



The Heritage College

Financial Updates for BPC

February 23, 2023



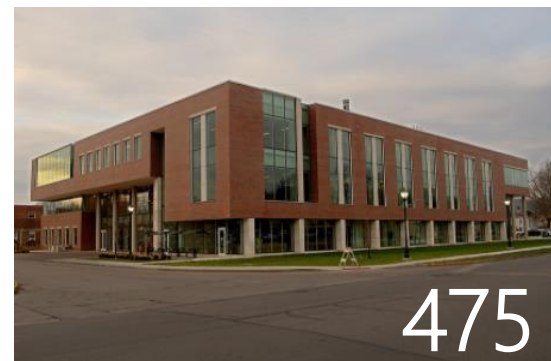
987
STUDENTS



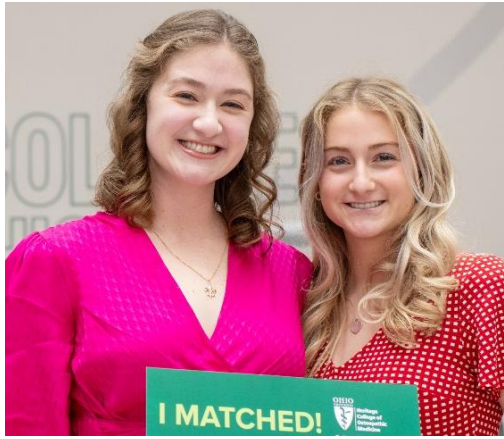
121 - OMS 1&2 in Academic Settings
117 - OMS 3&4 in Clinical Rotations



138 - OMS 1&2 in Academic Settings
136 - OMS 3&4 in Clinical Rotations

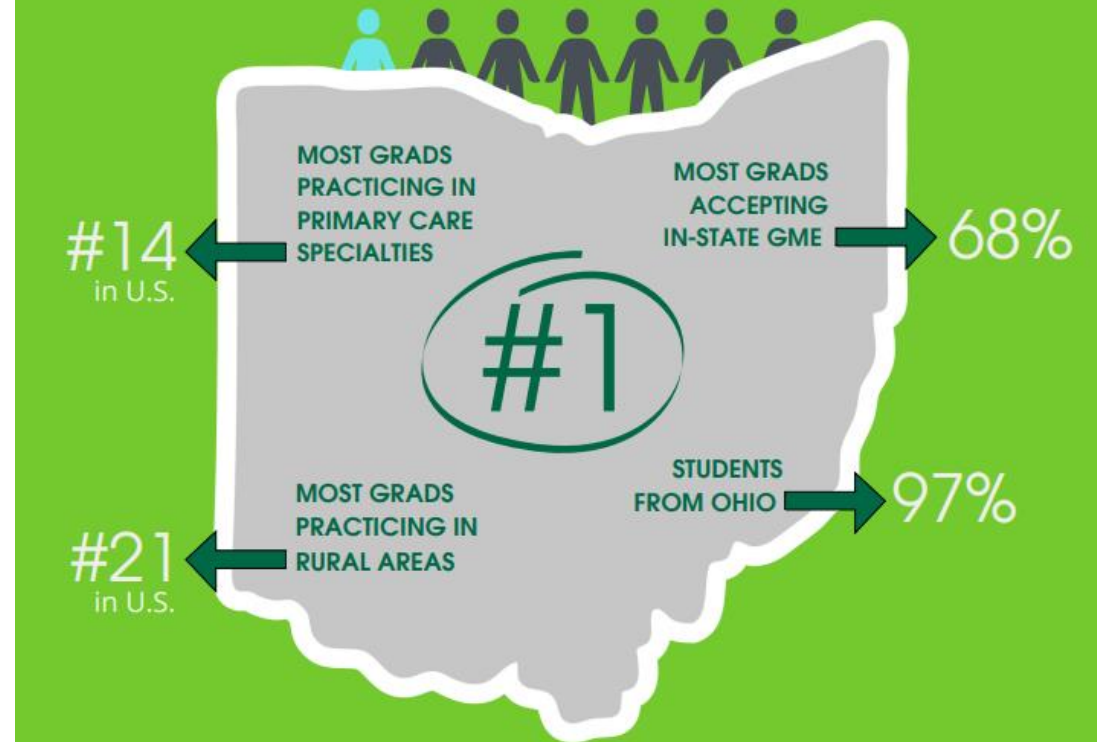


236 - OMS 1&2 in Academic Settings
239 - OMS 3&4 in Clinical Rotations



98% RESIDENCY PLACEMENT IN 2022

HERITAGE COLLEGE OF OSTEOPATHIC MEDICINE IS #1
AMONG OHIO MEDICAL SCHOOLS FOR THE FOLLOWING:





