



OHSU Board of Directors Meeting

**Thursday, June 27, 2019
1:30 – 3:35 pm**

**RLSB, Room 3A001
2730 SW Moody Ave., Portland, OR 97201**



**OREGON HEALTH & SCIENCE UNIVERSITY
BOARD OF DIRECTORS MEETING
Public Agenda**

Thursday, June 27, 2019
1:30 - 3:35 pm
RLSB, Room 3A001

1:30 pm	Call to Order/ Chairman's Comments President's Comments Approval of Minutes April 11 (ACTION)	Wayne Monfries Danny Jacobs, MD Wayne Monfries
1:40 pm	FY19 YTD Results, Proposed FY20 Budget and Academic Tuition and Fee Book	Lawrence Furnstahl
2:00 pm	Faculty Response FY20 Budget	Karen Eden, PhD
2:20 pm	FY20 Budget and Fee Book Adoption (ACTION)	Wayne Monfries
2:25 pm	Update on FY19 Indicators	Dan Forbes
2:40 pm	Presentation of Proposed FY20 Indicators	Dan Forbes Elena Andresen PhD Peter Barr Gillespie, PhD John Hunter, MD
3:10 pm	School of Dentistry Research Update	Phillip Marucha, DMD, PhD Carmem Pheifer, DDS, PhD
3:30 pm	Appointment of committee assignments for new student board member, Lubna Khan (ACTION)	Wayne Monfries
3:35 pm	Meeting adjourned	

**Oregon Health & Science University
Board of Directors Meeting
April 11, 2019
Robertson Life Sciences Building, Room 3A001**

Following due notice to the public, the regular meeting of the Board of Directors of Oregon Health & Science University (OHSU) was held at 9:45 a.m. in the RLSB Conference Room 3A001, 2730 SW Moody, Portland, OR 97201.

A transcript of the audio recording was made of these proceedings. The recording and transcript are both available by contacting the Secretary of the Board at 3181 SW Sam Jackson Park Road, Mail Code L101, Portland, Oregon 97239. The following written minutes constitute a summary of the proceedings.

Attendance

Board members in attendance were Ruth Beyer, Danny Jacobs, Wayne Monfries, Chad Paulson, Amy Tykeson, and Prashant Dubey. OHSU staff members presenting materials on the agenda were Lawrence Furnstahl, Dan Forbes, Renee Edwards, Craig Yoshioka, Andrea Curtis, Lacey Holloway, Mary Liefeld and Kristin Westbrook. Connie Seeley, Secretary of the Board, and Alice Cuprill-Comas, Assistant Secretary of the Board, were in attendance as well as other OHSU staff members and members of the public.

Call to Order

Wayne Monfries

Wayne Monfries, Chair of the OHSU Board of Directors, called the public meeting to order at 9:45 a.m. and welcomed all those in attendance.

Chairman's Comments

Wayne Monfries

Mr. Monfries opened the meeting by congratulating and thanking the countless individuals who made the opening for the Center for Health and Healing building 2 (CHH2) possible. The ribbon cutting ceremony scheduled for the following day was also announced. He congratulated everyone at OHSU for receiving a five-star rating from the Centers for Medicare and Medicaid services and acknowledged the accolades OHSU has received.

President's Comments

Danny Jacobs, M.D.

Dr. Danny Jacobs highlighted the culmination of the years of work making the vision of CHH2 a reality and discussed how it is the first building of its kind in Oregon. He said he was proud of OHSU's new five-star rating. Also, a merger was announced of OHSU's biochemistry and Molecular biology department with physiology and pharmacology. Dr. Jacobs thanked everyone for their efforts on behalf of those OHSU serves.

Approval of Minutes

Wayne Monfries

Mr. Monfries asked for approval of the minutes from the October 25, 2018 OHSU Board public meeting. Upon motion duly made by Amy Tykeson and seconded by Danny Jacobs, the minutes were approved by all Board members in attendance.

Financial Update

Lawrence Furnstahl

Mr. Monfries recognized Lawrence Furnstahl, Executive Vice President and Chief Financial Officer.

Mr. Furnstahl provided a detailed overview of OHSU's current year financial results through February 2019, reporting a strong operating income, earnings above budget and an increase in revenues. The information included an outline of anticipated costs for OHSU's health system and the planning of next year's budget, including research and education. He also affirmed OHSU's AA minus rating from three rating agencies.

Board members asked Mr. Furnstahl for additional information on the ratings improvements and revenue growth rates.

Update on FY19 Indicators

Dan Forbes, John Hunter, MD, Elena Andresen, PhD, Peter Barr-Gillespie, PhD

Mr. Monfries recognized Dan Forbes, VP Human Resources, John Hunter, EVP, CEO OHSU Health Systems, Elena Andresen, EVP, Provost and Peter Barr Gillespie, EVP, Chief Research Officer.

Mr. Forbes began with a discussion of the FY19 Indicators and its five main categories including people, healthcare, research, education and finance. John Hunter, Elena Andresen and Peter Barr Gillespie followed with updates on engagement, mortality, access, transfers, patient experience, education mission and turnaround time. Mr. Forbes summarized that overall they are all on target.

Board members asked the team for additional information on the flexibility for access, the ambulatory experience, indebtedness and publications.

Harold Schnitzer Diabetes Center

Andrea Curtis, Lacey Holloway, Mary Liefeld, Kristin Westbrook

Mr. Forbes recognized Andrea Curtis, Medical Assistant, Lacey Holloway, Clinical Operations Supervisor, Mary Liefeld, Director of Clinical Operations and Kristin Westbrook, Program Director and Division Manager.

The team provided an overview of the centers mission and services including OHSU's performance excellence program. They discussed their clinical missions including the outreach and support for individuals, caregivers and their families. Information on OPEX work, Leadership Rounds and a Flexible Work Environment was presented.

Board members asked for additional information on clinic hours, unit size, location, patient flow and clinical environment. Mr. Monfries concluded the discussion thanking the team saying they greatly appreciated the update.

Annual Quality Report

Renee Edwards, MD

Mr. Monfries recognized Renee Edwards, MD.

Dr. Edwards presented an overview of the OHSU Annual Quality and Safety report highlighting the accomplishments from FY18 and the benchmarking organization, Vizient. She also discussed CMS, a value based purchasing program and Oregon's HTPP program, which oversees acquired infections, medication safety, patient experience, readmissions and behavioral health. The presentation concluded discussing a new project addressing Sepsis in new patients.

Mr. Monfries highlighted the importance of the operations of the clinical practice and the high quality of work and effort that is being done to deliver the best care to OHSU's patients.

Pacific NW Cryo-EM Center

Craig Yoshioka, PhD

Peter Barr Gillespie, PhD recognized Craig Yoshioka, PhD, Research Assistant Professor of Biomedical Engineering School of Medicine.

Dr. Yoshioka provided an informational presentation on the Pacific NW Cryo-EM Center, emphasizing what it is and what it can do. He stated Cryo-EM is an imaging technology tool for examining biology and learning about it at smaller scales. He spoke about the advancement of electron microsurgery and three-dimensional information. In summary he said they are engaging in outreach to bring in new users and interest in Cryo-EM.

Board members asked for further information on operational cost, prioritizing resources, and limitations of the research.

Mr. Monfries thanked him for the amazing mission and continued work on the project.

Resolution 2019-04-02

Recognition of Service

Mr. Monfries presented OHSU Board Resolution 2019-04-02, Recognition of Service by Ana Brar. Resolution 2019-04-02 would remove Ana Brar from the OHSU board.

OHSU Board Resolution 2019-04-02, Recognition of Service

Mr. Monfries asked for a motion to adopt Resolution 2019-04-02. Ruth Beyer moved to approve the motion. Amy Tykeson seconded the motion and it was approved by all OHSU Board members in attendance.

Adjournment

Wayne Monfries

Hearing no further business for discussion, Mr. Monfries thanked all of the Board members and presenters for their participation. The meeting was adjourned at 11:48 a.m.

Respectfully submitted,

Connie Seeley
Secretary of the Board



Proposed FY20 Operating & Capital Budget With FY19 April YTD Results

OHSU Board of Directors / June 27, 2019

Table of Contents

	<u>Page</u>
I. Proposed FY20 Budget in Support of OHSU 2025	2 – 12
II. OHSU Health System Budget	13 – 30
III. Other University Areas Budget	31 – 44
IV. Capital Budget and Major Facility Projects	45 – 58
V. Sustaining the Long-Term Capital of a Research University	59 – 82
VI. Securing Resources for OHSU 2025 Investments	83 – 88
VII. Appendix: FY19 April YTD Results	89 – 95

Introduction to Proposed FY20 Budget

- This document presents for your consideration OHSU's proposed FY20 operating and capital budget. The Finance & Audit Committee reviewed it on June 18th.
- The FY20 budget is designed to continue the University's recent financial success in support of goals and initiatives now under development within the OHSU 2025 strategic plan.
- As such, the budget includes a \$13 million "placeholder" pool for strategic plan investments to be prioritized during the first quarter of the fiscal year. If OHSU achieves a "stretch" goal of its recent best performance—an EBITDA margin of 11%—the OHSU 2025 pool could increase by \$11 million to \$24 million.
- The proposed budget follows closely the preliminary budget discussed in April, while also including other materials previously seen by the Board in order to provide context for a broader audience of OHSU members and other interested readers.
- FY19 April YTD financial results are presented in the appendix. Through 10 months, OHSU operating income continues well above budget at \$140 million, on 11% year-over-year revenue growth. *Preliminary May results show earnings at \$150 million, approximately where we expect to close the year, including both ongoing and one-time items.*

Planning Parameters for the FY20 Budget

- OHSU's multi-year financial planning model assumes:
 1. Payment rate growth approximates 2% per year while unit cost growth is 3.5%
 2. In response, aggregate activity across missions must grow at 5%+ annually
 3. Variable costs must be held to 70% of total costs, thus spreading 30% fixed costs over a larger base
 4. This balances total revenue growth (5% volume + 2% rate = 7%) with total expense growth (70% x 5% = 3.5% volume + 3.5% unit cost = 7%).
- The FY20 budget incorporates these assumptions through detailed budget development in units across OHSU.
- It targets 7% revenue growth to \$3.45 billion with operating income of \$145 million, including a \$13 million pool for OHSU 2025 investments.
- This level of earnings supports an annual capital budget of \$151 million, exclusive of major building projects.
- The proposed budget carries the OHSU Hospital Expansion Project (OHEP) through design completion but not start of construction. We expect to return mid-year for the “go / no go” decision based on final design and cost estimates.

Crowdsourced Strategic Planning

- In FY19, President Jacobs launched the University's next strategic plan, asking:



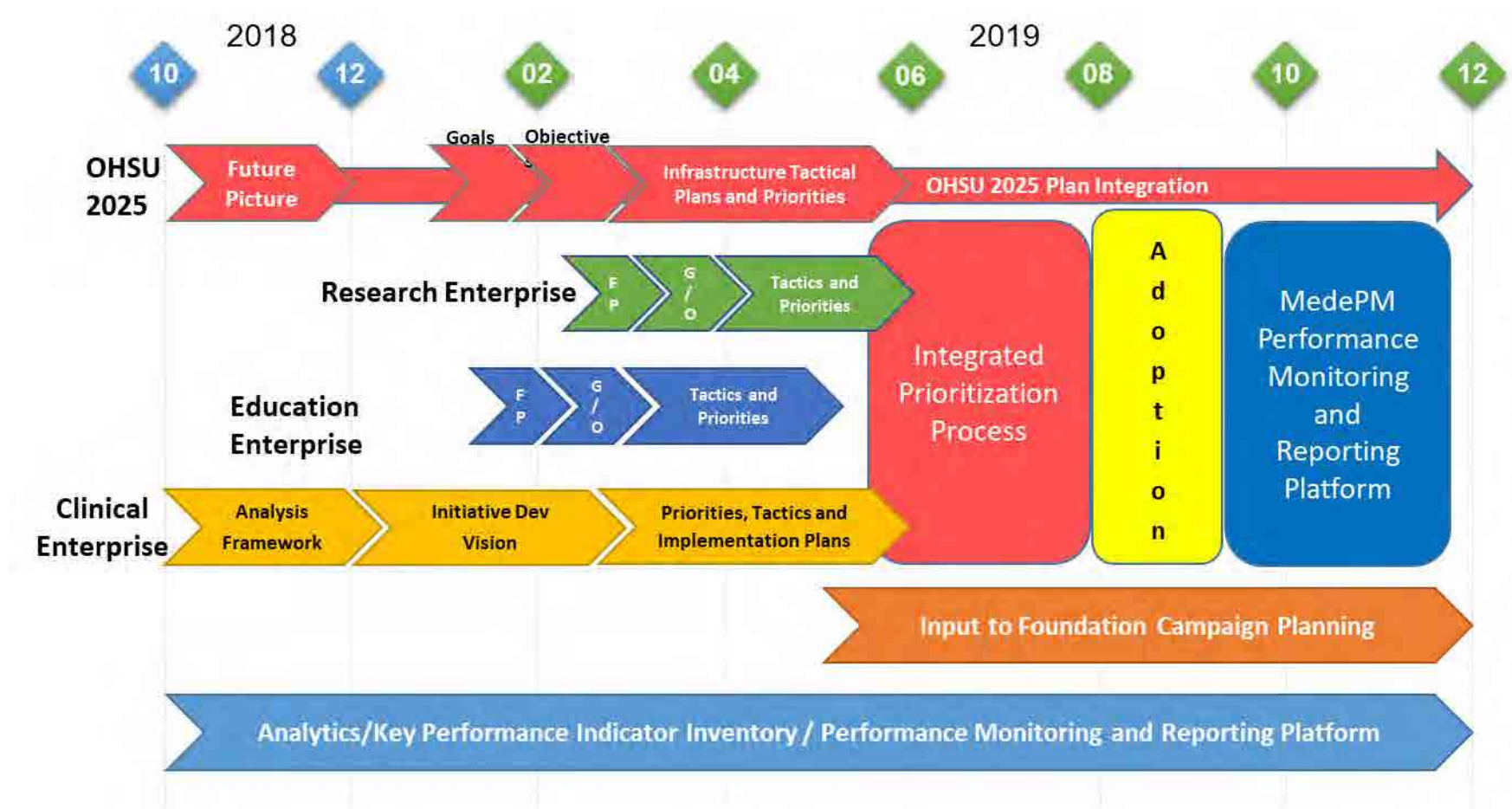
- *What's good*
- *What's great*
- *What could be better*

- OHSU 2025 is driven by the principle of crowdsourcing:
 - Robust, detailed, deep and rich strategic planning is challenging in academic health centers because the necessary expertise, experience and capabilities are so widely and deeply distributed.
 - With crowdsourcing, in person and online, there are no “negative votes” as ideas are put forth and OHSU members decide which should go forward and when.
 - 5,400 OHSU members have participated, creating 859 descriptors and casting 56,400 votes.
- *“If you want to go fast, go alone. If you want to go far, go together.” — African proverb*

