receptionist is also responsible for answering telephone calls, scheduling appointments, filing patient charts, entering data into computerized billing systems and processing bill payments.

The office manager is responsible for a variety of management tasks such as personnel management and shift scheduling, interviewing and training new hires, taking CEVTHP inventories, overseeing payroll, ordering supplies, and tracking and arbitrating accounts payable or receivable. The office manager is the front-line contact with INOVA, Hoofstock Genetics and other business partners. Office managers must have excellent organizational and leadership skills.

A kennel assistant is responsible for the basic care of animals that board at the hospital. Kennel assistants clean cages, exercise animals, provide fresh food and water, bathe or groom animals and assist with general clean-up duties in the hospital.

LVT and CVA technicians assist veterinarians with health care procedures in the hospital and field services. The responsibilities for paraprofessionals include assisting with animal handling, physical examinations, surgeries, laboratory samples and tests, radiography, dentistry, treatments, patient records, equipment cleaning and sterilizing, prescription dispensing and client education.

The principal veterinarians work on referred patients as well as supervise offices and office staff. General duties for a veterinarian include examinations, evaluating radiographies, performing medical procedures, performing surgeries, prescribing medications, suturing wounds and giving immunizations.

3.0 Ownership

The principal veterinarian(s) is/are the owner of the private Roscoe Veterinary Teaching Hospital Practice. The owner(s) may also maintain inventoried equipment, medicines and supplies.

3.1 Private Collegiate Edu-Vet Veterinary Teaching Hospital Practice Services

During Year-One, the private CEVTHP provides services based on referral of food animals, predominantly comprehensive bovine services including reproductive services with breeding soundness exams, artificial insemination, embryo transfers, reproductive palpations and ultrasounds, artificial insemination and embryo transfer services. CEVTHP provides population health or production medicine. A leased RCISD rollover table provides a safe means for foot trimming and can also be used for treatments and surgeries when needed. Leased RCISD facilities include holding and sorting pens and a hydraulic squeeze chute with neck extension for processing, as well as for standing surgeries. This allows processing of cattle in all weather conditions—quickly and safely with less stress.

During Year Two-Five, the services will expand to include Board-certified companion animal veterinarians and Board-certified or Board eligible equine veterinarians. The CEVTHP referral service area will eventually span a radius reaching Dumas, Oklahoma City, Dallas, College Station, San Antonio, El Paso, Ruidoso and Clovis. This referral hospital will not compete directly in local mixed animal practices.

The CEVTHP team constantly strives to provide leading-edge and compassionate care for all food animals while providing excellent and timely value-based service. The leased RCISD Collegiate Edu-Vet Teaching Hospital facilities, equipment and technologies provide the best available veterinary care in the service area.

3.2 Competitive Comparison

In 2014, Texas has a total of 29,131 individuals employed in private veterinary practice. These employees consisted of veterinarians, licensed veterinary technicians, certified veterinary assistants, and other office and clinic staff. TVMA reported 60% of their members described themselves as exclusively small animal practitioners.

There is a projected full-time equivalent (FTE) demand of 825 to 855 food animal veterinarians in Texas and 9,520 to 9,650 in the U.S. from 2016 through 2026. A shortfall of food animal veterinarians is projected through 2025, especially in rural Texas. The primary demand is for production medicine services. The 2012 Texas inventory reported 11,159,747 head of cattle and calves with 4,329,341 beef cows. https://www.nass.usda.gov/Quick_Stats/Ag_Overview/stateOverview.php?state=TEXAS

The private Collegiate Edu-Vet Veterinary Teaching Hospital Practice is unique to the region of the state and often located in urban areas. Abilene had a 2014 population of 120,000, Midland reported 124,000, Big Spring reported 28,000 and San Angelo reported 98,000. The West Texas Region includes 70 counties with five principal metropolitan areas: El Paso (675,000), Lubbock (240,000), Abilene (120,000), Midland/Odessa (234,000) and San Angelo (98,000).

3.2.1 Direct Competition

While there is a shortage of active rural food animal veterinarians in Texas, there are several Board-certified veterinary hospitals staffed with one or more recognized veterinary specialty (RVS) Diplomates. American Board of Veterinary Practitioners (ABVP) currently offers certification in 10 RVS's. In the U.S. there are approximately 900 Diplomates, practicing primarily in canine and feline practice and in equine practice. Within the private Collegiate Edu-Vet Veterinary Teaching Hospital Practice service radius there are equine referral veterinarians at Austin Equine Hospital, Elgin Veterinary Hospital, Equine Sports Medicine & Surgery, Texas

A&M College of Veterinary Medicine, Weatherford Equine Medical Center, Reata Equine Hospital and Garner Equine. Food animal referral veterinarian practices are the Texas A&M College of Veterinary Medicine Hospital and Elgin Veterinary Hospital.