3 PREMIER
PARTNERS

Dynamic Partnerships



1 in 14
PRACTICING
PHYSICIANS
IN OHIO

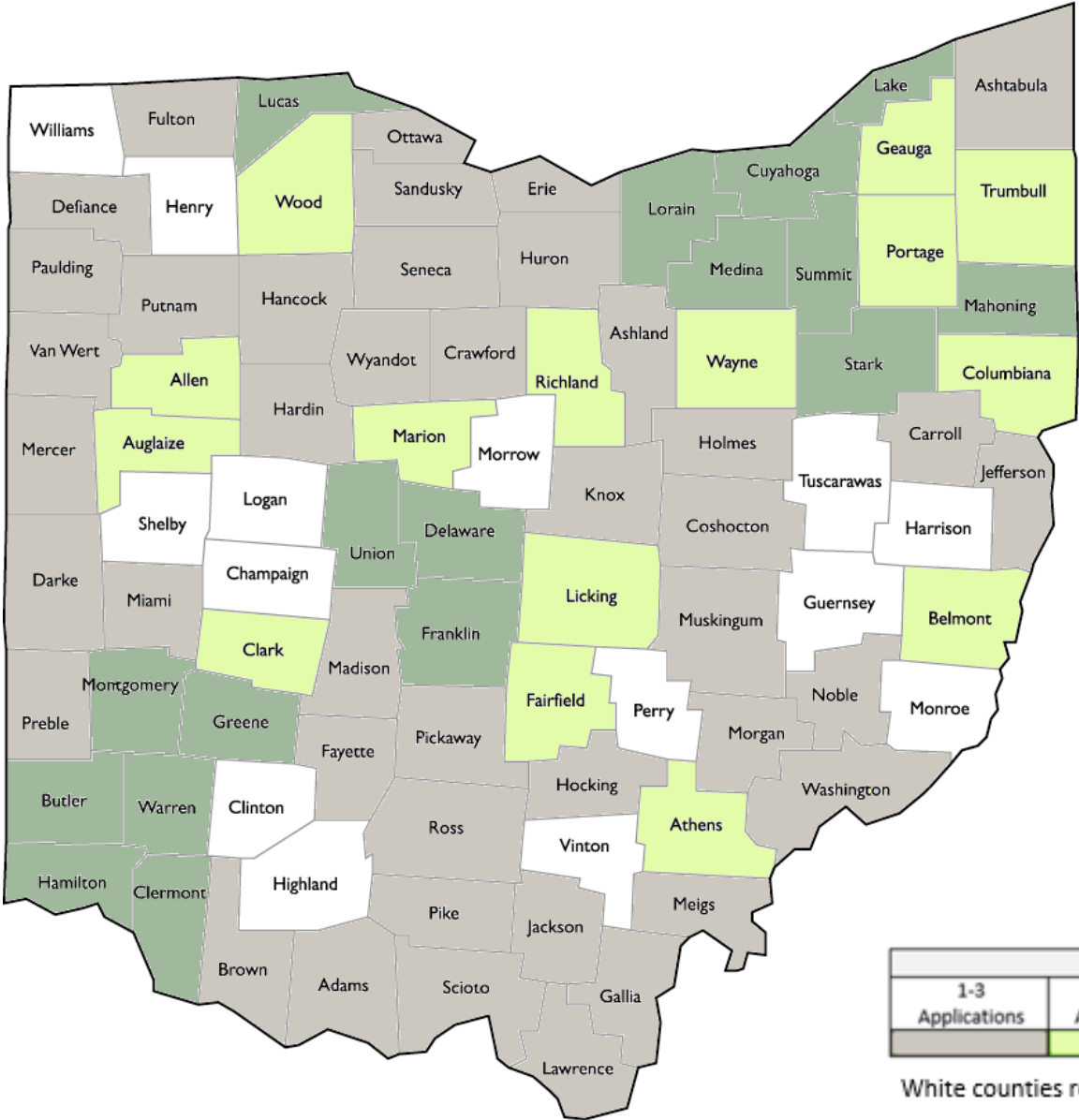


Applicants to OU-HCOM 2021-22

5,200

applications for
250 positions

Applicants from:
84%
OF OHIO'S
COUNTIES



LEGEND		
1-3 Applications	4-14 Applications	15 or More Applications

White counties represent zero applications

VISION

A healthier Ohio, empowered by compassionate osteopathic physicians

MISSION

Training osteopathic primary care physicians to serve Ohio

OVERARCHING GOAL

Our graduates are highly sought after and indispensable members of Ohio's healthcare teams

STRATEGIC PRIORITIES 2033



TRANSFORMATIVE EDUCATION



COLLABORATIVE RESEARCH AND SCHOLARLY ACTIVITY



COMMUNITY IMPACT



ALL-CAMPUS SUCCESS



DYNAMIC PARTNERSHIPS

STRATEGIC PRIORITIES 2033



TRANSFORMATIVE EDUCATION

We provide students with opportunities that can change them as people. Our graduates are prepared to lead and succeed in any healthcare environment because of the powerful education they received at the Heritage College. Our investment in training the next generation of physician leaders addresses anticipated physician shortages and health care needs in chronically underserved communities across Ohio and throughout our nation.