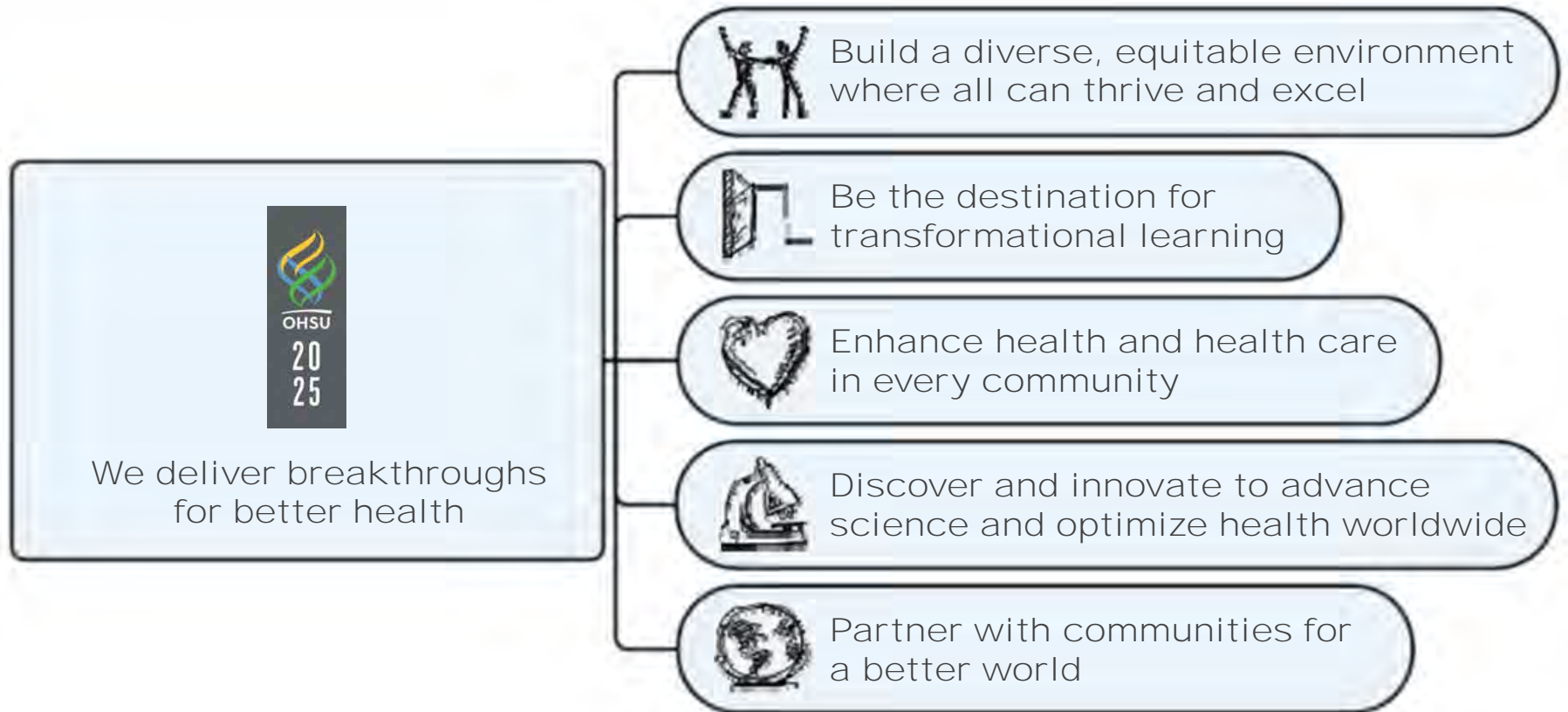
OHSU 2025: Strategic Planning Process



OHSU 2025: Initiative Prioritization Timeline

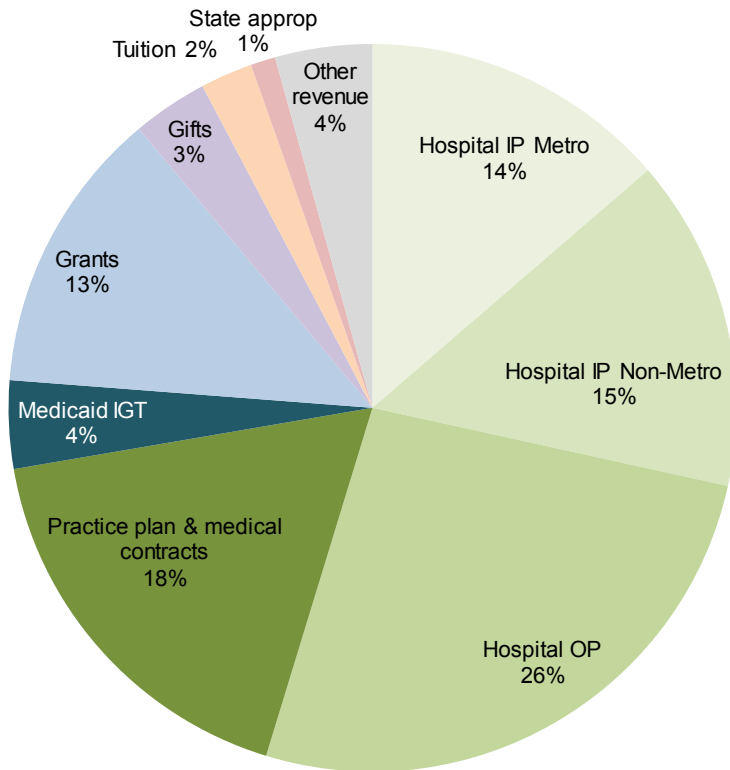


OHSU 2025: Draft Goals

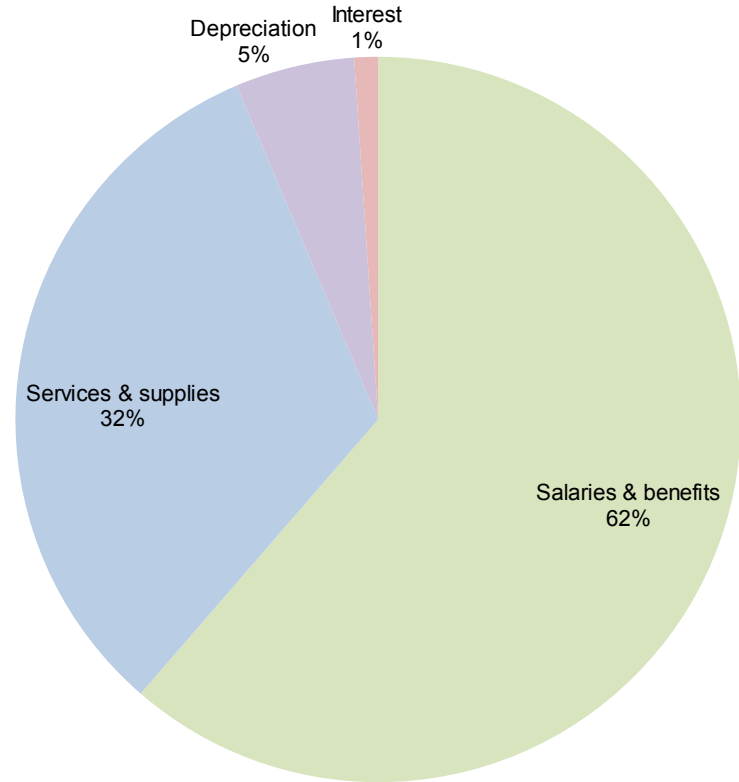


Proposed FY20 Budget in a Nutshell

FY20B Revenue = \$3.45 Billion

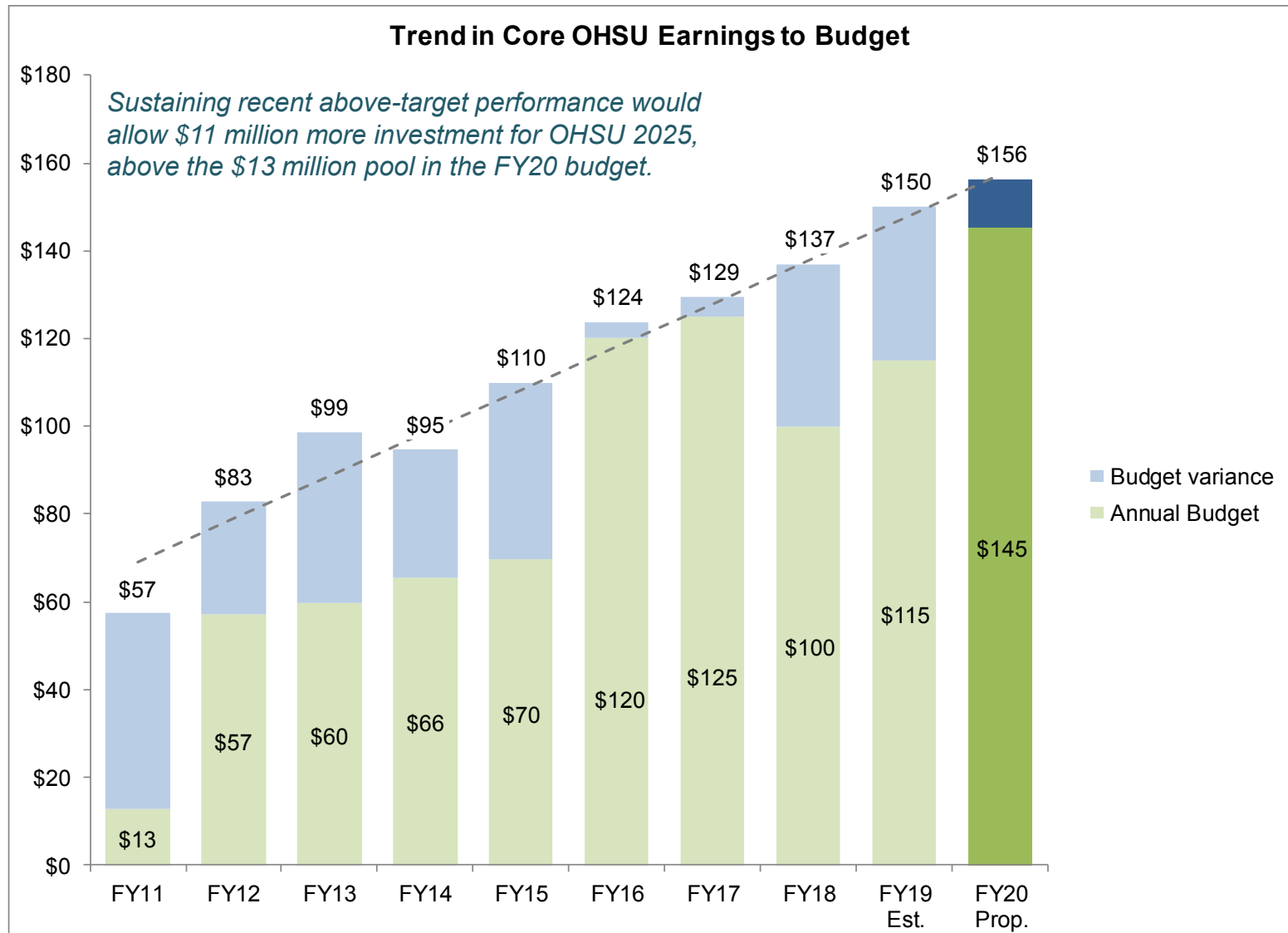


FY20B Expense = \$3.30 Billion

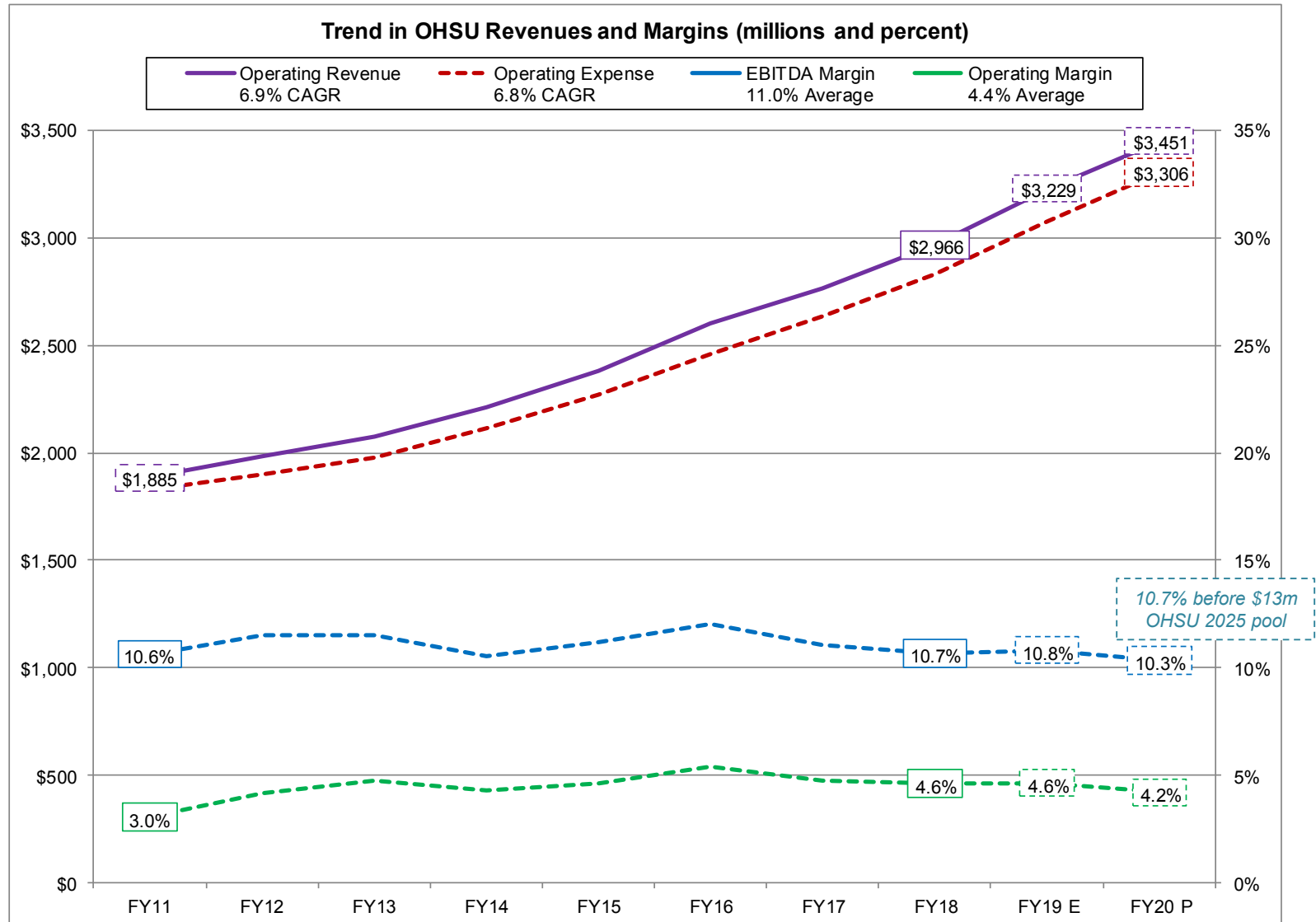


Revenue – Expense = \$145m / year →
Capital & Program Investment

Trend in Actual Operating Income vs. Budget



Consistent Revenue Growth with Strong Margins



Ongoing & Non-Recurring Items In FY19 & FY20

(millions)	FY19 Budget	FY19 Estimate	FY20 Proposed	FY20P / FY19E
Operating revenues	\$3,105	\$3,229	\$3,451	6.9%
Ongoing operations expense	2,784	2,872	3,082	7.3%
Pool for OHSU 2025 investments	0	0	13	
Depreciation	170	167	176	5.4%
Interest	31	32	35	10.7%
Ongoing operating expenses	2,985	3,070	3,306	7.7%
Ongoing operating income	120	158	145	-8.4%
CHH2 start-up costs	(20)	(17)	0	
PTO change	15	18	0	
Capital threshold change	0	(16)	0	
Prior-year factor A/P correction	0	6	0	
Total nonrecurring items*	(5)	(9)	0	
Operating income (budget basis)	115	150	145	-3.2%
State Knight Cancer Challenge grant	0	8	0	
Knight gift applied to building	0	23	0	
Operating income	\$115	\$181	\$145	
EBITDA margin (budget basis)	10.2%	10.8%	10.3%	
EBITDA margin before pool for OHSU 2025 investments			10.7%	

*FY19 results include several large offsetting items that do not carry forward into the FY20 budget. We are increasing the equipment capitalization threshold from \$3,000 to \$5,000, resulting in a non-cash write-off that is balanced in future years by lower depreciation expense.

FY20 Revenue & Expense Growth

(millions)	FY18 Actual	FY19 Budget	FY19 Estimate	FY20 Proposed	FY20P / FY19E
Net patient revenue (less tax)	\$2,050	\$2,151	\$2,225	\$2,379	6.9%
Medical contracts*	38	96	114	117	3.0%
Medicaid R&E IGT	98	112	112	135	20.5%
Grants & contracts	423	412	429	438	2.0%
Gifts applied	94	106	94	116	23.4%
Tuition & fees	74	77	79	80	0.9%
State appropriations	37	37	37	38	1.3%
Other revenue	152	114	138	149	7.7%
Operating revenues	2,966	3,105	3,229	3,451	6.9%
Salaries & benefits	1,759	1,839	1,893	2,028	7.1%
Services & supplies	891	945	978	1,053	7.7%
Pool for OHSU 2025 investments	0	0	0	13	-100.0%
Non-recurring items (net)	0	5	9	0	-100.0%
Depreciation	151	170	167	176	5.4%
Interest	29	31	32	35	10.7%
Operating expenses	2,829	2,990	3,079	3,306	7.4%
Operating income (budget basis)	\$137	\$115	\$150	\$145	-3.2%
Operating income margin	4.6%	3.7%	4.6%	4.2%	
EBITDA margin	10.7%	10.2%	10.8%	10.3%	
EBITDA margin before pool for OHSU 2025 investments				10.7%	

Achieving an 11% EBITDA margin before OHSU 2025 pool would generate an incremental \$11m for investment

*Medical contracts for faculty services at partner sites were partially included in other revenue lines in FY18.

Proposed Budget: OHSU Health System

- OHSU Health System's operating income target increases by \$27 million, from \$71 million budgeted in FY19 to \$98 million in FY20.
 - FY19 budget included startup costs for CHH-2 that do not continue into FY20.
- The proposed budget sets a 5% operating margin while incorporating growth from new capacity in CHH-2, as well as continued saving from implementation of Accelerate OHSU initiatives.
- Total operating support to Tuality Healthcare and Adventist Health Portland (AHP) is budgeted at \$6 million as program collaborations ramp up.
- Critical success factors include:
 - Leveraging Tuality and Adventist Portland for distributed adult inpatient capacity
 - Optimizing CHH-2 for high-complexity outpatient services such as cancer and surgery
 - Realizing incremental Accelerate OHSU savings
 - Securing appropriate payment rates, especially for clinical services unique to an academic health center.

National Perspective: Top Clinical Institutions

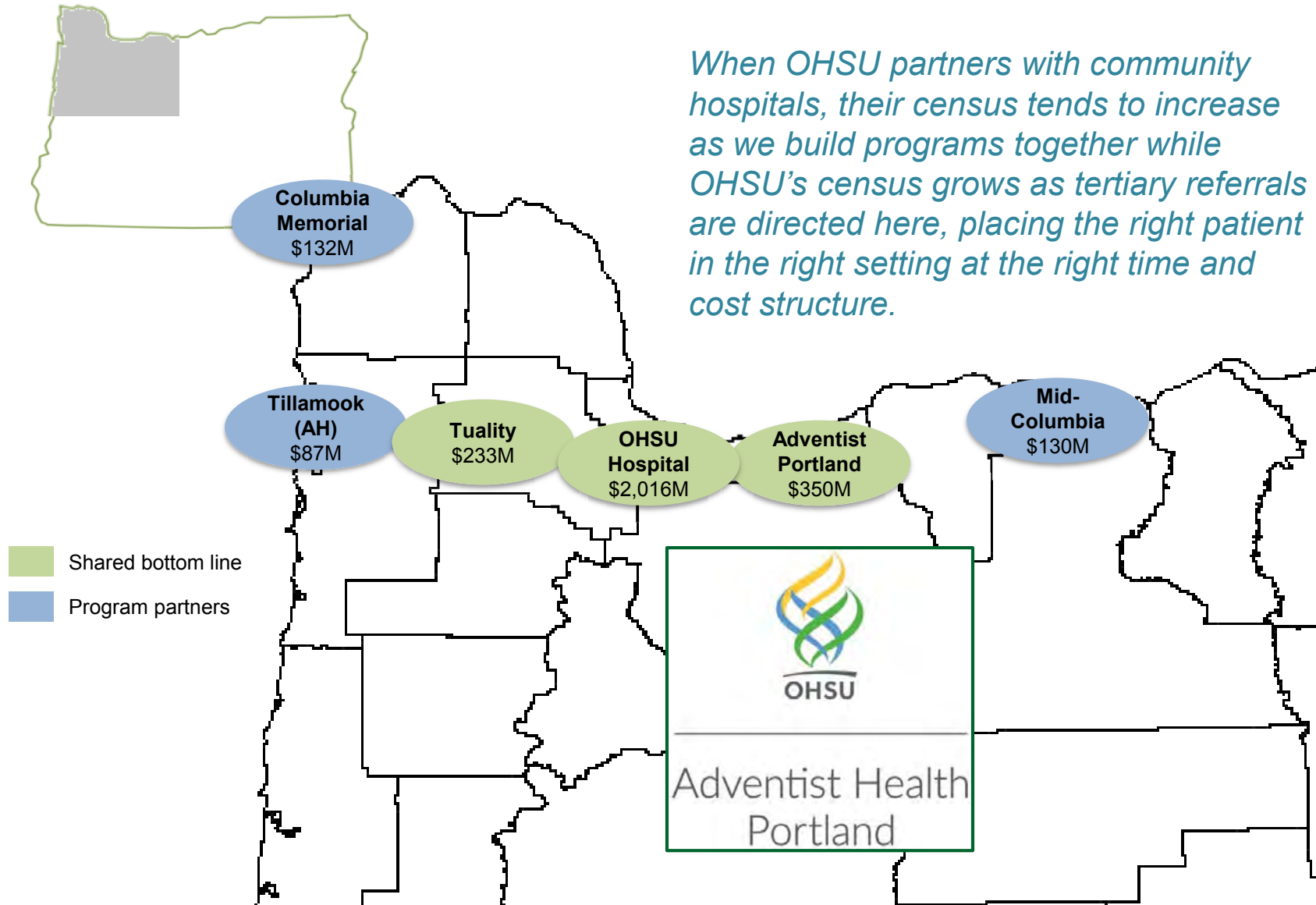


**According to the Centers for Medicare & Medicaid Services (CMS),
OHSU is 1 of only 9 five-star academic health centers nationally**

OHSU
Cedars-Sinai Medical Center
Cleveland Clinic
Houston Methodist Hospital
Massachusetts General Hospital
Mayo Clinic Hospital Rochester
Memorial Hermann Medical Center
Morristown Medical Center
University of Kansas Hospital

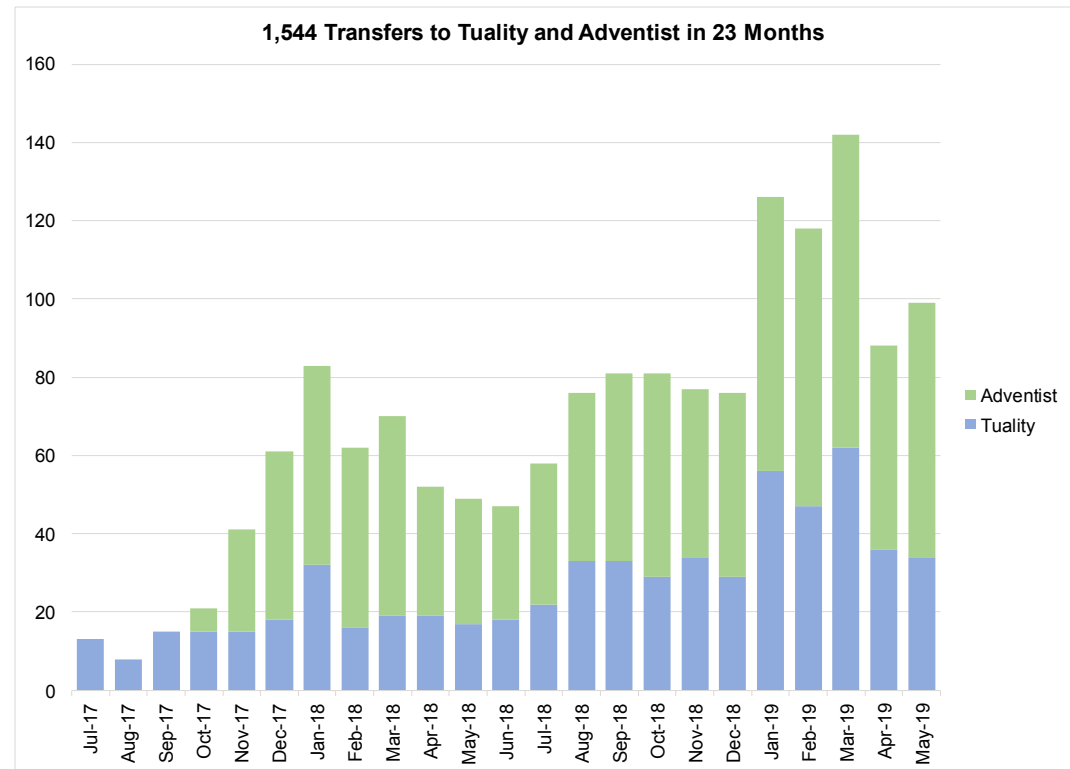
Expanding Health System Covers Metro+ Market

When OHSU partners with community hospitals, their census tends to increase as we build programs together while OHSU's census grows as tertiary referrals are directed here, placing the right patient in the right setting at the right time and cost structure.



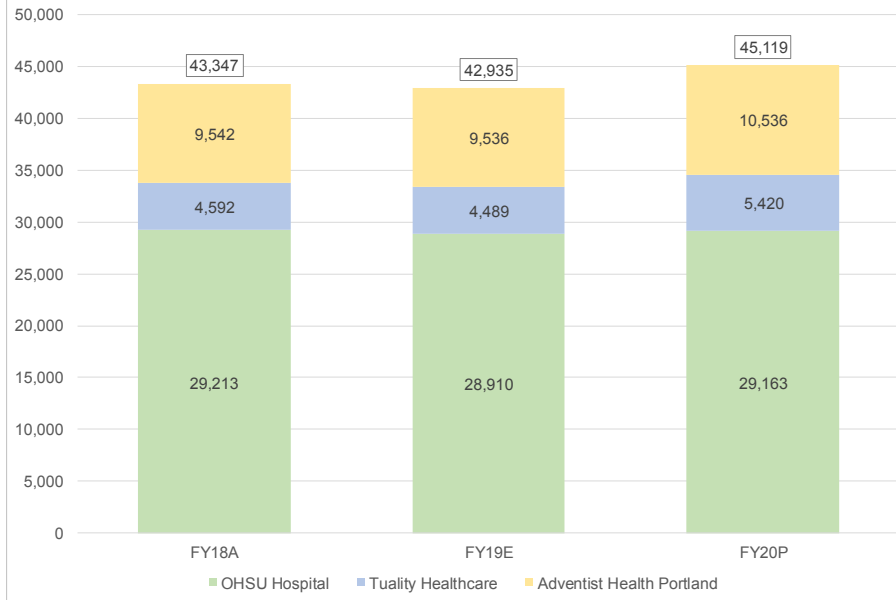
Mission Control: Right Patient, Right Place, Now

In July 2017, OHSU launched Mission Control to provide clinicians and staff with real-time information on pending admissions and transfers, occupancy by nursing unit, and which rooms are clean and ready, across OHSU Hospital & Doernbecher Children's Hospital, Tuality Healthcare and Adventist Health Portland. Powered by GE Healthcare software, it provides 24/7 “air traffic control” for health system resources.