3.2.2 Indirect Competition

There are approximately 6,500 active veterinarians working in Texas. CEVTHP will not compete with any of the general practice veterinarians. Colleges of Veterinary Medicine in Colorado, Kansas, Oklahoma and Louisiana provide full veterinary specialties, but are not in competition with CEVTHP for clients. <https://www.veterinary.texas.gov/documents/agency/2015-2019-Strategic-Plan-Final.pdf>
<https://www.avma.org/KB/Resources/Reports/Documents/Veterinarian-Workforce-Final-Report.pdf>

3.3 Emerging Environments

The demand on food safety, animal health, medicated feeds, antimicrobials and infectious diseases increase the demand on veterinarians. Similar demands are related to human health. “One Health” is the collaborative effort of multiple disciplines—working locally, nationally and globally—to attain optimal health for people, animals and the environment. The Food and Drug Administration (FDA) amended the animal drug regulations to implement the veterinary feed directive (VFD) drugs section of the Animal Drug Availability Act of 1996. A VFD drug is intended for use in animal feeds and such use of the VFD drug is permitted only under the professional supervision of a licensed veterinarian. The veterinarian issuing the VFD must be operating within the context of a veterinarian-client-patient relationship (VCPR) as that term is defined by the state.

Negotiations are underway with an innovative genetics firm who specialize in superovulation and embryo transfer (ET), *in vitro* fertilization (IVF), laparoscopic and traditional artificial insemination (AI) and related reproduction services.

These are examples of increased demand for qualified veterinarians and certified technicians.

4.0 Marketing Summary

Paul “Bear” Bryant, football coach at Texas A&M University, advised, “Have a plan. Follow the plan and you’ll be surprised how successful you can be. Most people don’t have a plan. That’s why it’s easy to beat most folks.” His career record over 38 years was .780 winning percentage with 15 major bowl wins.

Two dimensions of marketing correlate in the private Collegiate Edu-Vet Veterinary Teaching Hospital Practice and a public Collegiate Edu-Vet Veterinary Teaching Hospital. This analysis focuses only on marketing private for-profit services through the Roscoe Veterinary Teaching Hospital Practice.

Marketing CEVTHP includes three phases—(1) identifying and understanding the target audience, (2) establishing a value-based practice plan including monitoring, measuring and reporting procedures and (3) executing the strategy using a veterinary website, personal relationships, conventional and social media, targeted newsletters, active engagement and measuring results.

PESTLE, as a forecasting tool, enables business leaders to carry out a more comprehensive analysis and to make better decisions. PESTLE analysis provides information in the analysis of the changes in the business environment that may impact future finance, planning and

management decisions. Dimensions of the PESTLE analysis include political, economic, social, technological, legal and environmental forces.

4.1 Market size

The referral service area will eventually span a radius reaching Dumas, Texas, Oklahoma City, Dallas, College Station, San Antonio, El Paso, Ruidoso and Clovis, New Mexico. During the first year, a preliminary screening will identify 25 potential veterinarians as potential to refer clientele to a Board-certified or Board eligible food animal specialist. Marketing will expand to 50 veterinarians in the second and third years and to 75 in years four-five.

4.2 Market Segmentation

The step-wise market segments are food animal specialties including reproductive techniques, internal medicine and surgery. During the third through fifth year, it is anticipated adding equine clinical services and companion animal clinical services.

4.3 Target Market Segment Strategy

The strategy will build an understanding of referral services and value-based fee structures with the target audience. One of the keys to CEVTHP's success is geographical access in the region. The location is important with E-W access via I-20 from the Louisiana border through Dallas-Fort Worth to I-10 and El Paso. The N-S access via US 84 connects Farwell to Waco and I-35 south.

CEVTHP is located at mile-marker 230 at FM 1230. The Collegiate Edu-Vet teaching hospital facility is visible in the community and has signage that is readable from I-20. The name "Collegiate Edu-Vet Veterinary Teaching Hospital Practice" will communicate to clients who are scanning the phone book for specialized veterinary services.