COLLABORATIVE RESEARCH AND SCHOLARLY ACTIVITY

We solve problems better together than alone. Our research is strongest when we pursue discovery in diverse teams – within our college, alongside our communities and with our partners. Excellence in our research programs ultimately leads to improved health and quality of life for vulnerable populations in our state and throughout the nation and the world.



COMMUNITY IMPACT

We want to be part of something bigger than ourselves, and we seek students who want to be part of something bigger than themselves. Through our partnerships, community engagement, educational programs and the reach of our graduates, we improve the health and well-being of citizens in Ohio and in communities across the nation, especially where care is needed most.



ALL-CAMPUS SUCCESS

A best place to work and learn. This is our touchstone as we cultivate an engaging and supportive work climate and make certain that our operations are aligned, integrated and efficient. We strive to offer the finest education at a competitive cost and to recruit and retain diverse and talented students, faculty and staff.



DYNAMIC PARTNERSHIPS

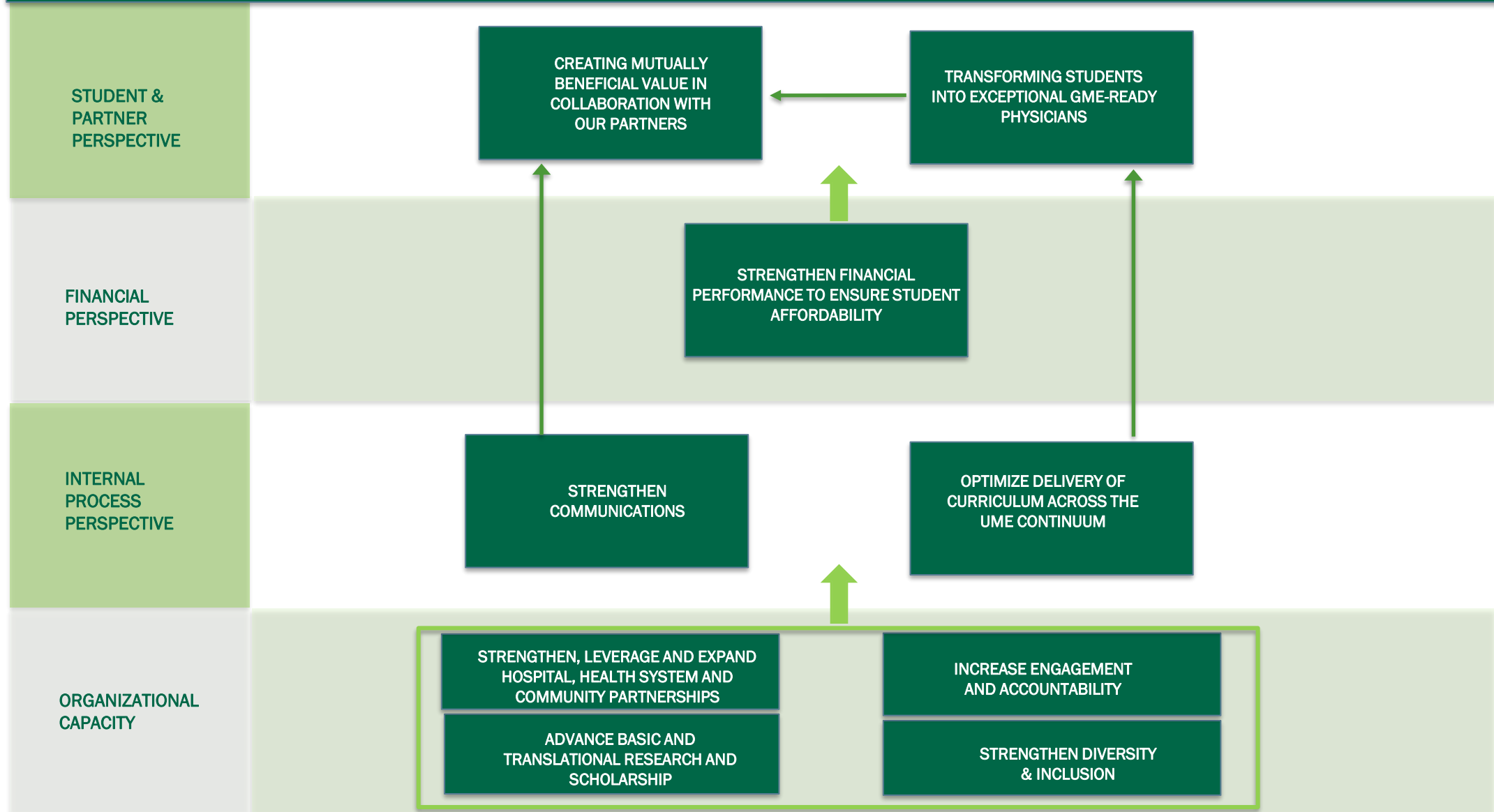
Ours is a truly statewide footprint. With three academic campuses and prestigious health system partners, we are positioned to impact the health and wellbeing of communities across Ohio. As the pace of healthcare accelerates, collaboration is critical to ensure the continued success of our students, our college and our partners.