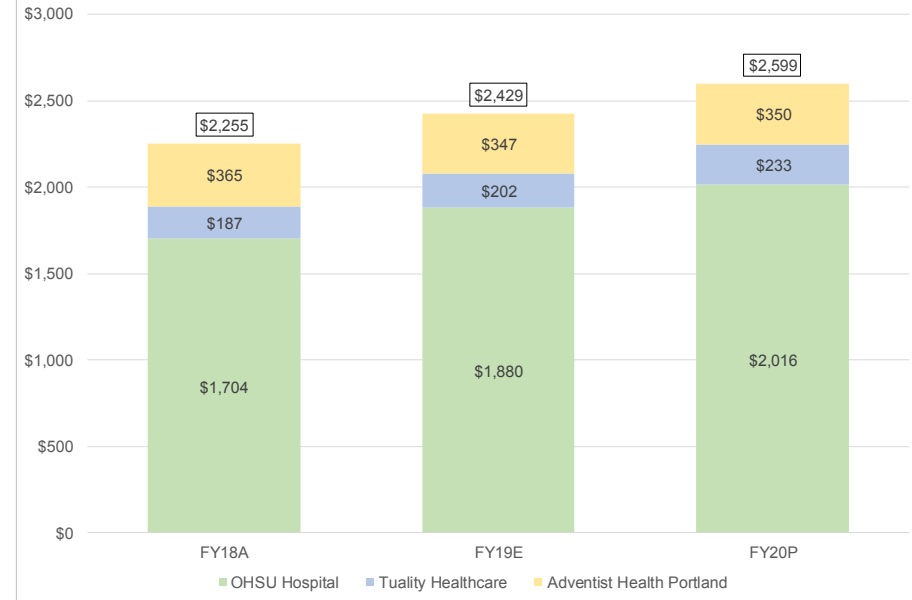


System Admissions Grow 5% & Revenues 7%

OHSU Health System Inpatient Admissions by Site



OHSU Health System Revenues by Site (millions)



Inpatient Admissions by Service Line

- OHSU Hospital: Rebuild of cardiac transplant program, growth in general surgery & neuroscience, within constraints of high occupancy
- Tuality Healthcare: New neurosurgeon, geriatric psychiatry unit opening and market growth
- AH Portland: Overall growth with recruitment of new and replacement providers, especially in neuroscience and women's & children's programs.

FY20 Growth in Inpatient Admissions

	OHSU Hospital	Tuality Healthcare	AH Portland	OHSU System
Cardiovascular	3.4%	1.9%	6.6%	4.4%
GI/Gen Surg/Hepato	0.9%	1.9%	9.0%	2.9%
Medicine	0.9%	13.8%	7.3%	5.5%
Neuroscience	3.0%	90.1%	30.2%	14.2%
OB/GYN	0.9%	7.1%	14.5%	4.6%
Ortho/Spine	0.9%	2.0%	10.9%	3.5%
Pediatrics	0.0%	0.0%	42.7%	1.9%
Other	-0.2%	42.5%	6.8%	6.7%
Total	0.9%	20.7%	10.5%	5.1%

OHSU Recruitments at East and West Locations

Over 175 new physicians at Tuality and Adventist Health Portland by FY22

Tuality Healthcare

	PCP	Specialists	Total
FY19	21	70	91
FY20 - Incremental New	19	21	40
FY21 - Incremental New	6	9	15
FY22 - Incremental New	1	10	11
FY22	47	110	157
Growth	26	40	66

Adventist Health Portland

	PCP	Specialists	Total
FY19	48	92	139
FY20 - Incremental New	9	14	23
FY21 - Incremental New	28	3	31
FY22 - Incremental New	26	26	52
FY22	111	135	245
Growth	63	43	106

Adventist “Back-to-Budget” Plan

- Adventist Health Portland targets improved earnings in these major categories (annualized rate):
 - Provider recruitment / volume growth \$3.7 million
 - Payment rate increases to market 7.7 million
 - Reduced insurance denials 0.7 million
 - Labor productivity 4.8 million
 - Other expense savings 7.3 million
 - Total annualized improvements \$24.2 million
- Given the need for continued investment, we have not yet counted these corrective actions within OHSU’s proposed FY20 budget.

OHSU Hospital Market Share: FY06 – CY18

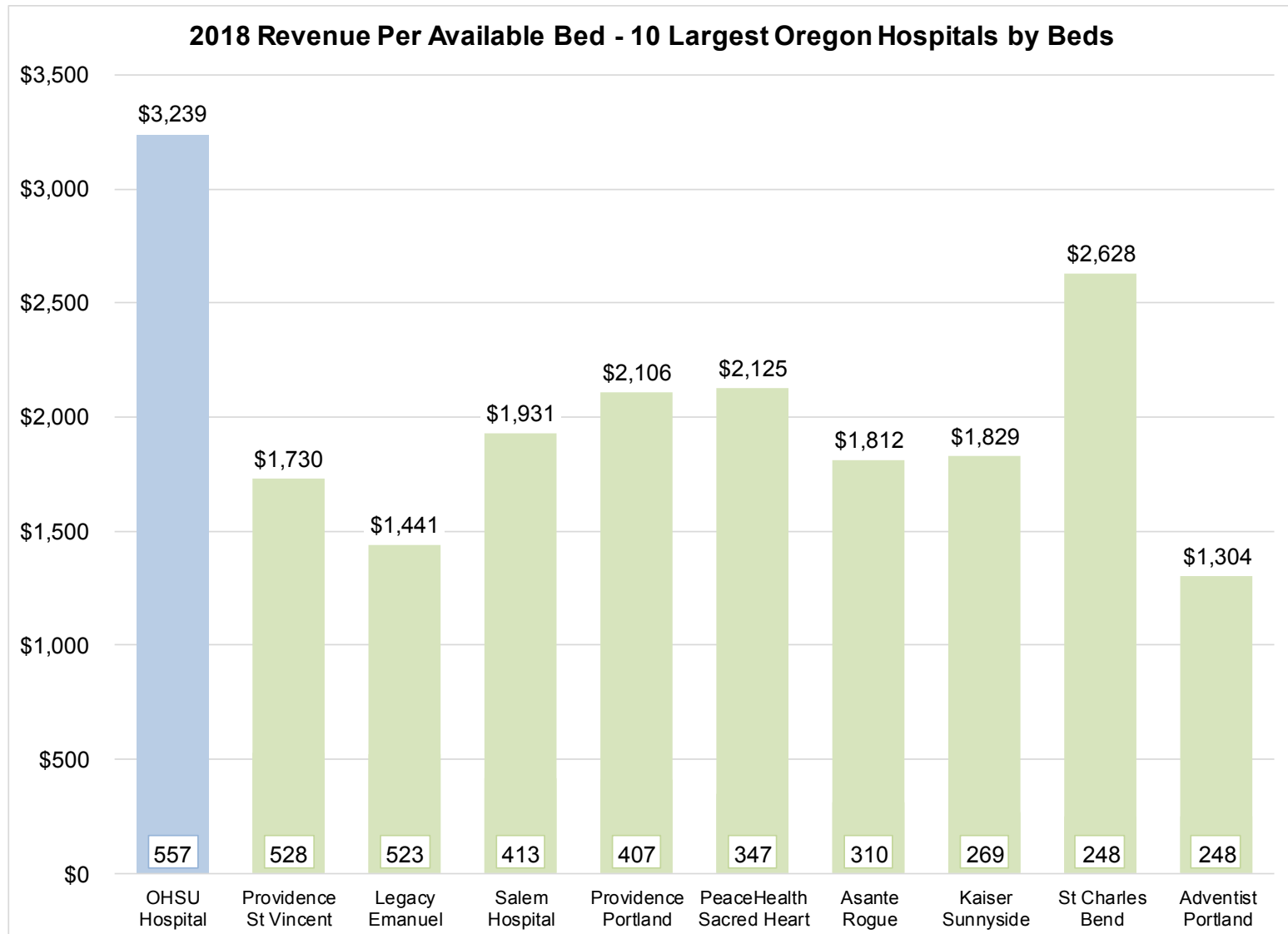
12.5 Year Growth at OHSU Hospital Compared to All Other Oregon Hospitals

	Available Beds	Percent Occupancy	Inpatient Discharges	Patient Days	Outpatient Visits	Revenues (million)
OHSU FY06	445	79%	25,383	127,617	558,460	\$764
OHSU CY18	557	85%	29,003	171,675	1,042,746	\$1,803
12.5 Year Change	25%	6%	14%	35%	87%	136%
All Other Oregon FY06	5,631	66%	313,522	1,353,157	7,589,201	\$5,690
All Other Oregon CY18	6,087	63%	316,109	1,404,477	10,918,659	\$11,130
12.5 Year Change	8%	-3%	1%	4%	44%	96%

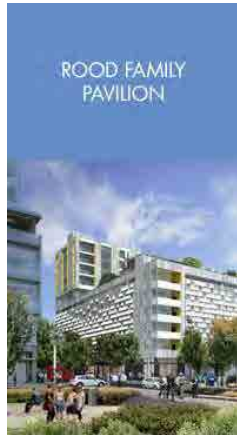
Source: www.oregon.gov/oha/HPA/ANALYTICS/Pages/Hospital-Reporting.aspx

Revenues exclude Kaiser hospitals.

OHSU Hospital Maximizes Every Available Bed

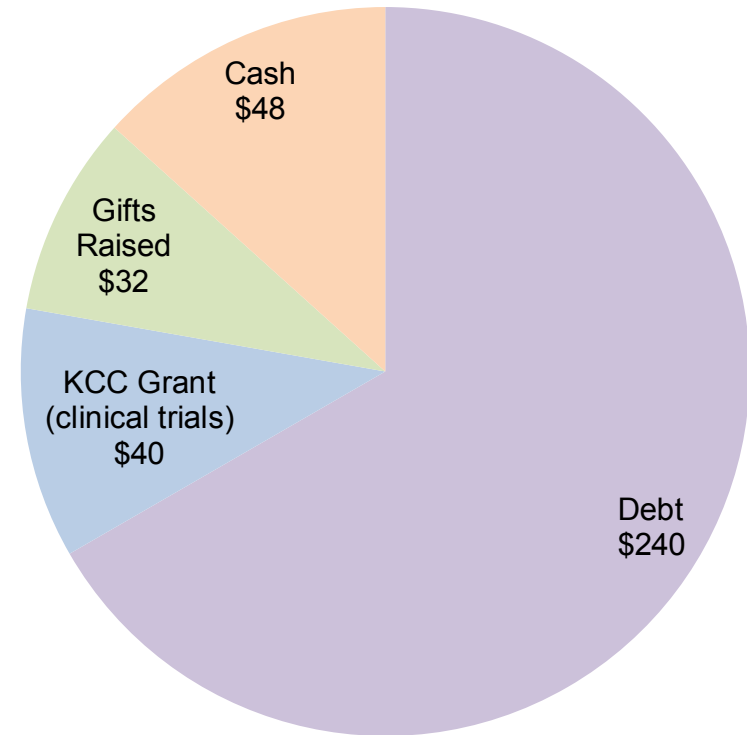


CHH-2, Rood Pavilion & Cancer Clinical Trials



Buildings opened in phases during FY19

Funding Sources (\$360m)



With new advanced ambulatory care in CHH-2, design is now underway for inpatient expansion adjacent to the main hospital, for OHSU Board consideration in FY20.

Outpatient + CMI Drive OHSU Hospital Growth

OHSU Patient Activity	FY18 Actual	FY19 Estimate	FY20 Proposed	Proposed / Estimate
Inpatient admissions	29,213	28,910	29,163	0.9%
Average length of stay	5.94	6.13	6.13	0.0%
Average daily census	464	474	486	2.5%
Day/observation patients	40,378	42,249	46,622	10.4%
Emergency visits	48,461	47,034	49,752	5.8%
Ambulatory visits	955,857	985,243	1,033,130	4.9%
Surgical cases	35,560	36,816	38,109	3.5%
Casemix index	2.18	2.25	2.28	1.3%
Outpatient share of activity	51.5%	52.3%	54.0%	3.3%
CMI/OP adjusted admissions	131,382	136,529	144,326	5.7%

OHSU Hospital Targets \$98M in Operating Income

OHSU Hospital Budget (millions)	FY18 Actual	FY19 Budget	FY19 Estimate	FY20 Proposed	Proposed / Estimate
Patient revenue net of provider tax	\$1,602	\$1,692	\$1,757	\$1,889	7.5%
Other revenue	101	105	122	127	4.0%
Operating revenues	1,704	1,797	1,880	2,016	7.3%
Salaries & benefits	787	830	855	888	3.8%
Pharmaceuticals & medical supplies	391	391	458	488	6.6%
Other services & supplies	173	213	187	217	16.6%
Overhead cost allocation	72	75	78	83	6.5%
Practice support	93	106	108	121	12.4%
Adventist operating support	5	4	5	5	0.0%
Tuality operating support	7	2	6	1	(85.8%)
Depreciation & interest	93	106	106	115	8.9%
Operating expenses	1,621	1,727	1,803	1,918	6.4%
Operating income	\$83	\$70	\$77	\$98	26.4%
<i>EBITDA margin</i>	<i>10.3%</i>	<i>9.8%</i>	<i>9.7%</i>	<i>10.5%</i>	
<i>Operating margin</i>	<i>4.9%</i>	<i>3.9%</i>	<i>4.1%</i>	<i>4.8%</i>	

Accelerate OHSU Initiatives in Healthcare Budget

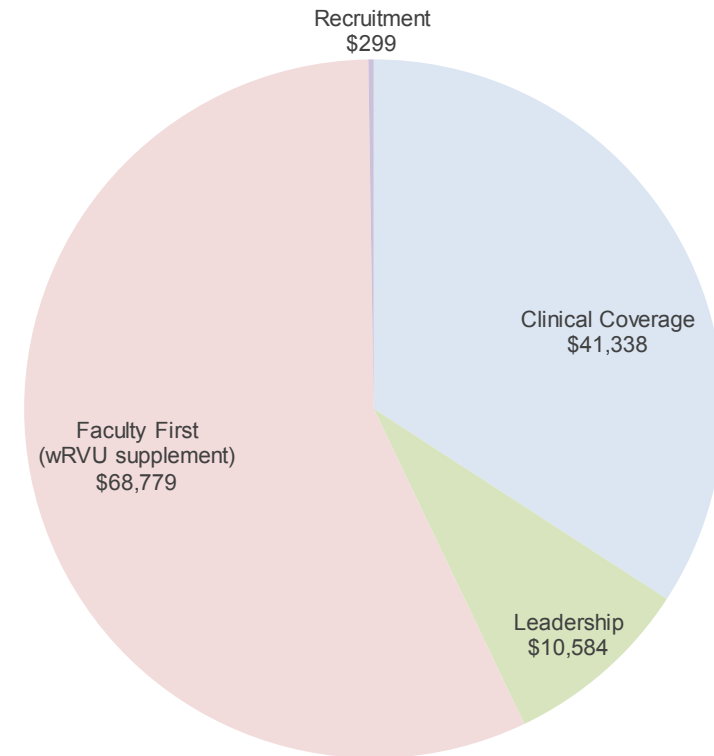
OHSU Accelerate Initiatives	(000)
Purchased Services	\$3,836
Supply Chain/Physician Preference Items (PPI)	2,121
Supply Chain/Utilization Pharmacy	2,340
Supply Chain/Non-Pharmacy	860
Supply Chain/Non-PPI	1,278
Revenue Enhancement Observation Management	194
Revenue Enhancement CDI	1,522
Stretch Goal	3,000
Total	<hr/> \$15,151

Practice Support Grows to \$121M

- Nationally, hospital or facility revenues have grown faster than physician or professional fees for the same body of clinical work.
- From FY18 to FY20, OHSU Hospital revenues grow 7.1% annually versus 4.6% for patient revenues in the School of Medicine.
- Double-digit growth in practice support (in particular, the wRVU supplement) helps to balance these two growth rates, because neither activity can occur without the other.

(millions)	FY18A	FY19E	FY20P	2YR CAGR
Hospital operating revenues	\$1,746	\$1,880	\$2,017	7.5%
Practice support	(93)	(104)	(121)	14.0%
Net Hospital revenues	1,653	1,775	1,896	7.1%
School of Medicine patient revenue	434	459	475	4.6%
Practice support	93	104	121	14.0%
Net SoM patient revenues	528	564	596	6.3%

Practice Support Totals \$121 million in FY20
(000)



OHSU Practice Plan Initiatives

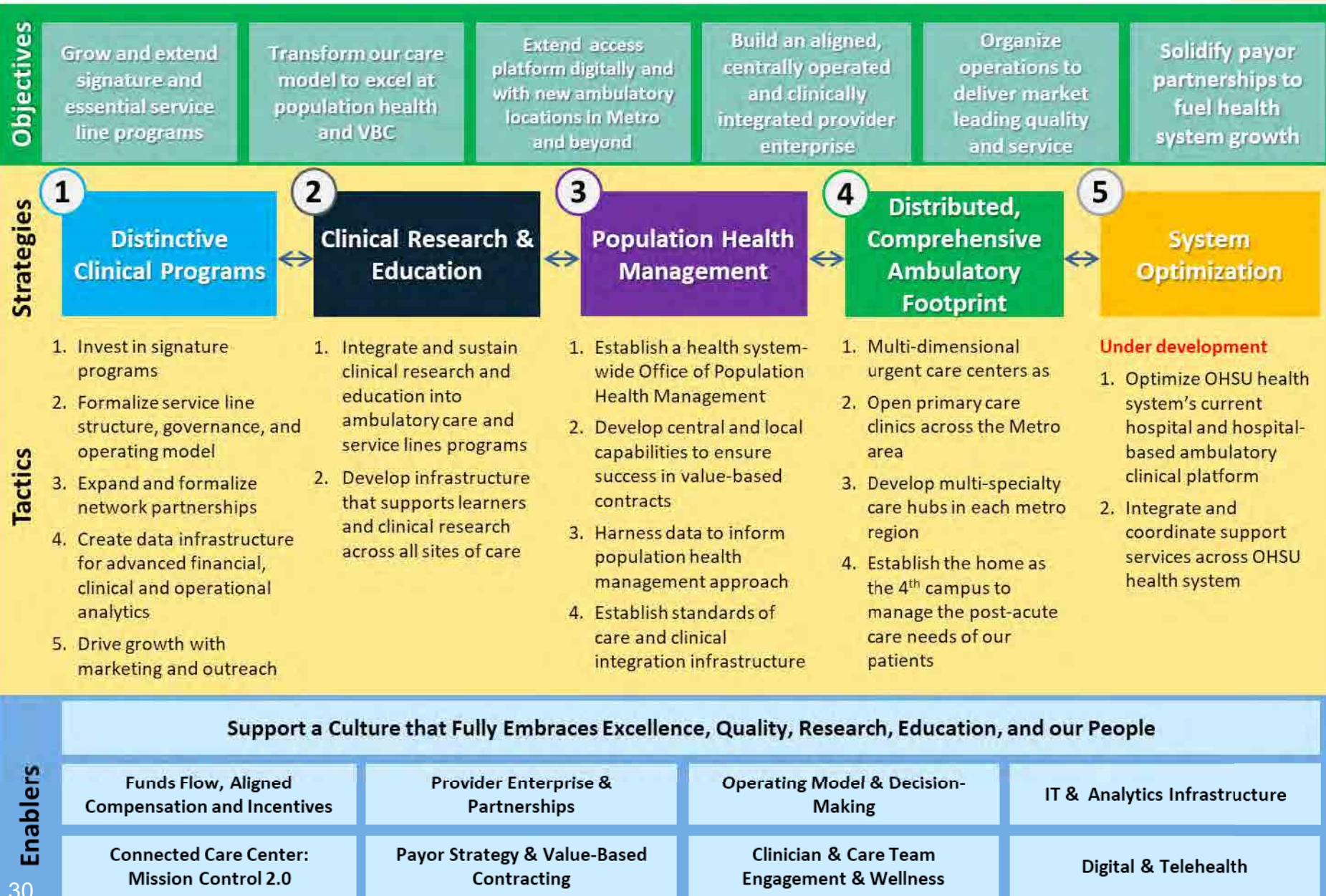
- Developing infrastructure, focusing on consistency across the OHSU Health System (OHSU Hospital, Tuality and Adventist), to support access, alignment and growth
- Continuation of efforts to optimize operations at CHH-2
- Expansion recruitment – Adventist, Tuality, Columbia Memorial Medical Center and other sites
 - OHSU Emergency Medicine at these three hospitals in July, for example
- Compensation plan revisions for faculty alignment
- Creating growth while holding expenses flat
- Implementing population health strategies and the integration and expansion of primary care together with the OHSU Health System
- Funds flow redesign and optimization with the OHSU Health System

Key Issues / Risks in Health System Budget

- Ensure access for all Oregonians through increased capabilities of the transfer center, ambulatory sites, post acute care program and telehealth
- Execute specific program growth at Tuality Healthcare and Adventist Health Portland to meet needs of the local community as well as the overall system
- Preserve quaternary care premium with competitive community hospital rates
- Manage “at-risk” 40,000 Medicaid lives through Healthshare CCO 2.0 (January 2020)
- Ensure top quartile productivity with measured labor and supply chain cost growth
- Promote employee wellness across the health system
- Balance pace of execution with speed of change
- OHSU Hospital: preserve IGT funding stream, maximize use of CHH-2, design new inpatient expansion project
- Tuality: reopen geri-psych unit and open new pediatric NICU, launch graduate medical education (residency) program
- Adventist Health Portland: achieve back-to-budget financial plan, provider recruitment and practice growth, plan outpatient facility expansion, implement EPIC

OHSU Health System Strategy

DRAFT



Proposed Budget: Other University Areas

- All Other University income is set at \$47 million, an increase of \$3 million from the FY19 budget, largely due to Accelerate OHSU initiatives.
- IGT funds to support research & education increase from \$112 million in the FY19 budget to \$135 million now estimated in the proposed budget, of which \$13 million is held in a pool for OHSU 2025 strategic initiatives.
- To help student debt loads, tuition increases are kept low. For example, Oregon resident tuition changes for entering students include MD at 2%, DMD at 1%, PA at 2%, Accelerated BSN at 2%, Online RN/BS reduced by -37%.
- OHSU Tuition Promise continues for a seventh year, locking in tuition rate paid by students entering eligible clinical programs for normal timeframe to degree.
- 3% margin target for clinical departments in the School of Medicine
- All other schools, departments, centers and institutes move to a new “central overhead” model designed to allow them to focus on efficient growth through optimal deployment resources directly under their control.
- Central administrative & support budgets in general grow by 2.5%, the first inflationary increase in 4 years.