5.0 Summary

West Texas ranchers and dairymen are challenged to find Board-certified or Board eligible food animal veterinarians. CEVTHP is a modern facility with growing expertise in reproductive techniques, internal medicine and surgery, equine clinical services and companion animal clinical services. Simultaneously, Collegiate Edu-Vet is preparing future one health professionals for rewarding careers. This referral hospital will not compete directly in local mixed animal practices.

5.1 Competitive Edge

CEVTHP is a private-public partnership that couples access to a Board-certified or Board eligible practice capable of state-of-the-art animal care and population medicine with excellence in Early College/STEM education, including Collegiate Edu-Vet biomedical and engineering pathways.

5.2 Marketing Strategy

The Small Business Administration recommends that small businesses, including veterinary hospitals, dedicate 7-8 percent of their overall budgets to marketing. Effective marketing leads to sustainable growth.

Marketing will integrate the assets of CEVTHP and RCISD with contributions from public and private entities that are obligated to rural Texas communities through sustainable environments,

improved quality of life, economic growth and social development and a commitment to making a positive difference in the lives of students by developing their potential for personal growth, leadership and career success.

5.3 Sales Strategy

In the mid-19th Century, Emerson was attributed, “If a man can write a better book, preach a better sermon, or make a better mousetrap than his neighbor, though he builds his home in the woods, the world will make a beaten path to his door.” In the 21st Century, Emerson’s quote may seem to imply quality supply attracts quantity demand, but it is more complex.

Sales and services cannot be reduced to persuasion, public relations, advertising and marketing. Rather, sales strategy includes competent services coupled to ethics, social responsibility, transparency, audience sensitivities and morally sound, long-term relationships within the context of veterinarian-client-patient relationships, population health and production medicine.

The CEVTHP sales strategy is grounded in value-added services to the client and compassionate patient care.

6.0 Management Summary

This private-public CEVTHP Business Plan proposes to manage the partnerships as a veterinary teaching hospital Board composed of the veterinarian owner(s), the RCISD Superintendent with consultation from INOVA and external consultants acting in the best interest of the mission.

Education costs have skyrocketed in recent years and veterinary schools are no exception. As a result, graduating veterinarians leave school saddled with debt. An article in DVM 360 reported the average monthly student loan payment for associate veterinarians is \$530. Because of this debt, entering veterinarians are reluctant to start their own practice. Even though half of “Millennial Gen-Y” veterinarians surveyed would like to run their own practice, only 39 percent said they had the financial means to do so.

The USDA Veterinary Medicine Loan Repayment Program (VMLRP) will pay up to \$25,000 each year towards qualified educational loans of eligible veterinarians who agree to serve in a National Institute of Food and Agriculture designated veterinarian shortage situation for a period of three years. RCISD, through Collegiate Edu-Vet, is in the process of filing a nomination.

7.0 Assumptions and Constraints

We make assumptions and are bounded by constraints and unintended consequences.

Assumptions are accepted as true or as certain to happen, but without proof. Constraints are limitations or restrictions. Unintended consequences are outcomes that are not foreseen and intended. Unintended consequences may be benefits, drawbacks or perverse effects contrary to what was originally intended.

7.1 Important Assumptions

Assumption #1 – CEVTHP personnel are caring competent business-oriented health care professionals.

Assumption #2 – Private-public enterprise provides mutual benefits and risks to all parties.

Assumption #3 – Quality Board-certified food animal veterinary services will increase value for livestock owners, mixed-animal veterinarians, students and stakeholders in the community.

Assumption #4 – Schools will continue to respond to public need and contribute to public good. The Collegiate Edu-Vet Teaching Hospital is an example of public need coupled to public good.

7.2 Anticipated Constraints

Constraint #1 – Politics often challenge innovation, public need and private enterprise.

Constraint #2 – Short-range economic changes impact long-range missions and strategies that add to risk.

Constraint #3 – Diseconomies of scale exist among food animal services, equine services and companion animal services.

Constraint #4 – Societal and cultural constraints include public safety, poverty, nutrition, health, crime, illegal drugs and limited understanding of private-public partnerships.

***Forward-Looking Statements.**

This Business Plan may contain forward-looking statements based on current assumptions, constraints and forecasts made by Roscoe Collegiate Independent District or their consultants. Various known and unknown risks, uncertainties and other factors could lead to material differences between the actual future results, financial situation, development or performance of RCISD, the Collegiate Edu-Vet Teaching Hospital, the private Collegiate Edu-Vet Veterinary Teaching Hospital Practice and the estimates given here. These factors include those discussed in public reports which are available on the RCISD website. RCISD assumes no liability whatsoever to update these forward-looking statements or to conform them to future events or developments.

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