Opportunities & Threats



STRATEGY MAP

OUR GRADUATES ARE HIGHLY SOUGHT AFTER AND INDISPENSABLE MEMBERS OF OHIO'S HEALTHCARE TEAMS



The JOURNEY to DATE

2012-2022

Empowered Employees



Ohio Health

Nationwide Children's



Expanded our community impact



HERITAGE HALL

CLEVELAND

DUBLIN

ATHENS



among COMs

NIH



Increased enrollment



Primary care physicians



OHIO UNIVERSITY



Heritage College of Osteopathic Medicine



Pathways to Health & Wellness Curriculum (PHWC)
Transformative Care Continuum (TCC)

The Road to 2033

Collaborative Research & Scholarly Activity

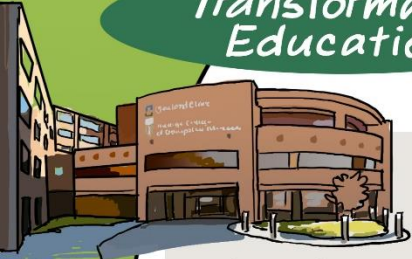


- New research space
- Centers of excellence
- Increased funding

Empowered by
Compassionate
Osteopathic
Physicians

A
healthier
Ohio

Transformative Education



- New facilities
- More clinical campuses
- New academic programs



Community Impact



- Double people served
- Double services
- Greater impact



People

All-campus success



- More diversity
- "Best place to work and learn"
- Increased student focus



Dynamic Partnerships

- New partners
- Enhanced relationships
- Increased clinical capacity



OhioHealth



Cleveland Clinic

Osteopathic Heritage Foundation

Empowers HCOM Strategy (\$22M unspent)

VISION 2020 AWARD ALLOCATION BY STRATEGIC OBJECTIVE

\$41M	<p>ALL-CAMPUS SUCCESS: A best place to work and learn</p> <ul style="list-style-type: none"> • Developing a state-of-the-art campus in central Ohio • Building a new medical education facility in Athens 	
\$27M	<p>TRANSFORMATIVE EDUCATION: Innovative educational experiences transform our students</p> <ul style="list-style-type: none"> • Transforming primary care medical education • Reducing student debt through student scholarships • Training the next generation of physician scientists • Providing research training across the medical education continuum 	
\$3M	<p>COMMUNITY IMPACT: Community care comes first</p> <ul style="list-style-type: none"> • Providing expanded care for citizens of Ohio • Improving lives of those affected by diabetes • Encouraging collaborative research to improve public health 	
\$34M	<p>COLLABORATIVE RESEARCH Discovery drives medical advances</p> <ul style="list-style-type: none"> • Creating needed infrastructure to support research strategy • Supporting basic and translational diabetes research • Advancing musculoskeletal and neurological health 	
\$105M TOTAL	<p>The following pages highlight major achievements within each of the college's strategic priority areas, grouped by Vision 2020 goals.</p>	

Strengthen Research and Innovation

1. Research Programmatic Strategy

- Builds on Research White Paper – version August 4, 2020
- Focuses on developing a research strategic plan
- Work completed 2022

2. Research Space Planning

- Proposes space plans to meet the research programmatic needs
- Pre-programming completed 2022
 - Scenarios outlining program, needs and options
 - Site plan choices with estimates
- Capital project budget of \$67M
 - \$26M capital investment funds from University, OHF, HCOM, VPR, potential vivarium grant
 - \$41M line of credit, debt service repayment

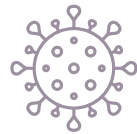
Top Three Strategic Initiatives

- **Successful Teams**
- **Longitudinal Integrated 4-Year Curriculum & Process Alignment**
- **Road Map for Success with our Healthcare Systems and Community Partners to Advance our Academic Health System**

Strategic Budget Planning Process

- Alignment of budgeting to the college strategic priorities
- Steady, predictable, multi-year balanced budget
- Savings from operational efficiencies (modernized, consolidated, streamlined administrative services)
- Personnel strategic planning
 - Faculty and staff hiring process – revising to align with college needs
 - Retaining our talent – market-based salary adjustments
- Collaborative budgeting process includes college faculty, staff, students
 - ExCom Budget Planning Subcommittee
 - Considers matters regarding current and multi-year budget issues, long-term financial policies and funding priorities. Members include students, faculty and staff and represent the entire college community.