Phasing In “Central Overhead” Approach in FY20

- Since 2011, OHSU’s revenues have grown at an average annual rate of 7%, while generating consistent margins for reinvestment in capital and programs.
- This has required hard work throughout the University to overcome an environment where payment rates do not always keep pace with cost inflation. Continued financial success requires sustained, efficient growth that can spread fixed costs across a larger base.
- During this same period, OHSU’s budget approach has allocated almost all revenues to the schools, centers and institutes that generate them, and in turn has required those units to cover both their direct costs (compensation, supplies and services directly under their control) plus a share of central overhead costs (like utilities, accounting, and information technology) that are charged on a formula basis—called “OCA” for overhead cost allocation.
- The bigger a unit gets, the more allocated overhead it draws, often providing a negative signal to growing programs. As tuition, research grants and professional fees have come under pressure, we have had to allocate an increasing share of scarce central funds to cover OCA.
- Although the system of allocating overhead provides valuable information on the cost of the University’s many activities, it has also become a distraction and disincentive.

OCA Approach: Focus on Efficient Growth

- OHSU will pilot a new budget approach next year, based on input received through President Jacobs' listening tour and the OHSU 2025 planning process.
- The idea is to focus departments, centers and institutes on maximizing growth through efficient use of the resources directly under their control, while managing overhead costs centrally rather than charging them out through the OCA method.
- Rather than distributing funds to departments and then taking them back to cover central costs, we will instead hold that money at the institutional level to be used to pay for necessary support services.
- Unrestricted expenses (without OCA) will be budgeted directly based on current budgeted spending, and increased or decreased from year to year based on increases or decreases in activity, productivity and other factors that will be determined by faculty-led budget committees.
- For example, in research areas, an initial metric will be growth in indirect cost recoveries on grants above the current base. Over time, new and more sophisticated metrics will be developed.
- This new “centralized overhead” approach will begin in basic science departments in the School of Medicine, the Research Centers and Institutes, the Schools of Nursing, Dentistry and Public Health, as well as other academic areas.

OCA Approach: Oversight & Adaptability

- If it goes well, the new approach will be expanded to the School of Medicine clinical departments in FY21. Clinical departments have a more complex funding model due to their tight linkage with the Health System, and will require additional time for this transition.
- At the point of conversion from the old system to the new one, no unit will have more or fewer resources; what will change are the signals going forward. In particular, we will no longer ask individual schools, centers and institutes to cover a greater share of allocated costs when they grow. Instead, units will receive larger budget allocations when they grow programs efficiently.
- There is no perfect budget methodology for an organization as complex as a university. No formula can fully account for all the resource allocation decisions OHSU must make.
- There may be unintended consequences that will require monitoring and fine-tuning of the process over time. More sophisticated metrics for defining efficient growth of programs will emerge. The new budgeting process will evolve to better reflect a clear and consistent view of activities across missions.
- The new faculty-led budget committees will provide the oversight and “manual intervention” required to implement any new budgeting process.

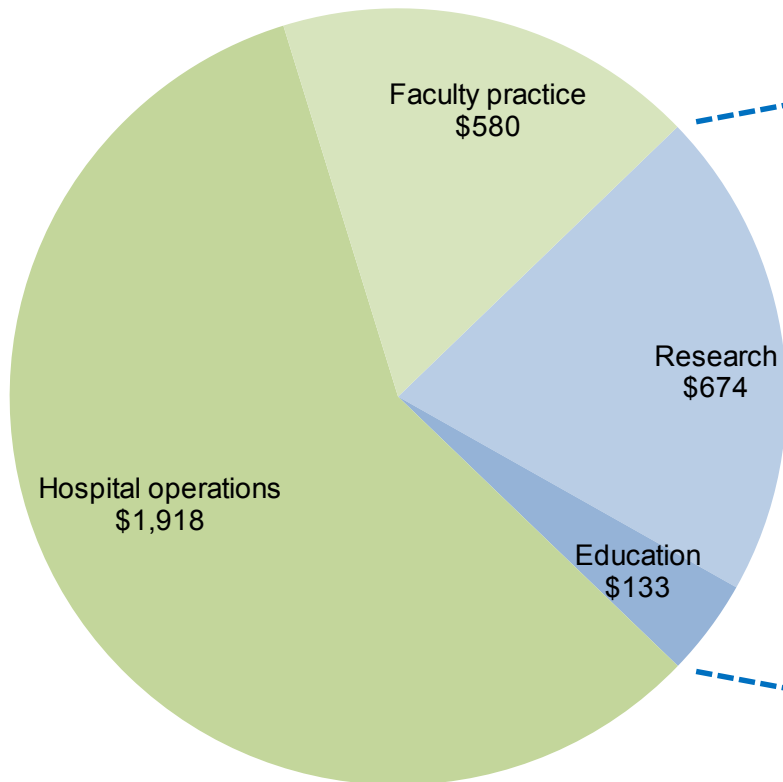
Faculty Effort & Compensation Tracking System

- We will implement a new tool developed at the University of Texas Medical Branch (UTMB) called “POWER” to provide faculty and administrators with better, faster and more consistent information on faculty effort and compensation to assess:
 - Faculty effort and performance across missions (clinical, education, research, outreach and administration)
 - Faculty demographics
 - Quality metrics
 - Financial performance
 - Compensation
- POWER will also support compliance with the Oregon Equitable Pay Act
- The project include a partnership opportunity with UTMB to further develop the software and commercialize it to other academic health centers.

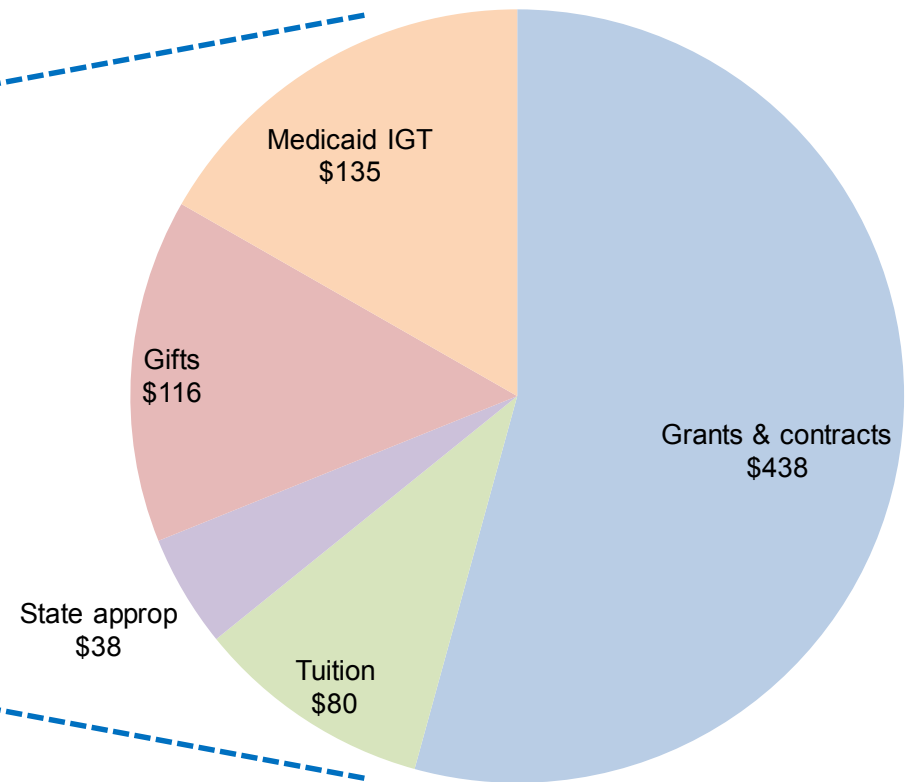


Funding Research & Education at OHSU (FY20)

OHSU Expense Budget (\$3.3B)



Funding for Research & Education (\$807M)

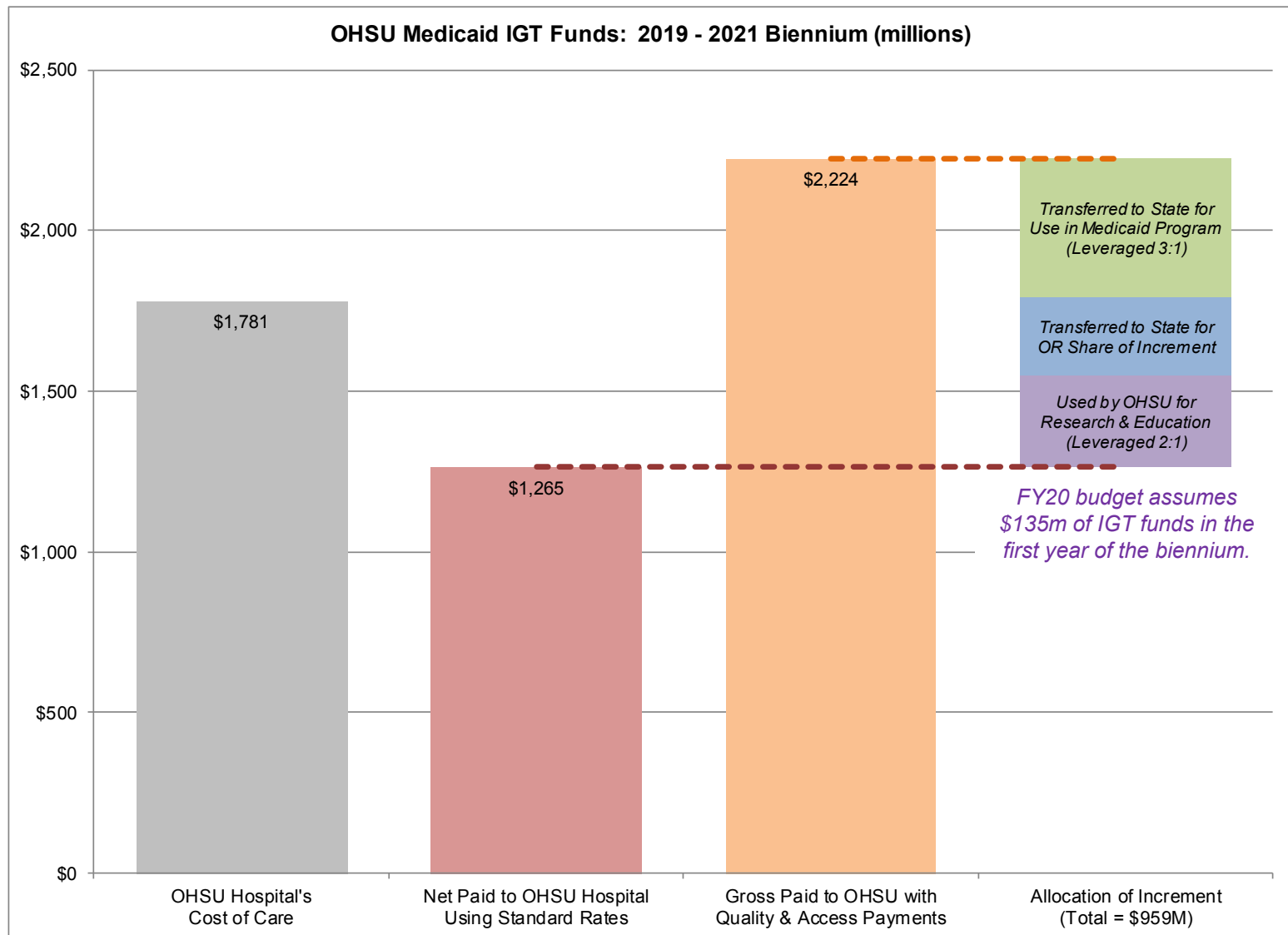


OHSU scales research program to available funding from grants, gifts & IGT/clinical earnings

Medicaid IGT Funds for Research & Education

- Prior to 2017, OHSU worked with the State through several smaller IGT programs to leverage federal dollars and provide support for OHSU's research & education work in lieu of additional State general funds. These multiple IGTs have now been consolidated and the federal funds previously received are flowing through the following new mechanism.
- As shown on the next page, over the next two years, OHSU will provide care to Medicaid, dual-eligible and uninsured patients at a cost of \$1.78 billion.
- Regular Medicaid rates would reimburse 71% of these costs.
- However, federal regulations allow States to pay for Medicaid managed care up to average commercial managed care rates, specifically to ensure quality and access to OHSU's health care services for Medicaid patients and continued training of health care providers for Oregon.
- The State now pays any public academic health center in Oregon (that is, OHSU) these higher rates. With the only general hospital that is part of the State, OHSU works with the State to use an intergovernmental transfer (IGT) to help fund Oregon's Medicaid program, including providing the State share required to pay OHSU these quality and access payments.
- The remaining funds are net new dollars into Oregon, 62% retained by the State to fund the Medicaid program and 38% retained by OHSU.
- These net IGT funds reduce OHSU's loss on Medicaid from 29% of cost to 13% of cost, freeing gains from commercially-insured care to support research and education in Oregon's public health sciences university.

How Medicaid IGT Works: 2019 – 2021 Biennium

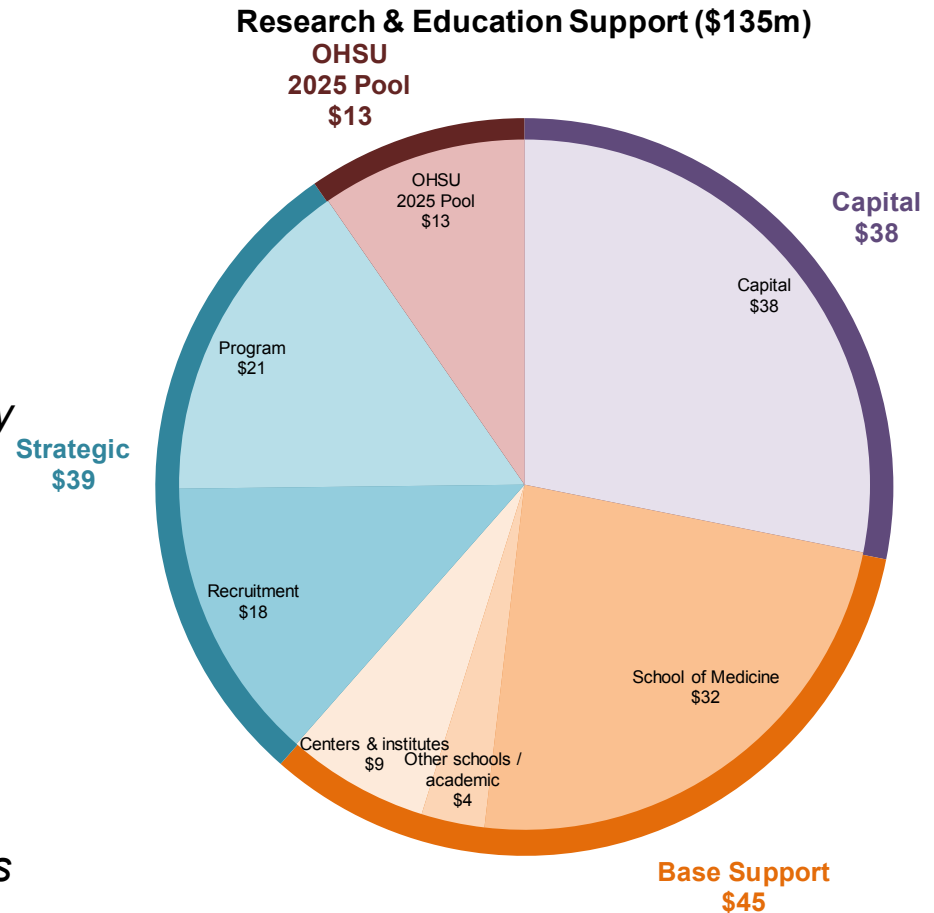


Allocation of \$135M of IGT / R+E Support

IGT funds in the proposed budget provide \$135 million of research & education support:

- *\$38 million for research & education capital*
- *\$45 million for base support to science not fully funded by grants or gifts*
- *\$39 million for strategic priorities in faculty recruitment, University-wide education investments and other key programs*
- *\$13 million contingency for OHSU 2025 strategic initiatives.*

The legislature recently passed HB 2010, setting enhanced Medicaid payment to OHSU at 87% of cost for 6 years. IGT funds should increase from \$112 million this year to approximately \$135 million in FY20.



Proposed FY20 Strategic List from IGT

	(000)
<i>Faculty Leadership & Recruitments:</i>	
School of Medicine Clinical Chairs & Clinician Scientists	\$5,681
School of Medicine Basic Science Chairs & Scientists	4,570
West Campus (VGTI & ONPRC)	3,650
Vollum Institute Director	3,224
School of Public Health	1,048
Research Leadership in Nursing, Dentistry & Public Health	461
<i>Research Infrastructure & Emerging Technologies:</i>	
Research Technology Support (OCSSB, Exacloud, USRs)	5,485
Cardiovascular Research Support	3,000
OCTRI (support for clinical & translational research)	1,860
Faculty Salary Bridging (between grants)	1,442
Center for Embryonic Cell and Gene Therapy	883
<i>Education & Community Outreach:</i>	
Diversity & Inclusion including Presidential Scholars	3,000
Simulation & Interprofessional Education	2,192
Support for Training Grants	1,100
Rural Health	1,086
 FY20 Strategic Research & Education List	 \$38,681

Other strategic priorities are funded from major gifts (for example, Early Detection in Knight Cancer Institute) and capital funds (for example, PET/MRI)

Wy'east Post Baccalaureate Pathway

- OHSU has created a new pathway for Native Americans to succeed and enter medical school—Wy'east, the traditional Multnomah name for Mount Hood. This post-bac pathway is a cornerstone of efforts to develop AI/AN physicians.
- Wy'east has three major components: academic preparation for medical school, professional preparation for the rigor of medical school, and culturally-relevant experiential learning. The program provides conditional acceptance into the OHSU School of Medicine for students who successfully complete the pathway, meet academic standards, and demonstrate professionalism in the experience.
- Seven of seven Wy'east Cohort 1 scholars achieved the metrics to earn acceptance to the School of Medicine, with six planning to matriculate this fall and one pursuing public health instead.



Online Nursing Program Made More Affordable

- OHSU's RN/BS Online Program is convenient, flexible, and now more affordable. Tuition has been reduced by 37% from \$459 per credit to \$288 per credit.
- If a student attended an Oregon Consortium for Nursing Education (OCNE) partner school they can seamlessly transition with their associate's degree (AD) to the OHSU School of Nursing for their final year of nursing coursework to receive the Bachelor's of Science (BS) with a major in Nursing.



FY20 Budget – Proposed Tuition & Fees

Returning Tuition Promise Programs	Approx. Terms of Attendance	2018-19 Resident Tuition	2019-20 Resident Tuition	Dollar Increase	Percent Increase	2018-19 Non-Res Tuition	2019-20 Non-Res Tuition	Dollar Increase	Percent Increase
MD 2nd Year	4	\$10,659	\$10,659	\$0	0.00%	\$16,224	\$16,224	\$0	0.00%
MD 3rd Year	4	\$10,399	\$10,399	\$0	0.00%	\$15,675	\$15,675	\$0	0.00%
MD 4th Year	4	\$10,195	\$10,195	\$0	0.00%	\$15,072	\$15,072	\$0	0.00%
MD/MPH 2nd Year	4	\$9,782	\$9,782	\$0	0.00%	\$14,882	\$14,882	\$0	0.00%
MD/MPH 3rd Year	4	\$9,535	\$9,535	\$0	0.00%	\$14,368	\$14,368	\$0	0.00%
MD/MPH 4th Year	4	\$9,260	\$9,260	\$0	0.00%	\$13,786	\$13,786	\$0	0.00%
DMD 2nd Year	4	\$11,192	\$11,192	\$0	0.00%	\$18,063	\$18,063	\$0	0.00%
DMD 3rd Year	4	\$11,081	\$11,081	\$0	0.00%	\$17,884	\$17,884	\$0	0.00%
DMD 4th Year	4	\$10,971	\$10,971	\$0	0.00%	\$17,707	\$17,707	\$0	0.00%
Human Nutrition	4	\$6,750	\$6,750	\$0	0.00%	\$6,750	\$6,750	\$0	0.00%
Physician Assistant	4	\$9,810	\$9,810	\$0	0.00%	\$9,810	\$9,810	\$0	0.00%
Radiation Therapy	4	\$5,640	\$5,640	\$0	0.00%	\$6,780	\$6,780	\$0	0.00%
UG Nursing Accelerated Bacc	3	\$6,408	\$6,408	\$0	0.00%	\$8,556	\$8,556	\$0	0.00%
UG Nursing OCNE 2nd Year	3	\$4,644	\$4,644	\$0	0.00%	\$8,508	\$8,508	\$0	0.00%
UG Nursing OCNE 3rd Year	3	\$4,548	\$4,548	\$0	0.00%	\$8,340	\$8,340	\$0	0.00%
Graduate Nurse Practitioner	3	\$5,616	\$5,616	\$0	0.00%	\$7,281	\$7,281	\$0	0.00%
Graduate Nurse Anesthesia	3	\$6,984	\$6,984	\$0	0.00%	\$7,281	\$7,281	\$0	0.00%

2019-20 Tuition Promise Programs

MD 1st Year	4	\$10,659	\$10,872	\$213	2.00%	\$16,224	\$16,711	\$487	3.00%
MD/MPH 1st Year	4	\$9,782	\$10,012	\$230	2.35%	\$14,882	\$15,361	\$479	3.22%
DMD 1st Year	4	\$11,192	\$11,304	\$112	1.00%	\$18,063	\$18,244	\$181	1.00%
Human Nutrition	4	\$6,750	\$6,750	\$0	0.00%	\$6,750	\$6,750	\$0	0.00%
Physician Assistant	4	\$9,810	\$10,008	\$198	2.02%	\$9,810	\$10,008	\$198	2.02%
Radiation Therapy	4	\$5,640	\$5,640	\$0	0.00%	\$6,780	\$6,780	\$0	0.00%
UG Nursing Accelerated Bacc	3	\$6,408	\$6,540	\$132	2.06%	\$8,556	\$8,724	\$168	1.96%
UG Nursing OCNE	3	\$4,644	\$4,740	\$96	2.07%	\$8,508	\$8,676	\$168	1.97%
Graduate Nurse Practitioner	3	\$5,616	\$5,724	\$108	1.92%	\$7,281	\$7,425	\$144	1.98%
Graduate Nurse Anesthesia	3	\$6,984	\$7,128	\$144	2.06%	\$7,281	\$7,425	\$144	1.98%

FY20 Budget – Proposed Tuition & Fees

Non Tuition Promise Programs	Approx. Terms of Attendance	2018-19 Resident Tuition	2019-20 Resident Tuition	Dollar Increase	Percent Increase	2018-19 Non-Res Tuition	2019-20 Non-Res Tuition	Dollar Increase	Percent Increase
Dental Graduate	4	\$10,985	\$11,095	\$110	1.00%	\$13,215	\$13,215	\$0	0.00%
Dietetic Internship	4	\$6,750	\$6,750	\$0	0.00%	\$6,750	\$6,750	\$0	0.00%
Food Systems & Society	3	\$5,769	\$6,075	\$306	5.30%	\$5,769	\$6,075	\$306	5.30%
SoM PhD	3	\$6,804	\$6,804	\$0	0.00%	\$6,804	\$6,804	\$0	0.00%
Biomedical Informatics On Campus	3	\$6,189	\$6,189	\$0	0.00%	\$7,395	\$7,395	\$0	0.00%
Biomedical Informatics Distance Learning	3	\$6,865	\$6,865	\$0	0.00%	\$8,095	\$8,095	\$0	0.00%
Clinical Research or Human Investigations	3	\$4,515	\$4,740	\$225	4.98%	\$4,515	\$4,740	\$225	4.98%
Computer Science & Engineering or Electrical Engineering	3	\$6,315	\$6,495	\$180	2.85%	\$6,315	\$6,495	\$180	2.85%
MBA, MS or Certificate in Healthcare Management	3	\$5,325	\$5,406	\$81	1.52%	\$5,325	\$5,406	\$81	1.52%
Medical Physics	3	\$5,400	\$5,400	\$0	0.00%	\$8,613	\$8,613	\$0	0.00%
UG Nursing RN/BS	3	\$5,508	\$3,456	-\$2,052	-37.25%	\$5,508	\$3,456	-\$2,052	-37.25%
Nursing PhD, DNP in Nurs., Hlth Sys. Org. Ld., Nurs. Ed	3	\$5,517	\$5,625	\$108	1.96%	\$7,137	\$7,281	\$144	2.02%
Online MPH or Certificate in Public Health	3	\$5,004	\$5,157	\$153	3.06%	\$6,462	\$6,660	\$198	3.06%
On-Campus MPH or Programs in Biostatistics	3	\$3,726	\$3,906	\$180	4.83%	\$5,670	\$5,940	\$270	4.76%
SPH PhD	3	\$4,905	\$5,049	\$144	2.94%	\$5,715	\$5,886	\$171	2.99%

Earnings Support Capital with Level Days Cash

FY20P Operating Cash Flow	(millions)
Core operating income	\$145
Depreciation	176
Grant / gift funded capital	17
OHSU investment return	35
	<hr/>
Sources of cash	372
Principal repayment	(25)
Annual capital spending	(151)
Major building capital	(82)
A/R growth	(25)
PERS side account	(10)
	<hr/>
Uses of cash	(293)
	<hr/>
Sources less uses of cash	79
Bond reimb. of OHEP design	33
	<hr/>
Net Cash with OHEP bonds	\$112
<i>To hold level 200 days cash</i>	<i>\$112</i>

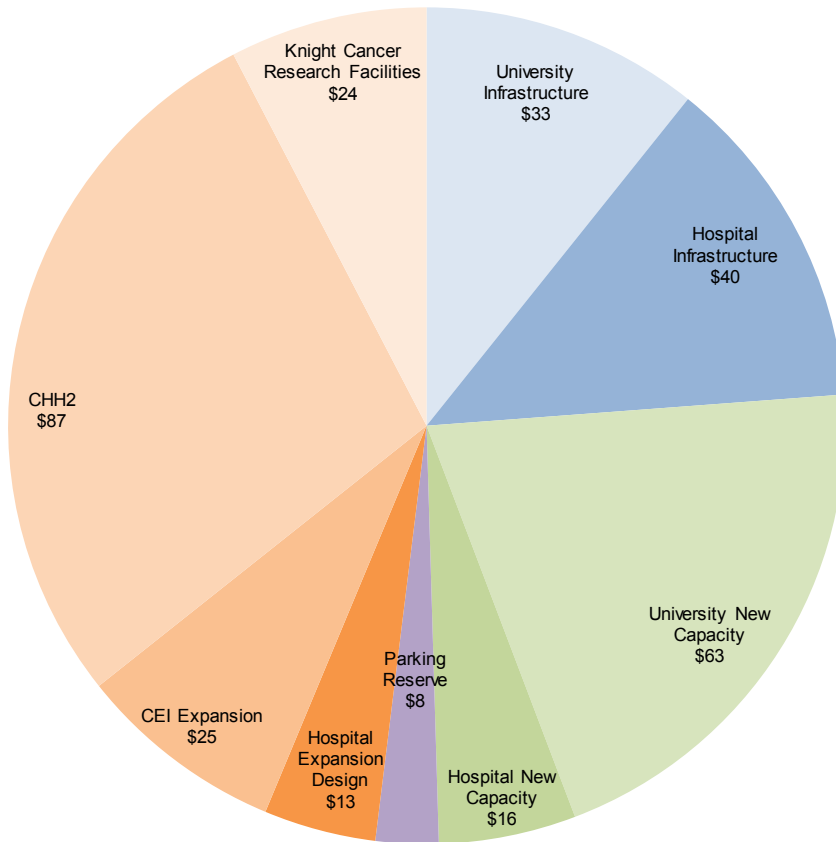
OHSU has \$1.5 billion or ~200 days of unrestricted cash on hand, at the low end for AA- rated credits. (Another \$800 million of investments are restricted.) To hold this level given 7.5% growth in cash spending requires ~\$112 million of positive cash flow.

Proposed Budget: Capital Expenditures

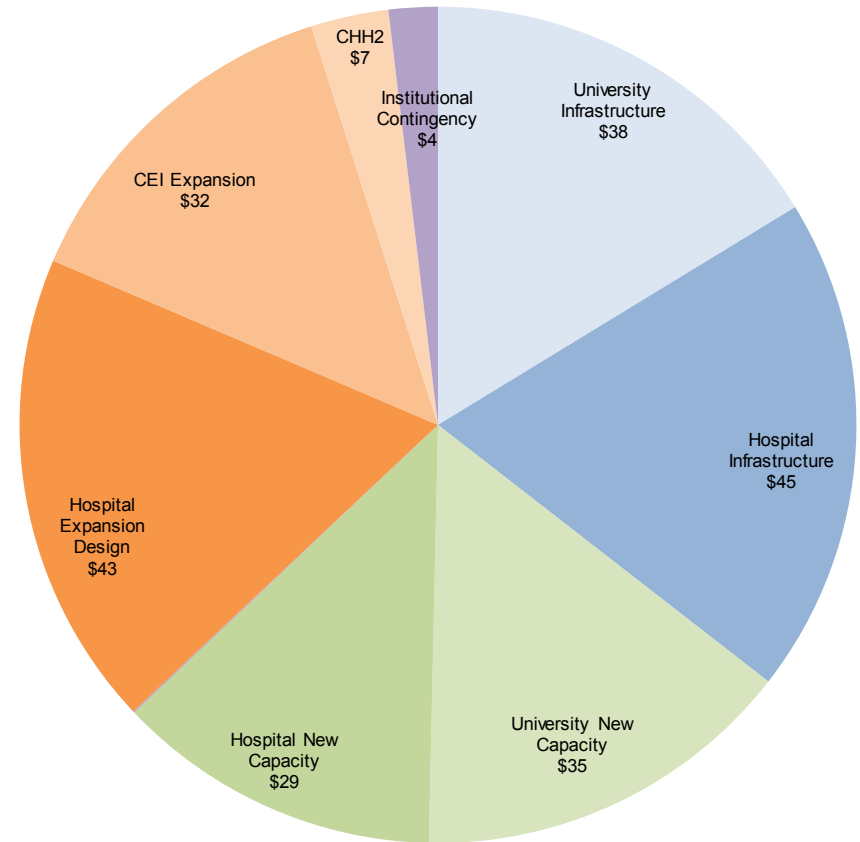
- With the completion of the Knight Cancer Research Building and CHH-2 / Rood Pavilion, total capital spending will decrease by \$76 million between FY19 and FY20.
- Proposed annual capital allocations of \$151 million are divided close to the historical 50/50 split between the Health System and the rest of the University, with
 - Infrastructure projects at \$83 million, an increase of \$10 million from FY19
 - Strategic capital projects at \$64 million
 - Institutional capital contingency of \$4 million.
- Major building projects of \$82 million, largely for the Casey Eye Institute expansion and design and preparation for the OHSU Hospital Expansion Project (OHEP) will be funded through a mix of operating cash, gifts and new bond proceeds, if OHEP construction is approved by the Board later in the fiscal year.
- Capital investments in patient care, research, education and outreach will be scaled and paced to available funding from operating earnings and philanthropy over the next several years to allow for the most efficient implementation of OHSU 2025 initiatives.

Proposed FY20 Capital Compared to FY19

FY19 Capital Budget (total = \$309m)



FY20 Preliminary Capital Budget (total = \$233m)



Detail of Proposed Capital Budget

FY20 Proposed Capital Allocation (000)	Total Project Cost	FY20 Proposed Capital Allocation (000)	Total Project Cost
Strategic		Infrastructure	
University		Facilities pool	21,226
PET / MRI project	\$10,263	Clinical equipment replacement	19,271
Sky Lakes Medical Center Rural Campus	6,000	Information Technology pool	14,014
Knight Cancer Institute - gift match	5,000	Library materials / Academic areas	5,000
Research equipment from grants	5,000	Space Committee (relocation & repurposing)	4,800
West Campus / ONPRC & VGTI	4,778	Research equipment replacement	7,050
Recruitment / Programs	3,000	Healthcare share of Institutional projects	3,726
Safe & Accessible Pathway	420	Historical building renovation pool	2,500
Healthcare		School of Medicine equipment replacement	2,099
CHH1 backfill	7,136	Healthcare contingency / discretionary pools	3,064
HRC building upgrades	7,000		
Adventist Portland program investments	5,000	<i>Subtotal Infrastructure / Replacement</i>	<i>82,749</i>
OHSU Healthy Planet (population health)	3,611		
Orenco Station 1st & 2nd Floor	3,489	<i>Institutional Contingency</i>	<i>4,417</i>
Tuality Healthcare investments	1,706		
Cancer Collaborative (capital reimbursement)	(1,173)	Total OHSU Annual Capital Budget	\$150,950
Online Patient Access	1,323		
Bethany Clinic	430	Major Building Projects	
Medical Office Building - south metro area	400	OHSU Hospital Expansion (design only)	\$42,959
Nuclear Medicine relocation (HRC 14)	400	Casey Eye Institute Expansion (\$52m project)	31,872
		CHH2 (\$361m project completion)	6,995
<i>Subtotal - Strategic / New Capacity</i>	<i>63,784</i>	Schnitzer Block 6 (\$75m parking project)	122
		<i>Subtotal Major Building Projects</i>	<i>81,947</i>
		Total FY20 Capital spending	\$232,897

Capital Infrastructure: Vollum Institute

- The Vollum Institute building opened in 1987. It had long suffered from deferred maintenance and leaks, while needing reconfiguration for new uses.
- A \$19.3 million investment created a durable and efficient infrastructure to support research in one of OHSU's leading institutes.
- Major components include replacing leaking siding, addressing deferred maintenance, improving energy performance and occupant comfort, and updating lab functionality for new programs.

new CONSTRUCTION

Construction notice:

Vollum Institute exterior removal

Aging facade to be removed, replaced

The Vollum Institute's existing terracotta facade will be removed from the south side of the building, facing the courtyard. New exterior cladding will be installed in the spring. Safety and minimizing impacts to daily operations are the top priorities during this phase of construction.

Work to be done includes:

- Installation of covered scaffolding on the south side for access and protection from falling debris and a protective cover over the walkway from Richard J. Ross Hall to the front of Vollum
- Removal of all existing terracotta on the south facade of Vollum
- Clearing the concrete structure and installation of a new weather barrier
- Replacement of all windows on the courtyard side of the building

South facade demolition
Scheduled Jan. 18 - Feb. 29
3:30 p.m. to 12 a.m.
Vollum Institute Building and Research Courtyard

Is your work impacted by planned or ongoing construction?
Contact OHSU Project Manager Lew Weidman at weidmanl@ohsu.edu
or Turner Construction Superintendent Randall Lutes at rlutes@tcco.com

Visit Research News for project details and updates.



Capital Infrastructure: Auditorium



- The OHSU auditorium was originally built in 1939 and designed by Ellis F. Lawrence, co-founder and first dean of the school of architecture at University of Oregon. This is the only building of its kind on Marquam Hill and also houses the Historical Collections
- \$14.1 million investment over 6 fiscal years has improved functionality including:
 - Better physical access to allow visitors to fully utilize the building, adding an elevator and accessible seating to the auditorium
 - HVAC upgrades, adding air conditioning for the first time
 - Electrical, fire alarm and safety upgrades
 - New finishes and much needed office and meeting spaces to meet campus-wide needs
 - Maintained the historic look of Marquam Hill.



Capital Infrastructure: Information Technology

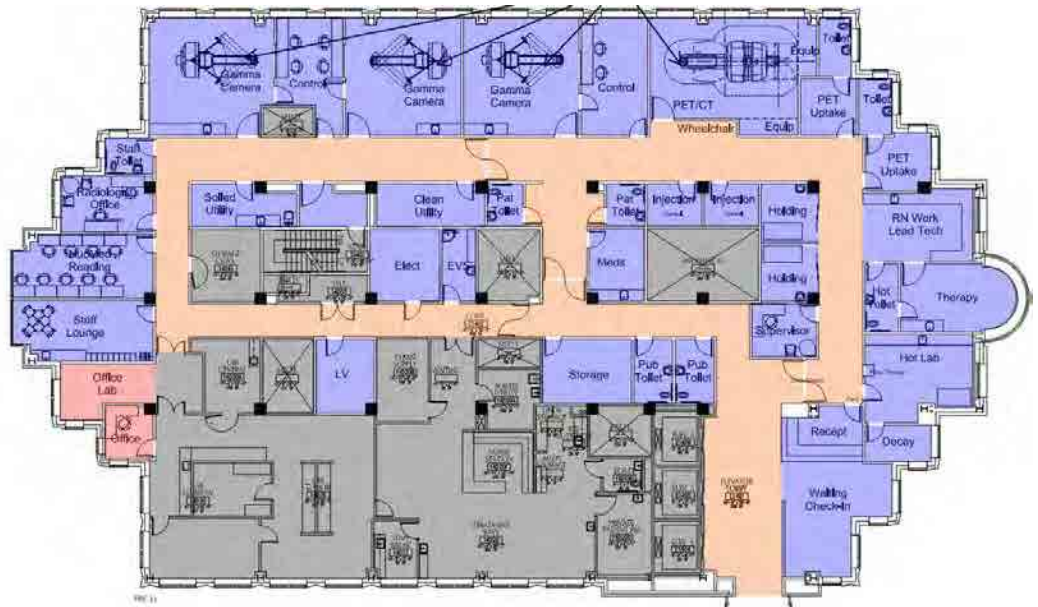
Counts and Volumes at a Glance

Network Switches	1,559
Network Ports	98,725
Wireless Access Points (WAPS)	3,240
Firewalls	137
Devices on the Network (daily average)	70,000
Total Servers	4,386
Total Enterprise Storage (Gigabytes)	11,800,000
Databases	3,770
Applications	460
E-mail boxes	30,000

- Core IT capital spend is \$4.5 million
- Key challenges:
 - Growth: 14% per year in devices accessing wireless, 10% per year in healthcare storage, plus new buildings and addition of health system partners
 - Environment: Hardware now often requires additional software and services. Vendors are increasingly changing the way they license, moving away from “free” products.
- Funding will go towards servers, storage, building wiring projects and distributed network closet modernization, advanced computing and exacloud expansion, data center cooling extension, and core IT hardware systems like Epic and Oracle.

Capital Infrastructure: HRC Backfill

- Built in 1997, Hatfield Research Center is home to OHSU Healthcare's administrative offices, several research and clinical programs and the OHSU and Doernbecher emergency departments.
- The \$14 million multi-year project will convert floors 8 – 14 to healthcare occupancy from their current research and academic focus. It will upgrade infrastructure and relocate the nuclear medicine, GI, and ECHO/Non-Invasive Cardiac programs from the 1920s Multnomah Pavilion.



HRC14 NUC MED TEST FIT

Capital Infrastructure: CHH-1 Backfill

- Built in 2006, CHH-1 housed many of OHSU's outpatient clinics as well as several research labs and administrative offices that were moved with the opening of RLSB and KCRB.
- Part of the \$14.5 million multi-year project will convert the 3rd floor into a diagnostic radiology focused clinic. In addition, a new X-Ray suite will include an additional nuclear medicine gamma camera, two additional MRIs and an additional CT scanner.



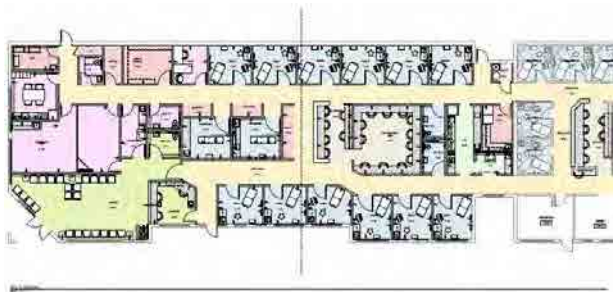
NEW CHECK-IN



NEW MRI ROOM

Tuality Healthcare Capital Investments for Growth

- Open geriatric psychiatry, level 2 neonatal nursery / pediatrics unit, and EPIC installation
- Optimize new primary care clinics in Forest Grove and Hillsboro
- Relocate urgent care, lab and x-ray, physical therapy, and optimize footprints of existing buildings



SD2.01 ENLARGED FLOOR PLAN
Tuality Healthcare Capital



SD1.01 LDRP/CONTINUING CARE AND PEDIATRIC CARE
PROJECT NUMBER: 1803



Adventist Health Portland Investments for Growth

- New medical office building on campus will house an ambulatory surgery center, urgent care, orthopedics, GI, pain and plastic surgery. The 3 floor, 120,000 square foot building will open in mid-2021
- ICU expansion from 12 to 16 beds



Patient Room Headwall



Proposed ICU Floor Plan - Visualizations
AHPL ICU Renovation

PETERSEN KOLBERG & ASSOCIATES
ARCHITECTS / PLANNERS
9809 SW Hampton Street Portland, OR 97223
phone: 503.968.6800
fax: 503.968.6840
www.pkaarchitects.com



Feature Wall at Entry



Proposed ICU Floor Plan - Visualizations
AHPL ICU Renovation

PETERSEN KOLBERG & ASSOCIATES
ARCHITECTS / PLANNERS
9809 SW Hampton Street Portland, OR 97223
phone: 503.968.6800
fax: 503.968.6840
www.pkaarchitects.com



Casey Eye Institute Expansion Topped Out

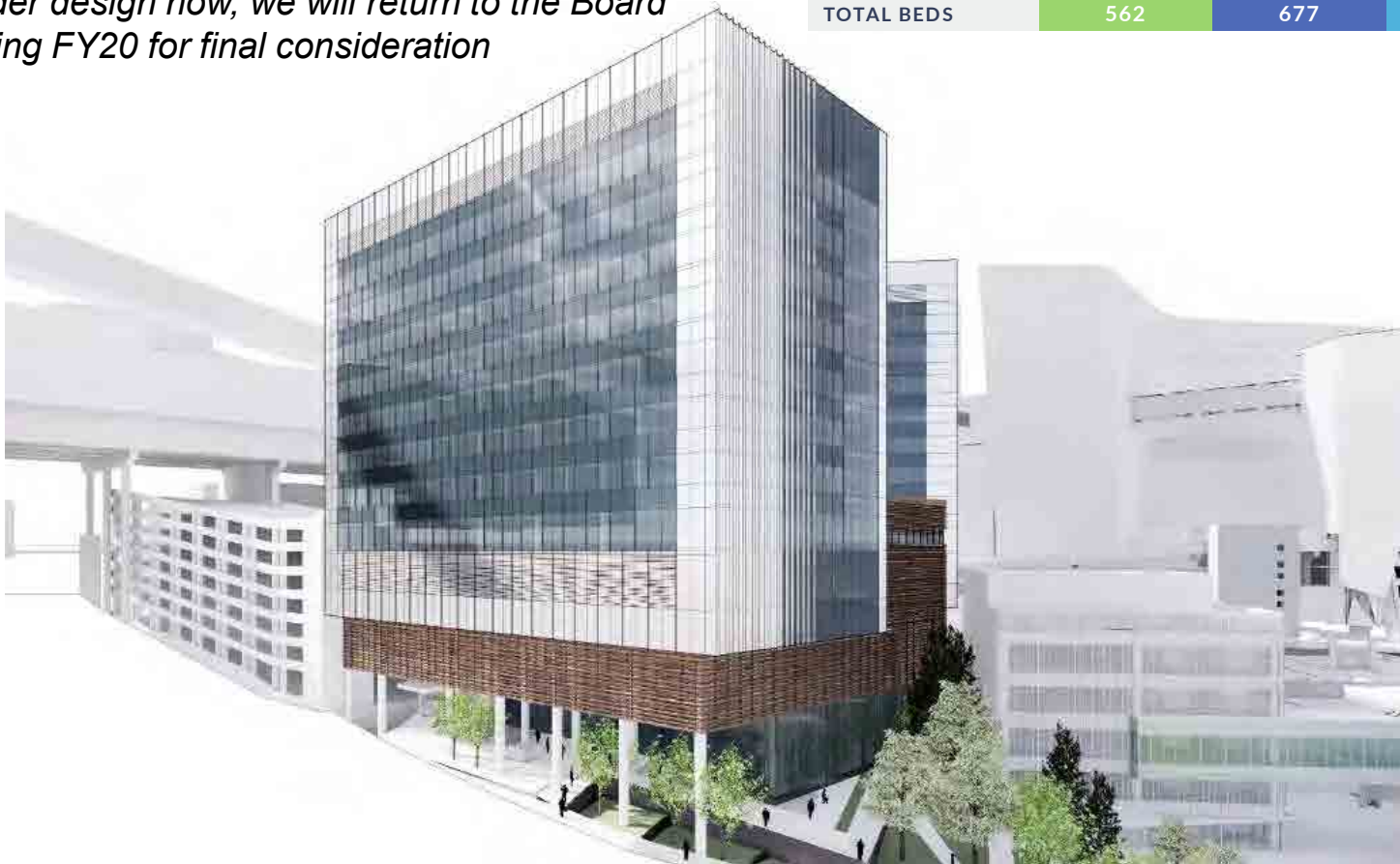
- The Casey Eye Institute's new 60,000 square foot, \$52 million Elks Children's Eye Clinic topped out in May and will be completed in FY21. It recently won the Portland Design Commission's 3rd Annual Design Excellence Award.
- The new facility will house an expanded pediatric eye clinic, the Wold Family Macular Degeneration Center, an ophthalmic genetics center and a clinical trials center.
- It is designed to support one-third growth in patient capacity in 10 years and enable gene therapy clinical trials and treatments to quadruple in five years.
- The building is made possible by a \$20 million pledge from the Oregon State Elks, a \$7.5 million donation from the Wold family and many other gifts from generous supporters.