MAJOR DISRUPTORS TO OUR MULTI-YEAR COLLEGE BUDGETING



Adjusting for Post
Pandemic Spending



External Funding Sources
(State Support,
Grants, Gifts)



University
Budget Impacts



Faculty & Staff Adequacy,
Recruitment & Retention



Clinical Training Availability



Student Accessibility,
Tuition, Scholarships

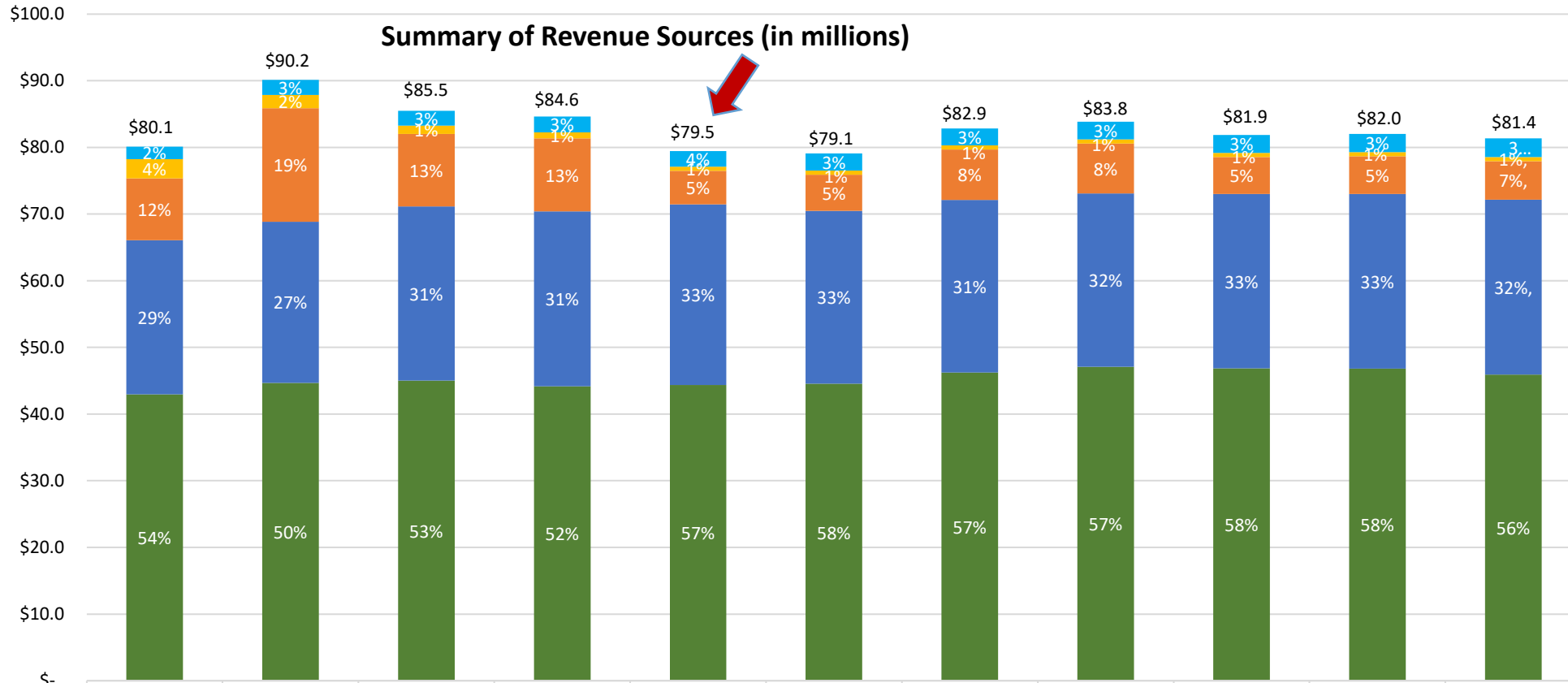


Community &
Partnership Support



Debt Service &
Capital Planning

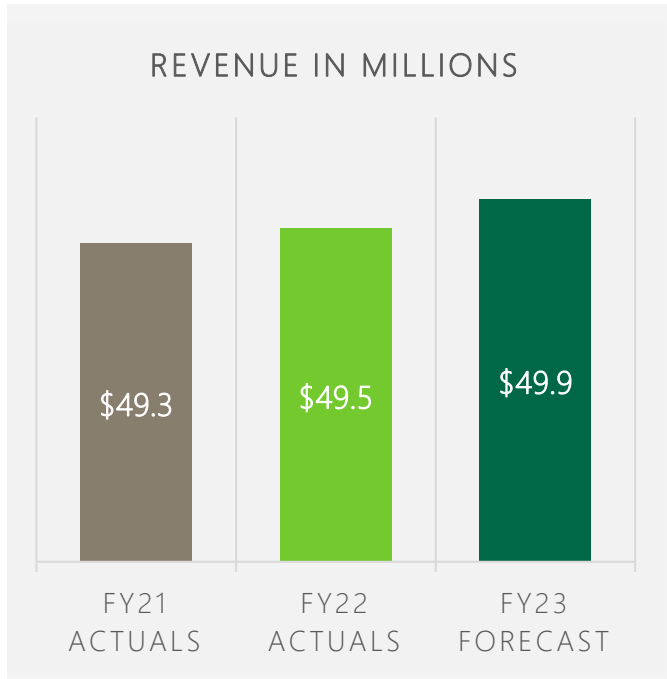
HCOM Revenue – All Funds



	FY19 Actuals	FY20 Actuals	FY21 Actuals	FY22 Actuals	FY23 Forecast	FY24 Budget	FY25 Forecast	FY26 Forecast	FY27 Forecast	FY28 Forecast	FY29 Forecast
Private Support	\$1.8	\$2.3	\$2.2	\$2.4	\$2.4	\$2.6	\$2.5	\$2.6	\$2.7	\$2.8	\$2.8
Internal and External Sales	\$2.9	\$2.0	\$1.2	\$0.9	\$0.6	\$0.6	\$0.6	\$0.6	\$0.6	\$0.6	\$0.6
Grants /F&A	\$9.3	\$17.0	\$10.9	\$11.0	\$5.1	\$5.4	\$7.6	\$7.5	\$5.6	\$5.7	\$5.8
State Appropriations	\$23.1	\$24.2	\$26.1	\$26.2	\$27.1	\$25.9	\$25.9	\$26.0	\$26.2	\$26.2	\$26.2
Tuition & Educational Fees (Net Of Financial Aid)	\$43.0	\$44.7	\$45.0	\$44.2	\$44.4	\$44.6	\$46.2	\$47.1	\$46.8	\$46.8	\$45.9
Total	\$80.1	\$90.2	\$85.5	\$84.6	\$79.5	\$79.1	\$82.9	\$83.8	\$81.9	\$82.0	\$81.4