OHSU Hospital Expansion Project Objectives

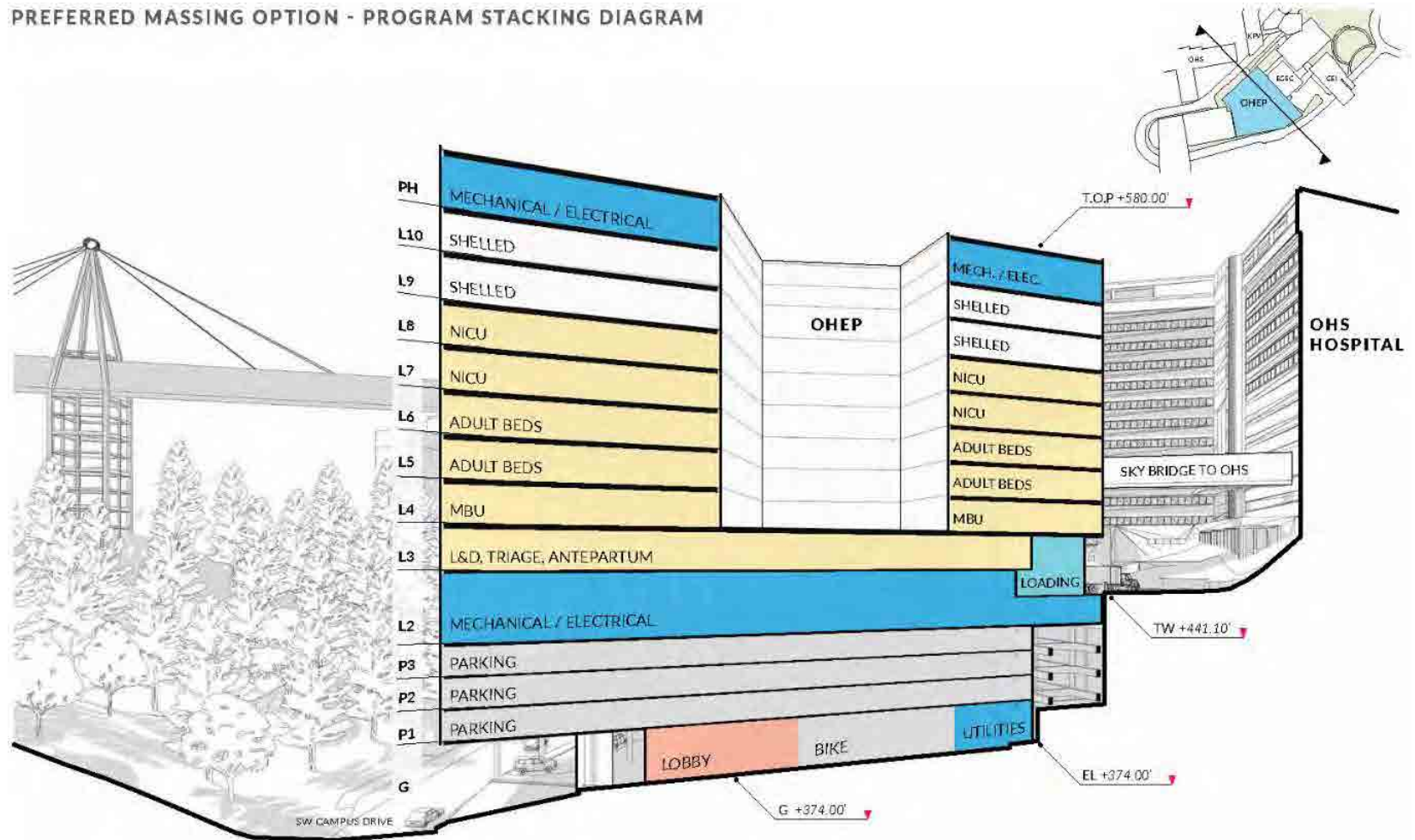
- *Provide additional acute care adult beds*
- *Relocate, update and expand NICU, labor & delivery, mother baby & ante partum units*
- *Add parking for patients & family members*
- *Under design now, we will return to the Board during FY20 for final consideration*

	CURRENT	FUTURE	CHANGE
Adult Med/Surg	305	394	89
Adult ICU	79	79	0
MBU	27	32	5
Antepartum	0	7	7
Pediatric Med/Surg	85	85	0
Pediatric ICU	20	20	0
NICU	46	60	14
TOTAL BEDS	562	677	115



OHSU Hospital Expansion Project Program

PREFERRED MASSING OPTION - PROGRAM STACKING DIAGRAM

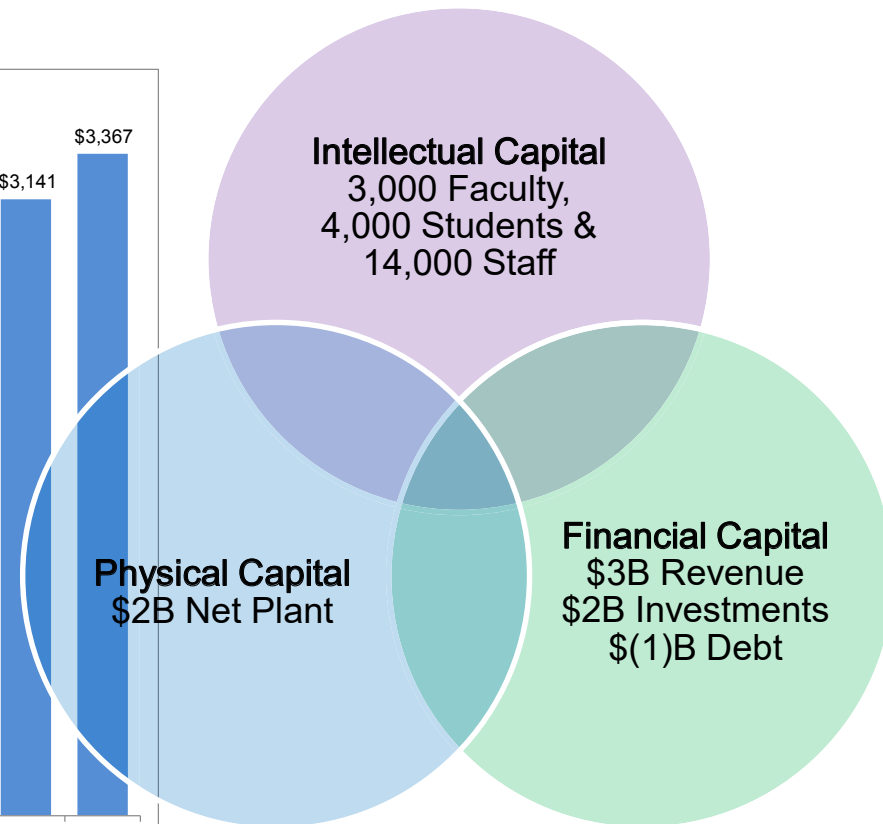


Sustaining Oregon's Premier Research University

- Great universities are capital and competitive entities
 - Capital: build assets that provide value over time
 - Competitive: for the best faculty (and students, staff, donors, grants...)
 - The distinctive feature of a university is its faculty
 - Great faculty come to a university for the quality of colleagues, capacities that allow them to do their best work, and to be known
 - What great universities do:
 - Build faculty
 - Build capacities
 - Build reputation
- *This section provides three examples of world-class programs at OHSU to illustrate the long-term investments that require a well-capitalized university with a time horizon of decades to advance.*

Financial Capital on the Balance Sheet

- Proxy for true capital
- There to support intellectual capital of university
- Over a timeframe of decades



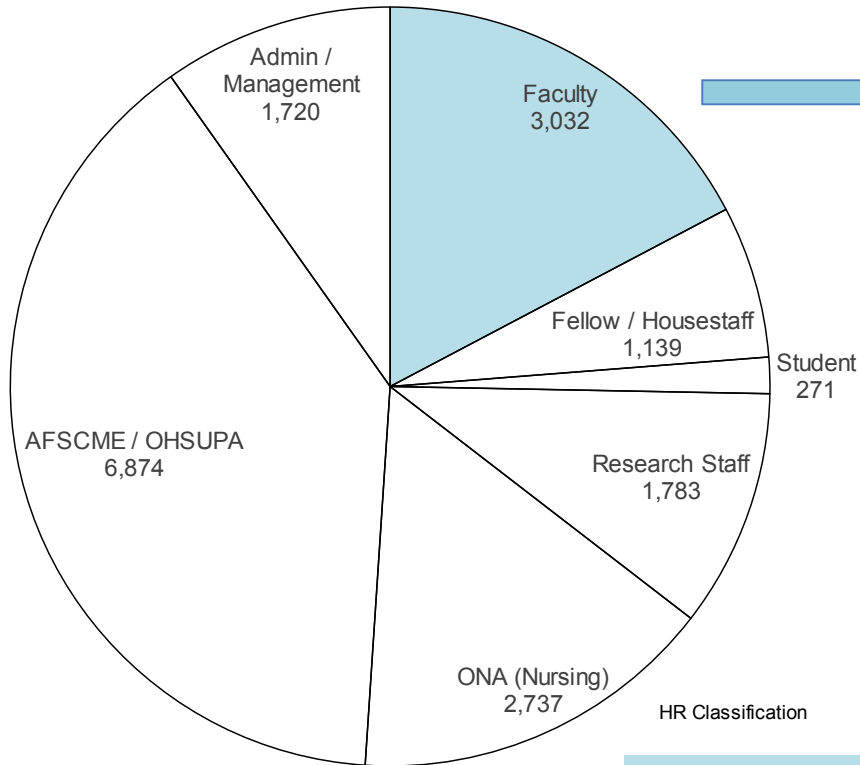
Longevity and Growth

- Universities are among the longest-lived entities on Earth:
 - Bologna 1088
 - Oxford 1096
 - Paris 1160
 - Cambridge 1209
 - Harvard 1636
 - OHSU 1887
- But if they are not building – great faculty, capacities, reputation – they are declining

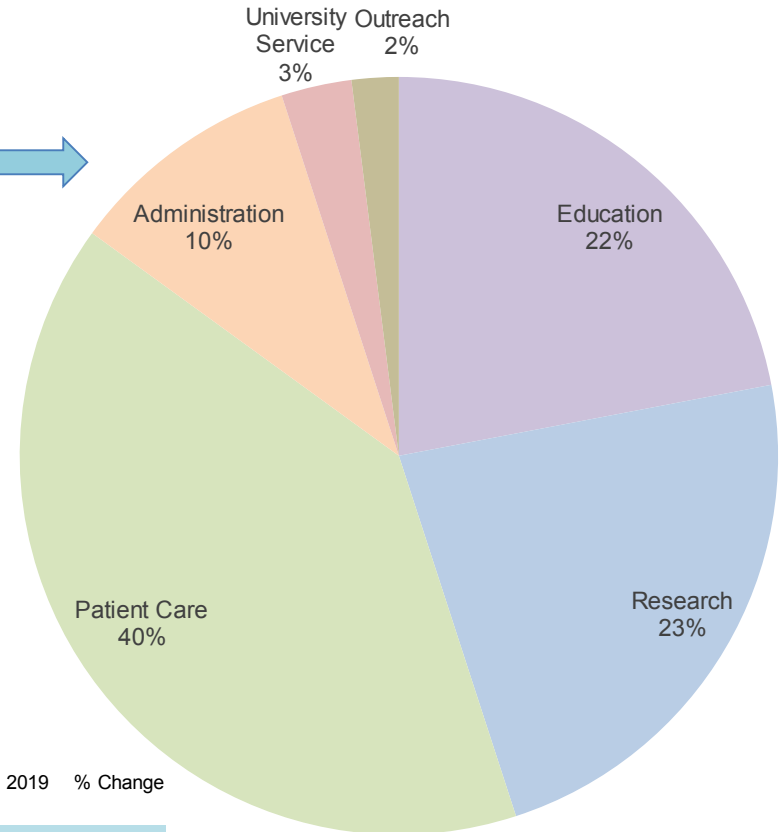


State's Only Biomedical & Health Science Faculty

OHSU Headcount by HR Classification
April 2019 Total = 17,556

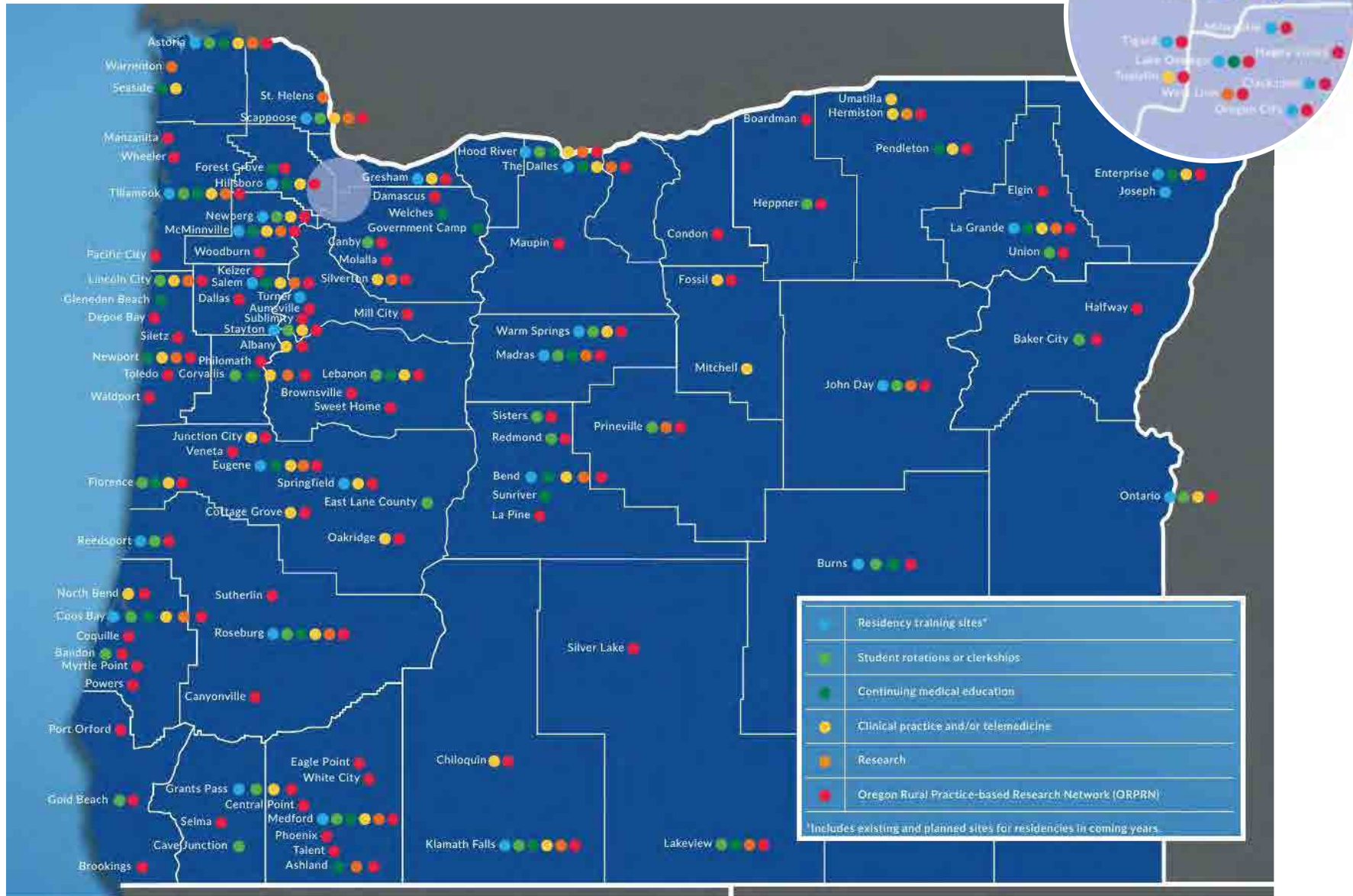


Allocation of OHSU Faculty Effort
(Self-Reported in 2017 Survey with 75% Response Rate)



HR Classification	1995	2019	% Change
Faculty	1,282	3,032	137%
Fellow / Housestaff	527	1,139	116%
Student	535	271	-49%
Research Staff	764	1,783	133%
ONA (Nursing)	1,240	2,737	121%
AFSCME / OHSUPA	3,060	6,874	125%
Admin / Management	817	1,720	111%
Total OHSU headcount	8,225	17,556	113%

Teaching, Research & Care Span Oregon



OHSU Teaching Excellence

US News national rankings

- **#5** Best Medical Schools – Primary Care
- **#29** Best Medical Schools – Research
- **#4** in Nursing Midwifery
- **#5** in Physician Assistant

Impact on Oregon

- **One-third** of Oregon's practicing physicians trained at OHSU
- **45%** of MD graduates continue to practice in Oregon
- **53%** of OHSU medical residents continue to practice in Oregon
- **54%** of Oregon's licensed dentists are graduates of OHSU School of Dentistry

Key Statistics

- OHSU enrollment up **20%** in 11 years of Vision 2020 strategic plan
- Only institution in Oregon granting doctoral degrees in medicine, dentistry, nursing and pharmacy (with OSU)
- **2,672** students in degree programs plus **2,034** students in joint programs with Oregon State University, Portland State University and Oregon Institute of Technology
- **1,145** interns, residents and postgraduates
- **38,000** alumni, **47%** living in Oregon
- **41** applicants for each enrolled MD student

OHSU Students Enrolled in 70 Programs

Degree

Associate in Applied Science

Bachelor of Arts

Bachelor of Science

Master of Business Administration

Master of Clinical Research

Master of Nursing

Master of Physician Assistant Studies

Master of Public Health

Master of Science

Graduate Certificate

Doctor of Dental Medicine

Doctor of Medicine

Doctor of Nursing Practice

Doctor of Pharmacy

Doctor of Philosophy

Description

1 degree offered jointly with OIT

2 degrees offered jointly with OIT

6 degrees offered (2 offered jointly with OIT, 2 with PSU)

1 degree offered jointly with PSU

1 degree offered

2 degrees offered

1 degree offered

6 degrees offered jointly with PSU

9 degrees offered (1 offered jointly with OIT, 1 with PSU)

12 certificates offered (2 offered jointly with PSU)

1 degree offered

1 degree offered

7 degrees offered

1 degree offered jointly with OSU

19 degrees offered (3 offered jointly with PSU, 1 with OSU)

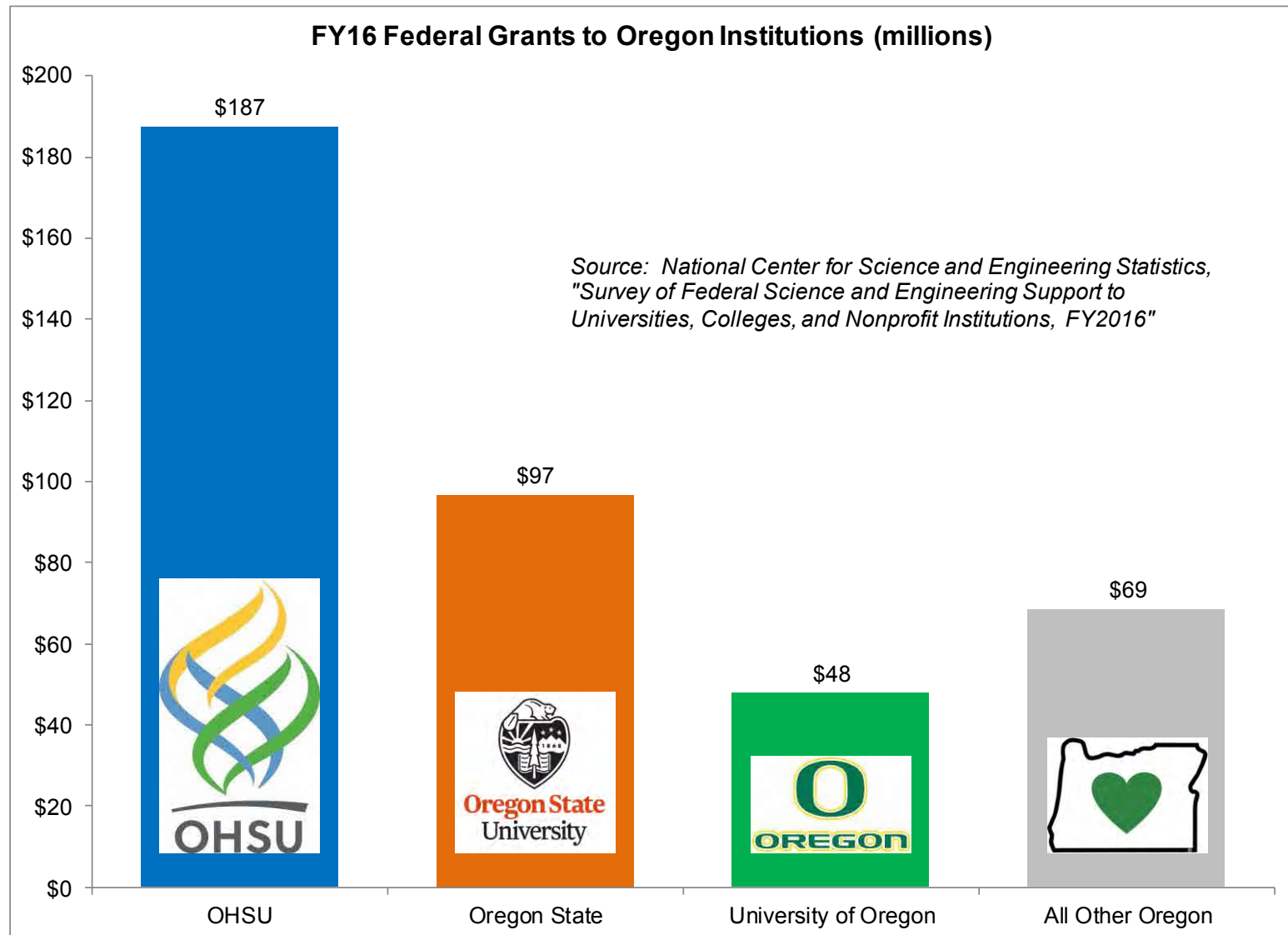
OIT - Oregon Institute of Technology, OSU - Oregon State University, PSU - Portland State University

OHSU-Wide Signature Education Experiences

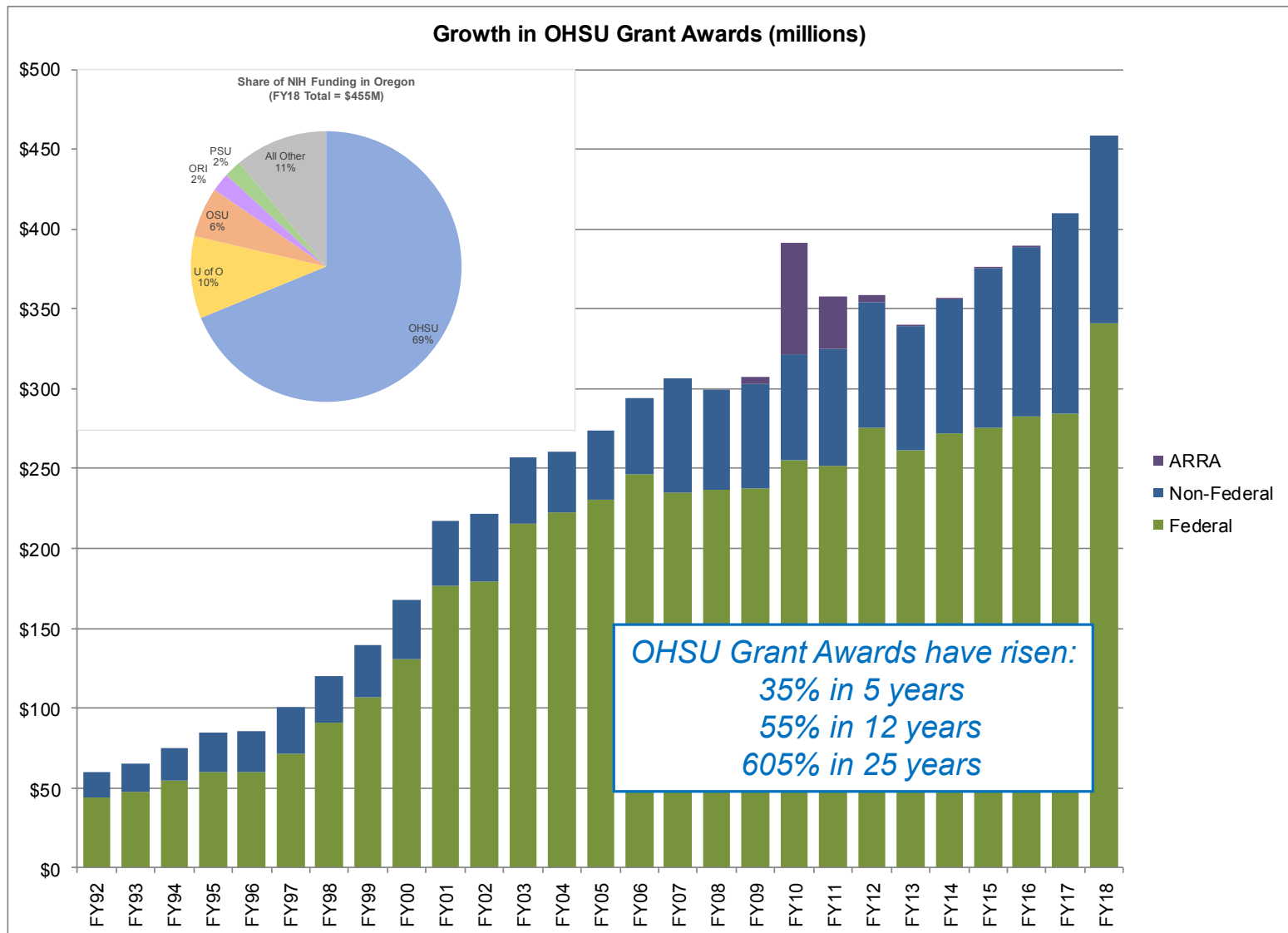
- Signature education experiences set OHSU apart from similar universities and are linked to our mission and values:
 - Top-tier simulation training across clinical programs
 - Strong targeted global health partnerships across teaching, research and clinical missions
 - National recognition in training clinical professionals in inter-professionalism that maximizes the delivery of quality team-based healthcare
 - Distributed learning providing inter-professional experience in rural and frontier Oregon



OHSU Leads Oregon in Science



\$458 Million in New Grant Awards in FY18



Example 1: Timeline to Gleevec Therapy for CML

- In 1845, chronic myeloid leukemia (CML) first described by pathologists
- *Annual incidence of 1 – 2 cases per 100,000, within an average of 4 – 6 years the disease transformed through a “blast crisis” to fatal acute leukemia*
- In 1960, Peter Nowell and David Hungerford in Philadelphia described a consistent chromosomal abnormality in CML patients
- In 1973, Janet Rowley at the University of Chicago determined that the Philadelphia chromosome was the product of translocation between chromosomes 9 and 22
- In the 1970s and 1980s, studies revealed that mutations in normal cellular genes could be oncogenic
- By 1990, the “breakpoint cluster region” (BCR) of the ABL gene was demonstrated to be an ideal therapeutic target for CML
- In 1993, Brian Druker, having moved from Dana Farber to OHSU and established BCR-ABL models, worked with scientists at Ciba-Geigy / Novartis to test BCR-ABL kinase inhibitors, identifying imatinib (“Gleevec”)



Timeline to Gleevec Therapy (continued)

- Phase 1 study began in June 1998, with remarkable results leading to confirmatory phase 2 clinical trials and FDA approval of Gleevec in May 2001.

“At the time, I had patients in my clinic with CML with no effective treatment options remaining and this connection was a crucial turning point. I became their advocate by lobbying my remaining contacts at Novartis ... to move this project forward. Ultimately, we prevailed....

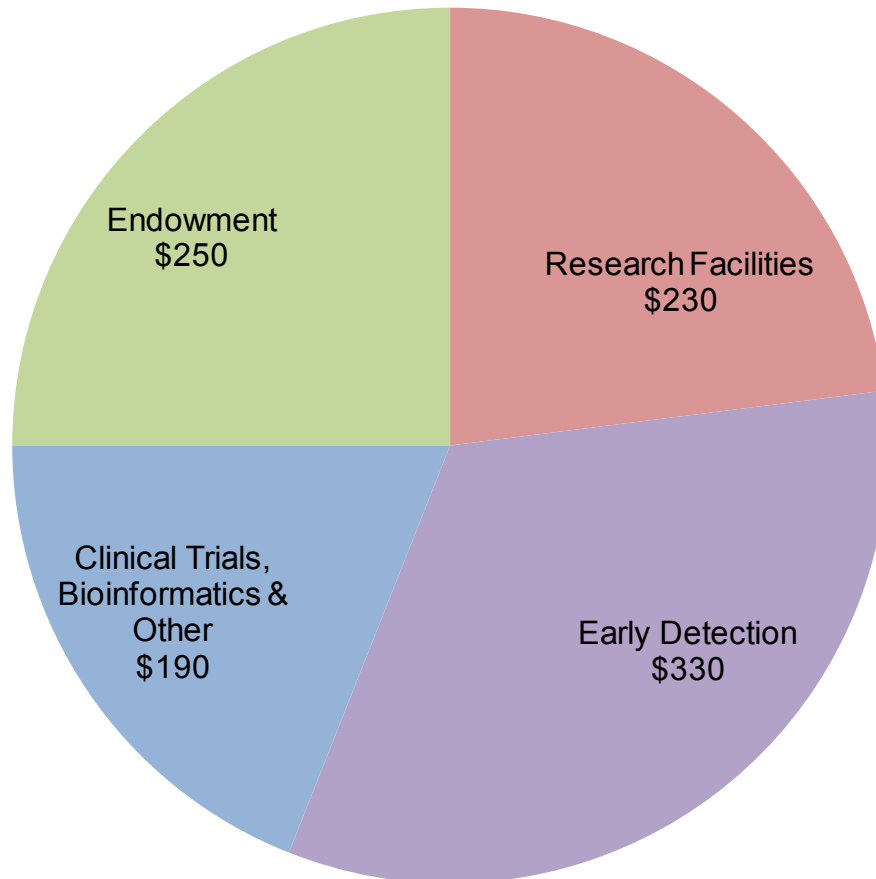
In my clinic, it is now common for me to see patients with a CML duration of 10 years or more, a finding that previously would have made me question the diagnosis. It is particularly fitting that this commitment to support of basic discoveries into the molecular pathogenesis of hematologic diseases has been translated into such a successful cancer therapy.” -- Brian Druker

- *In 2008, Phil and Penny Knight donate \$100 million to OHSU Knight Cancer Institute*
- *In 2013 – 2015, \$1 billion Knight Cancer Challenge*

(from Brian J. Druker, “Translation of the Philadelphia chromosome into therapy for CML,” Blood, 15 December 2008)

Knight Challenge in \$2B Onward OHSU Campaign

Knight Cancer Challenge: Use of Funds



\$1.77 billion raised toward \$2 billion OHSU Onward campaign, including the Knight Cancer Challenge

Knight Cancer Challenge: Source of Funds

State Grant (83 - 5 vote)	\$200
Gert Boyle Gift	100
10,000+ Other Donors	211
Phil & Penny Knight Match	500
Total Raised	<hr/> \$1,011



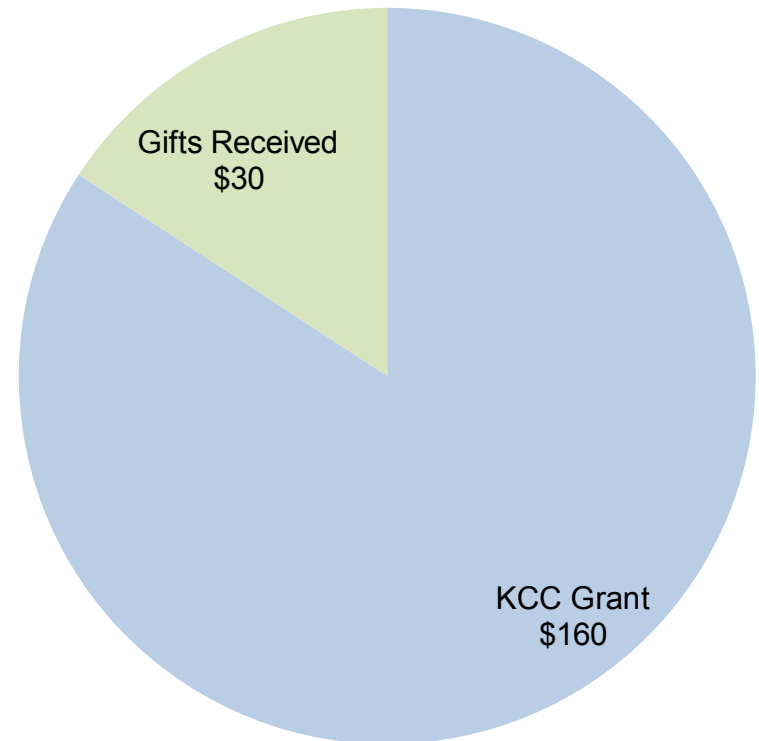
This year's Sjöberg Prize (worth \$1 million) has been awarded to OHSU Knight Cancer Institute Director Brian Druker and Dr. Dennis Slamon of UCLA. "The two researchers have developed entirely new ways of beating cancer and have been revolutionary in the development of targeted treatments that improve the prognosis for, and survival of, thousands of patients," in the words of the Royal Swedish Academy of Sciences.

Knight Cancer Research Building



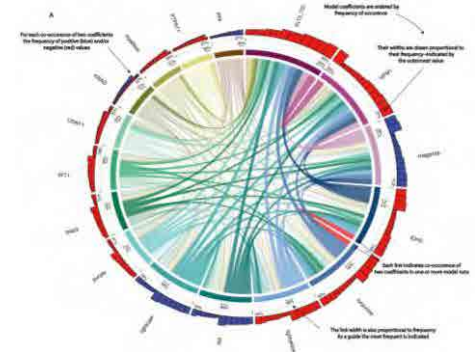
Building opened September 2018

Funding Sources (\$190m)



Recent Knight Cancer Institute Breakthroughs

- Beat AML: Knight Cancer Institute and the Leukemia and Lymphoma Society bring together multiple disciplines to better understand this challenging form of leukemia.
- In October, Institute Director Brian Druker, Dr. Jeffrey Tyner and colleagues published in Nature the largest cancer dataset for AML, allowing online search of molecular makeup and drug sensitivity to find promising treatments for specific subsets of patients.
- SMMART: OHSU's Dr. Gordon Mills and colleagues are building the "Serial Measurements of Molecular and Architectural Responses to Therapy" platform to study each patient's tumor in great detail, track how cancer cells evolve in response to treatment, and select combinations of drugs.
- The goal is to make cancer treatment more effective, long-lasting and tolerable, stopping tumors before they can adapt.
- In the pilot SMMART study on metastatic breast cancer, 70% of participants responded to their drug combinations, far beyond the 30% the team had hoped to achieve.



Example 2: Vollum Institute, OCSSB & Cryo-EM

- In 1987, OHSU's Vollum Institute for Advanced Biomedical Research, was founded by Howard Vollum, CEO of Tektronix and co-inventor of the oscilloscope
 - Focused on study of the molecular basis of nervous system function
 - Most of OHSU's members of the National Academy of Sciences are in the Vollum
- OHSU Center for Spatial Systems Biomedicine (OCSSB)
 - Medical science is changing from the old reductionist approach of looking at components of systems in isolation – individual cells or chemical pathways – to a more global view of how the body works
 - OCSSB was established in 2011 by the Knight Cancer Institute and the School of Medicine with this new “constructionist” or systems biology approach in mind
 - Systems biology means a comprehensive look at all spatial scales, from the molecular level through the whole person, and over time
 - Led by Joe Gray, recruited from UCSF and Lawrence Berkeley National Laboratory
- In 2013, OCSSB and FEI (now ThermoFisher Scientific) established the Multiscale Microscopy Core to provide state-of-the-art electron microscopy to academic and industry professionals

National Science Leadership: Cryo-EM Center

- In May 2018, the National Institutes of Health selected OHSU, in partnership with Pacific Northwest National Laboratory, as one of three national centers in Cryo-Electron Microscopy.
- Cryo-EM resolution is 'near-atomic' — allowing ever more detailed images of genes, proteins, viruses and cells, revealing how they change shape and interact when carrying out the functions of life.
- Cryo-EM is revolutionizing biology.
- NIH is investing \$128 million to establish all three centers, with the other two at Stanford and the New York Structural Biology Center.



Using Cryo-EM in the Neurosciences

- Neuroscientists bring in more than 30% of OHSU's extramural funding and are highly funded by NIH.
- Eric Gouaux, a senior scientist in the OHSU Vollum Institute and a Howard Hughes Medical Institute investigator, and colleagues published the complete molecular structure of an important molecule for brain function, the acid-sensing ion channel, in *Nature*.
- This opens an avenue for new drugs for schizophrenia, bipolar and other neuropsychiatric diseases.



Example 3: ONPRC, VGTI & TomegaVax

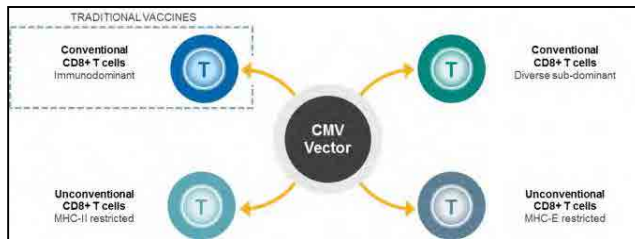
- In 1962, Oregon National Primate Research Center (ONPRC) founded by a grant from the National Institutes of Health. One of seven National Primate Research Centers, it officially merged with OHSU in 1998.
- In 2001, OHSU established the Vaccine & Gene Therapy Institute (VGTI) as a world class program in new therapeutic approaches to disease. VGTI faculty provide scientific leadership for ONPRC's Division of Pathobiology and Immunology.
- VGTI founding director Jay Nelson's research focuses on the molecular pathogenesis of cytomegalovirus (CMV) and vaccine adjuvant development.
- In 1999, Louis Picker recruited as professor and chief of pathobiology and immunology at ONPRC. His lab focuses on memory T cell biology, and collaborates with Jay Nelson to develop CMV as a vaccine vector for HIV—work supported by a \$25 million grant from the Gates Foundation in 2014.
- In 2011, TomegaVax was founded at OHSU by VGTI faculty. The company focused on development of vaccines and immunotherapies for chronic and recurring viral infections including HIV, HPV, Hepatitis B, and Herpes Simplex Virus.
- In 2017, Vir Biotechnology (seeded by ARCH, the Gates Foundation, Altitude Life Sciences, and Alta Partners) acquired TomegaVax.

Immunology: Vaccine and Gene Therapy Institute

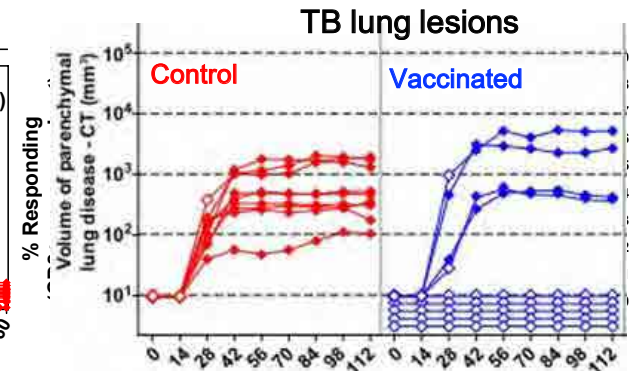
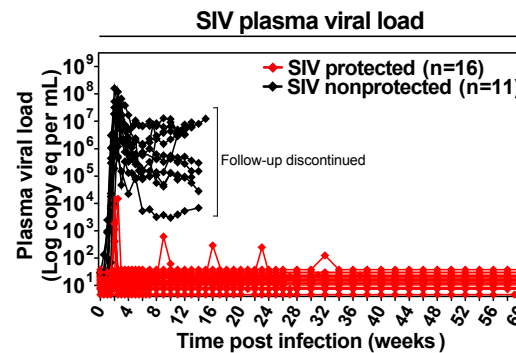
Translating basic science to human medicine by targeting prevention/ cure of HIV, TB, malaria, hepatitis B, and emerging pathogens



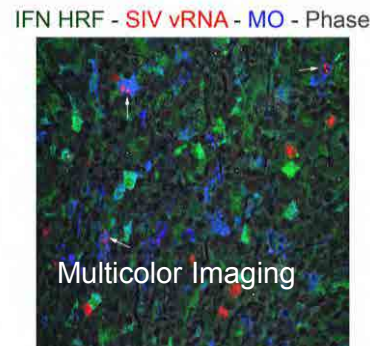
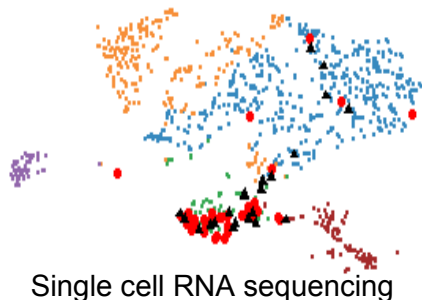
First vaccine capable of “programming” CD8 T cell responses