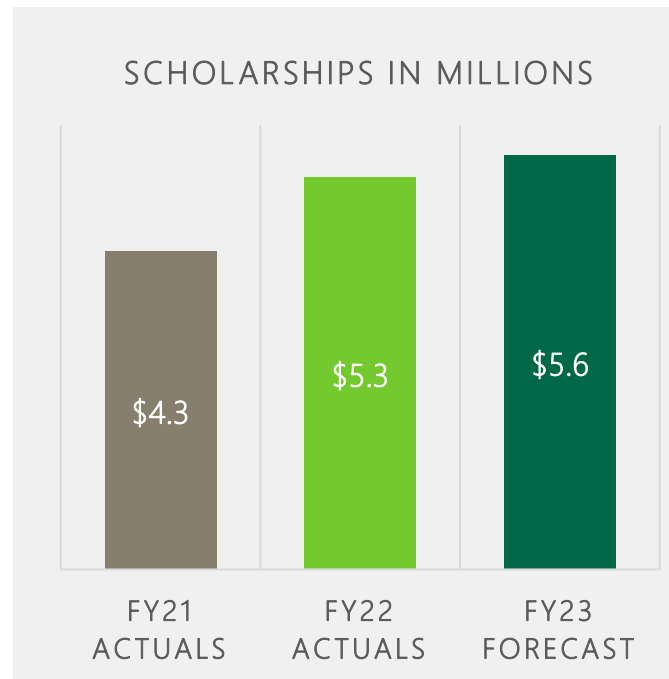
HCOM TUITION

TUITION & FEES



Tuition & Fees

SCHOLARSHIPS



Student Scholarships- All Funds

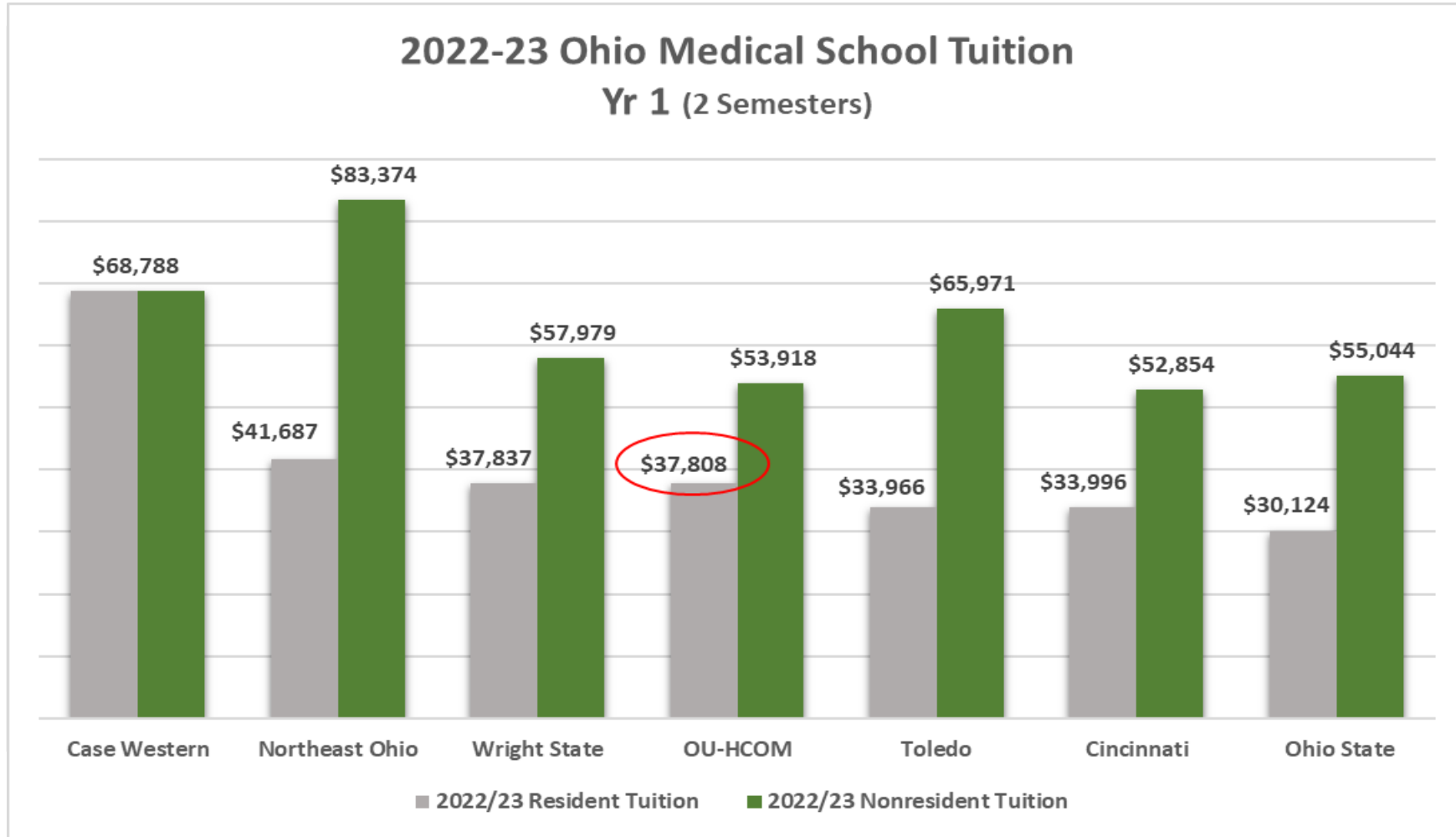
Annual tuition discount rate		
FY21	FY22	FY23
9%	11%	11%

TUITION & FEES PER TERM

	FY23 Actual	FY24 Budget
In State Tuition	\$ 18,904	\$ 19,282
Non-Resident Fee	\$ 8,055	\$ 8,860
Medical Resource Fee	\$ 605	\$ 617
General Fee	\$ 639	\$ 639
Ohio Resident Total	\$ 20,148	\$ 20,538
Out-of-State Resident Total	\$ 28,203	\$ 29,398

Heritage College Tuition Comparison

Ordered by resident tuition



HCOM is competitively positioned

FY 2021 Tuition (1st Yr.)		
Public COMs	In-State	Change
MSUCOM - All Locations	\$46,968	0.0%
RowanSOM	\$41,339	0.0%
OU-HCOM - All Locations	\$37,068	2.0%
OSU-COM - All Locations	\$25,797	0.0%
WVSOM	\$22,472	4.7%
UNTHSC/TCOM	\$13,079	0.0%
Public COM Mean	\$31,121	1.1%
Public COM Median	\$31,433	1.2%
High	\$46,968	
Low	\$13,079	
All COM Mean	\$50,147	1.5%
All COM Median	\$53,500	2.1%

Public COMs FY2021 Tuition Comparison

HCOM change is higher than Public COM Mean

AACOM Data

*Changes in means and medians are actual year-to-year changes.

OHIO MEDICAL SCHOOL TUITION COMPARISON

- FY22/23 residential tuition with HCOM incremental increases

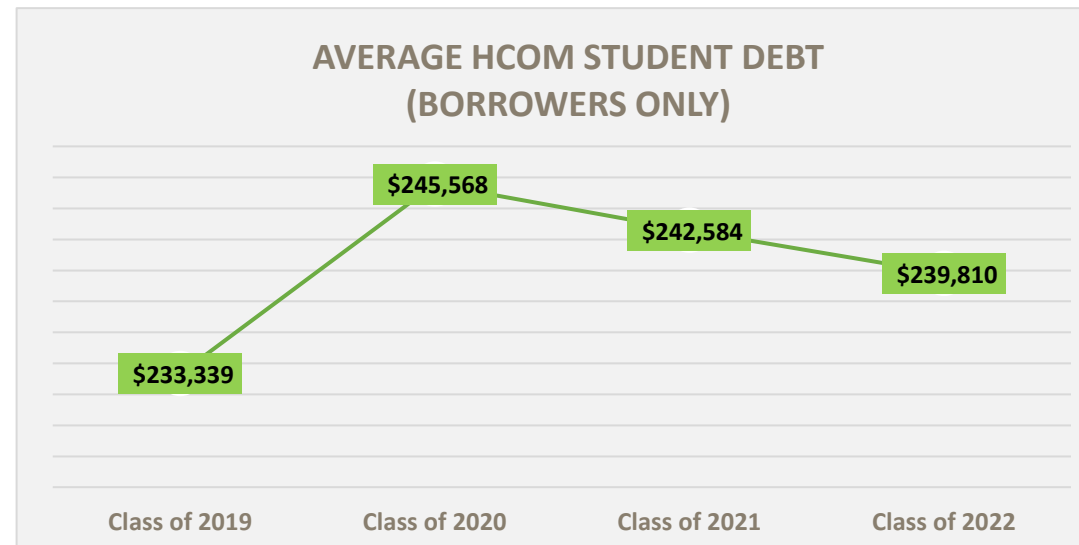
Ohio Medical Schools 2022/23 Year 1 Resident Tuition		HCOM 2022/23 Resident Tuition % Increase	HCOM 2022/23 New Rate Year 1 Tuition	HCOM Increase in Tuition Revenue	Increase per Student Years OMS1-OMS4
Case Western	\$68,788	1%	\$38,186	\$455,000	\$1,890
Northeast Ohio	\$41,687	2%	\$38,564	\$910,000	\$3,780
Wright State	\$37,837	3%	\$38,942	\$1,365,000	\$5,670
OU-HCOM	\$37,808	4%	\$39,320	\$1,820,000	\$1,512
Cincinnati	\$33,996	5%	\$39,698	\$2,275,000	\$9,450
Toledo	\$33,966	6%	\$40,076	\$2,730,000	\$11,340
Ohio State	\$30,124	7%	\$40,454	\$3,185,000	\$13,230

OUR COMMITMENT TO AFFORDABILITY

MINIMAL TUITION INCREASES
INCREASING STUDENT FINANCIAL AID

Graduate Student
Financial Aid
(all funds)

FY19 Actuals	FY20 Actuals	FY21 Actuals	FY22 Actuals	FY23 Forecast	FY24 Forecast	FY25 Forecast	FY26 Forecast	FY27 Forecast	FY28 Forecast	FY29 Forecast
\$3.2	\$3.2	\$4.2	\$5.3	\$5.6	\$5.8	\$5.9	\$6.0	\$6.6	\$6.7	\$6.8



These efforts are helping to
reduce student debt



— CARE LEADS HERE

THANK YOU!

HCOM BUDGET PLANNING SUBCOMMITTEE

Membership/Selection Process	Member	Term
Chief Financial & Strategy Officer, Co-Chair	Shelley Ruff, MBA	Ongoing
Academic Dean, Co-Chair	Bill Burke, DO	1-year term, AY 2022-23
Senior Director of Finance, HCOM	Kelly Coates, MBA	Ongoing
1 Elected Officer of the Faculty	Larry Witmer, PhD	2-year term, AY 2021-23
1 Faculty Representative, appointed by the Executive Dean	Vishwajeet Puri, PhD	2-year term, AY 2022-24
1 Academic Department Chair	Shawn Kerger, DO	1-year term, AY 2022-23
Executive Committee Administrative Representative	Michael Wolanin, BS	1-year term, AY 2022-23
Executive Committee Classified Representative	Jennifer Fritchley	1-year term, AY 2022-23
Student Government Association – National Representative or his/her designee	Molly Frey	1-year term, AY 2022-23
Student Government Association – Treasurer (Athens)	Sarah Beach	1-year term, AY 2022-23
Student Government Association – Treasurer (Dublin)	Tina Kinstedt	1-year term, AY 2022-23
Student Government Association – Treasurer (Cleveland)	Mini Shorokey	1-year term, AY 2022-23
Committee administrative support	Sophie Pierce, BSAM	Ongoing