First vaccine to control highly pathogenic SIV and tuberculosis in monkeys



State-of-the-art technology



Successful commercialization by VGTI faculty-founded biotech



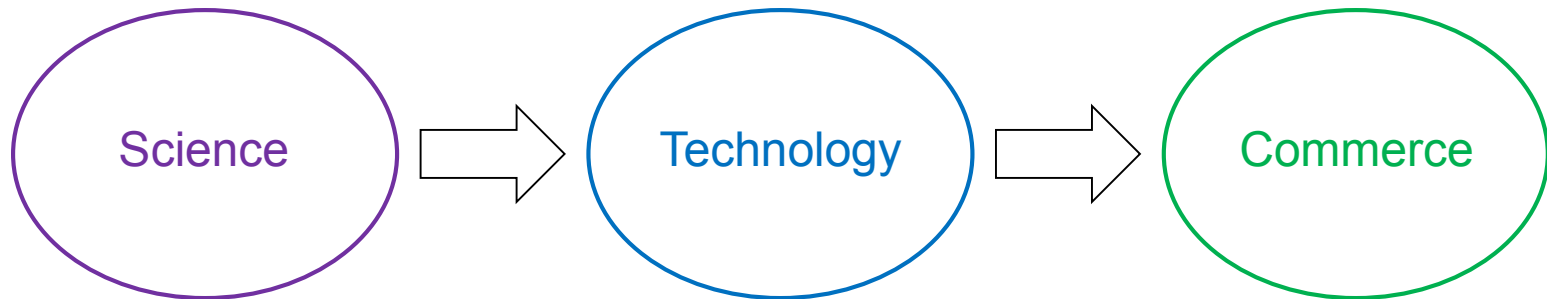
Basic science and early development



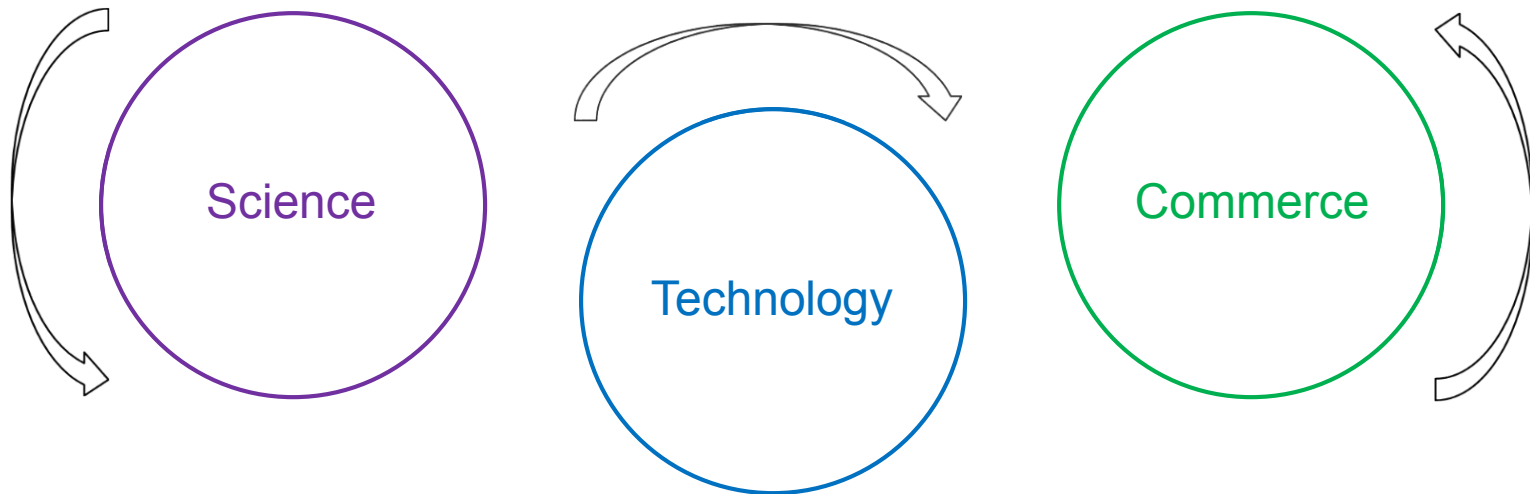
Infectious disease-focused immuno-therapy company acquired VGTI IP and multiple platform technologies (\$600 million raised)

Science is an Inherently Speculative Activity

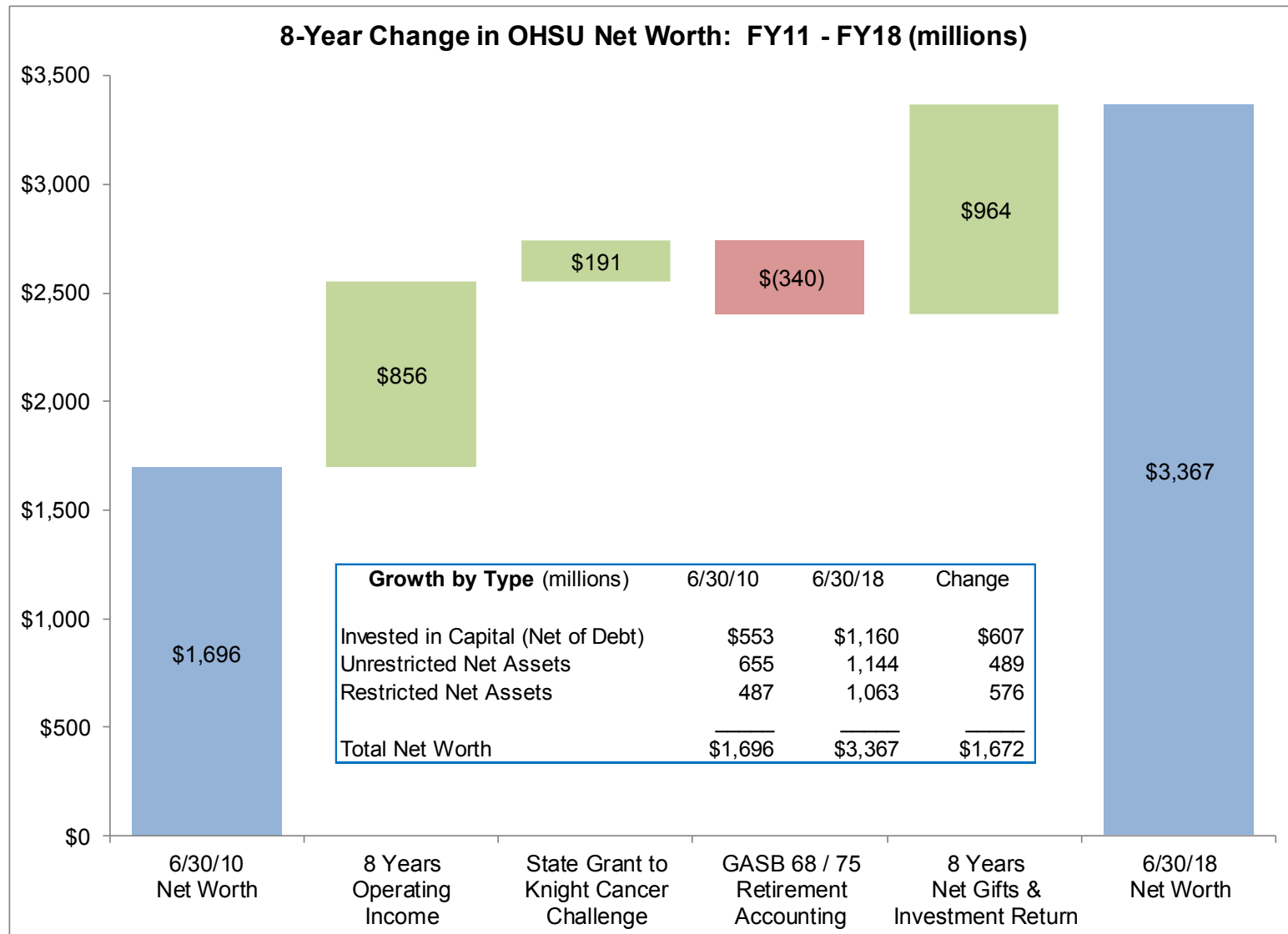
Paradigm 1: Linear Progression



Paradigm 2: Distinct but Interacting Domains



Net Worth Grows from Operations + Philanthropy



National Perspective: Rating Agency Results

- In February, OHSU provided an annual update to the three rating agencies:
 - Fitch affirmed AA- rating with Stable outlook
 - S&P affirmed AA- rating with Stable outlook
 - Moody's affirmed Aa3 rating with Stable outlook
- The reports were positive with similar themes, reflected in Moody's press release:

RATINGS RATIONALE

The Aa3 reflects our expectation that OHSU will continue to benefit from a number of well-established organizational strengths, including favorable operating performance, very strong philanthropy, a very selective academic program, strong research, and very strong clinical offerings which draw from across the state and from neighboring states. The University's strategic importance is enhanced by its role as an Oregon Public corporation and political subdivision of the state, and the only academic medical center in the State of Oregon. Challenges include a comparably high debt load, high levels of future projected capital spending, liquidity levels that are below the median for the rating category, and very high exposure to unfunded pension liability (per Moody's calculations).

RATING OUTLOOK

The stable outlook reflects our expectation that OHSU will sustain good operating performance in support of its somewhat large debt and capital programs, and that balance sheet measures will continue to improve over time.

National Perspective: Top Research Institutions

- In less than 10 years, OHSU's credit rating has increased from BBB+ to AA-
- In 2018, OHSU was 28th in NIH funding among all institutions
- Of the 27 institutions with more NIH funding, 22 have AA- or stronger ratings
- Strong science \leftrightarrow strong finance

<u>Rating</u>	<u># of Institutions</u>
AAA	6
AA+	5
AA	8
AA-	3
A+	1
A	1
A-	2
BBB+	0
Not rated	1

Securing Resources for OHSU 2025 Strategic Plan

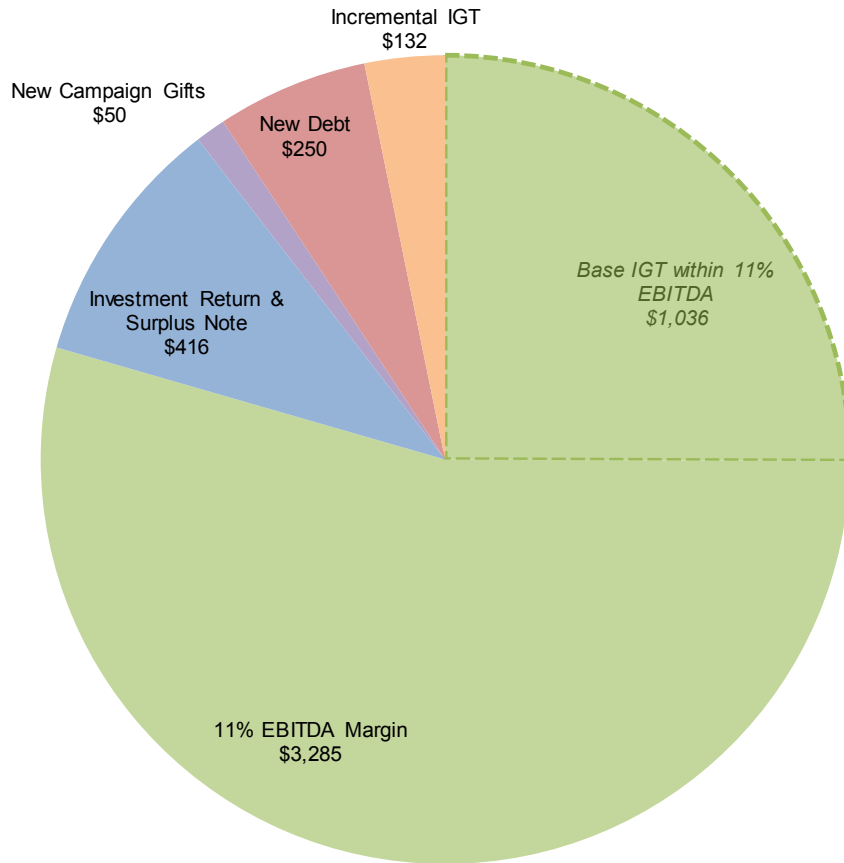
- This final section provides a high-level estimate of funds available for OHSU 2025 initiatives. Key assumptions include:
 - 7% revenue growth
 - 11% EBITDA margin
 - 3.5% investment return on OHSU-held cash balances
 - \$50 million in gifts above 7% trend and \$250 million in new debt
 - Continued pay-down of PERS pension liability
 - Enhanced IGT funding based on recent legislation (above FY19 budget base)
 - Clinical expansion underway and planned, including the Casey Eye Institute expansion, new adult medical/surgical beds, and replacement of neonatal intensive care unit (NICU) and related facilities.
- Over 7 years (FY20 through FY26), \$722 million could be available for OHSU 2025 initiatives, but back-loaded until after the OHSU Hospital Expansion Project (OHEP) is built.

Securing Resources for OHSU 2025 (continued)

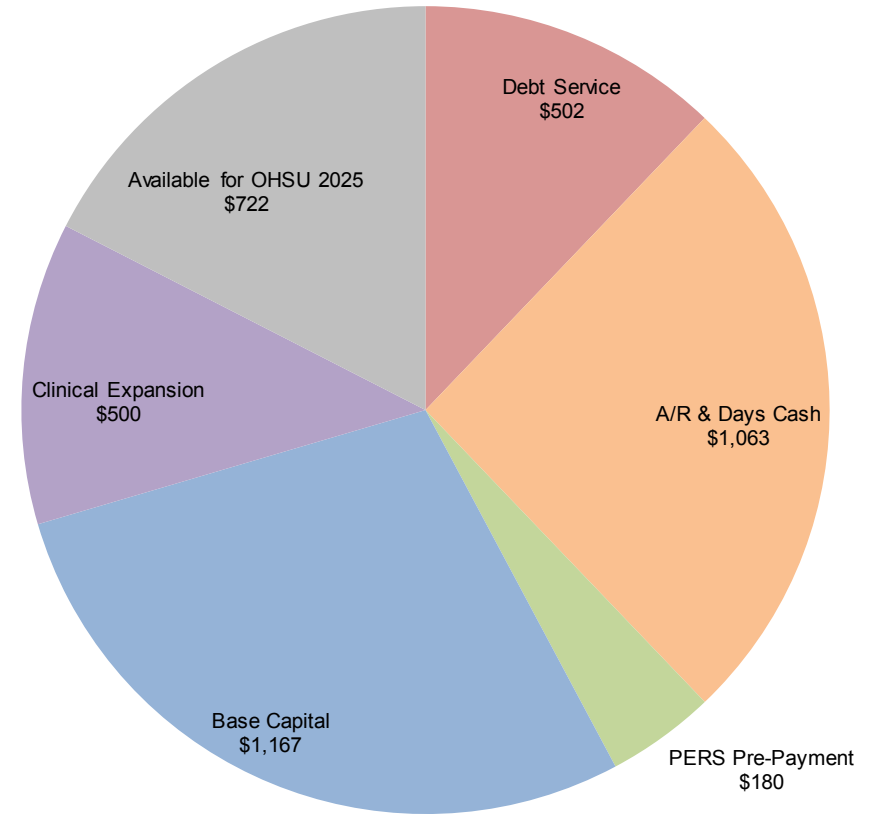
- The most important assumptions are the 11% EBITDA margin, reflecting OHSU's best recent performance, and fundraising above the 7% revenue trend.
- If the margin is 10% instead and no above-trend gifts are raised, available funds drop nearly in half over 7 years, and are even more back-loaded.
- \$250 million of new debt pushes the envelope on OHSU's AA- credit rating unless we also maintain robust earnings and philanthropy.
 - The AA ratings category is consistent with the strongest biomedical research organizations in the U.S.
- We will need to prioritize at least some initiatives with a rapid return on investment in order to secure an 11% EBITDA margin given the gap between payment rate growth and unit cost inflation.
- Put another way, returns from profitable initiatives will not increase the ~\$700 million available, but rather will secure the \$700 million, within this timeframe.

OHSU 2025: 7-Year Sources & Uses of Funds

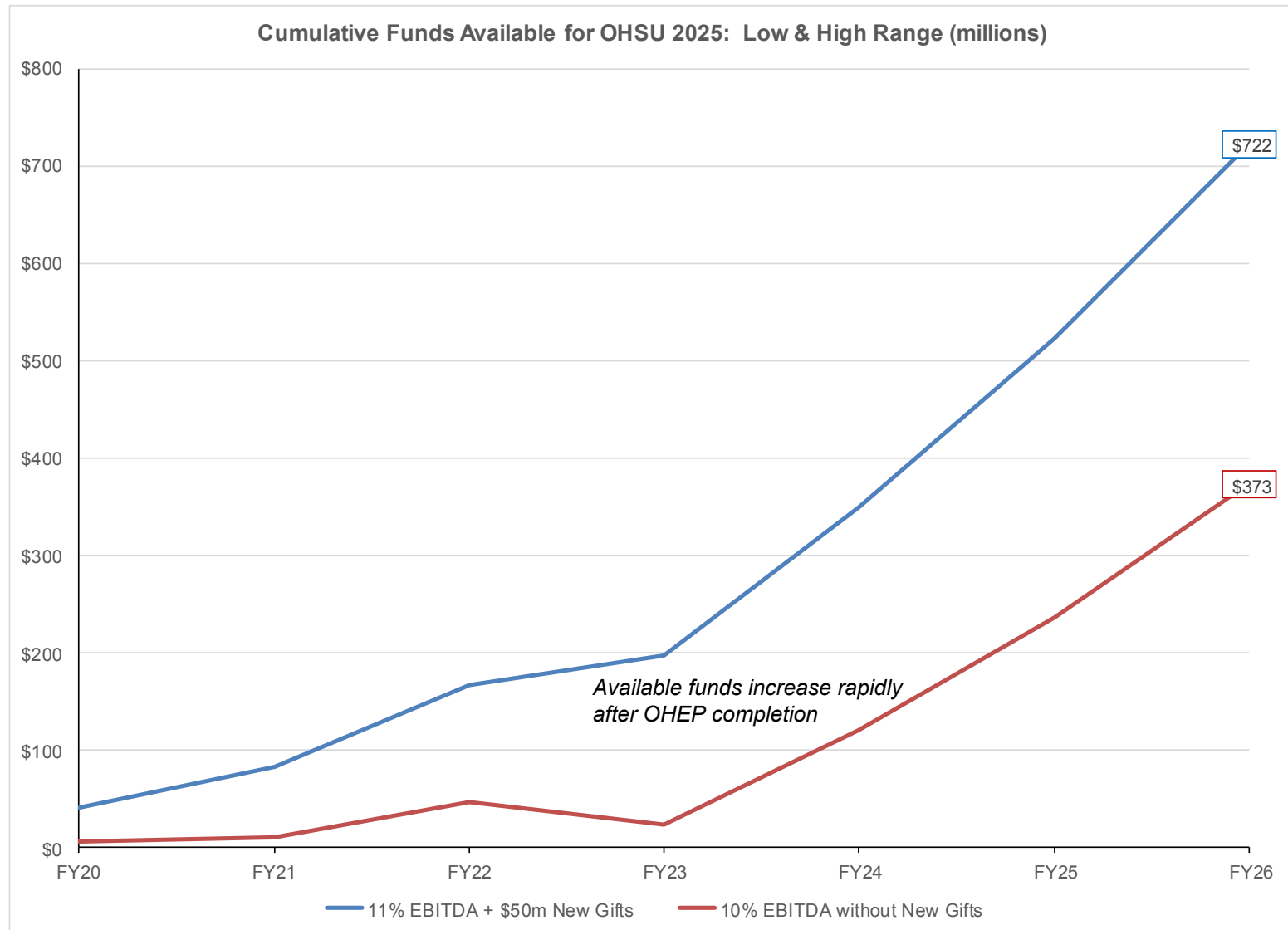
OHSU 2025: FY20 - FY26 Sources of Funds
(total = \$4.1 billion)



OHSU 2025: FY20 - FY26 Uses of Funds
(total = \$4.1 billion)



OHSU 2025: Range of Cumulative Funds Available



OHSU 2025: Targeted Sources & Uses by Year

OHSU 2025 (millions)	FY20	FY21	FY22	FY23	FY24	FY25	FY26	7 Yr Total
7% revenue trend	\$3,451	\$3,693	\$3,951	\$4,228	\$4,524	\$4,840	\$5,179	\$29,865
11% EBITDA margin	380	406	435	465	498	532	570	3,285
3.5% investment return	39	43	46	50	54	59	64	355
MODA surplus note	2	2	2	2	2	51	0	61
New campaign gifts applied			10	10	10	10	10	50
New debt applied		125	125					250
Sources of cash	421	576	618	527	564	652	643	4,001
Debt service	(59)	(74)	(74)	(74)	(74)	(74)	(74)	(502)
A/R growth	(25)	(27)	(29)	(31)	(33)	(35)	(38)	(218)
Held for level days cash	(96)	(105)	(112)	(120)	(128)	(137)	(147)	(845)
PERS side account	(10)	(15)	(15)	(15)	(25)	(75)	(25)	(180)
3.5% base capital spending	(150)	(155)	(161)	(166)	(172)	(178)	(184)	(1,167)
Clinical expansion spending	(55)	(175)	(160)	(110)				(500)
Uses of cash	(395)	(551)	(550)	(516)	(432)	(500)	(468)	(3,412)
Free cash flow for capital	26	25	68	11	132	153	176	590
Base IGT in 11% margin	120	128	137	147	157	168	180	1,036
Enhanced IGT at 87% cost	135	144	155	165	177	189	203	1,168
Incremental IGT available	15	16	18	19	20	21	23	132
Total OHSU 2025 funds	41	41	85	30	152	174	198	722
Cumulative funds available	\$41	\$82	\$167	\$198	\$349	\$524	\$722	

OHSU: Oregon's Premier Research University

- Essential position as the State's public health sciences university and only major academic health center
- 132-year history of educating Oregon's health providers
- World-class faculty generate ground-breaking discovery
- #1 ranked hospital in Oregon with 2.25 all-payer case mix
- Single leadership team unifies and leverages all missions
- Unwavering public and philanthropic support
- Superior financial performance with 7% top-line growth, 10%+ EBITDA margin and 4%+ operating margin
- *The proposed FY20 budget is designed to secure resources for continued success through OHSU 2025.*

Appendix: FY19 April YTD Financial Results

- OHSU operating income through April (10 months) is \$140 million, on 11% year-over-year revenue growth.
- Earnings are \$56 million above budget, of which \$20 million reflects one-time, items: lower start-up costs for CHH-2, implementation of paid-time off (PTO) for non-union employees, and an adjustment to prior-year accounts payable for hemophilia clotting factor. CHH-2 startup and PTO were included in the budget but at more conservative levels.
- The remaining \$36 million improvement occurs in central administrative and support areas (\$24 million), the Health System (\$7 million) and restricted funds (\$5 million, mostly from larger than anticipated grants for capitalized equipment).
- Compared to budget, revenues are up \$103 million supported by \$66 million of additional expense outside of accounting adjustments.
- April results demonstrate the continuing impact of Accelerate OHSU to:
 - Facilitate strong growth across programs
 - Capture a greater share of revenues generated by OHSU activities
 - Narrow the gap between payment rate growth and cost inflation
 - Hold incremental costs from growth to a fraction of incremental revenues.
- *The proposed FY20 budget aims to continue these trends.*

April Earnings \$140M on 11% Growth

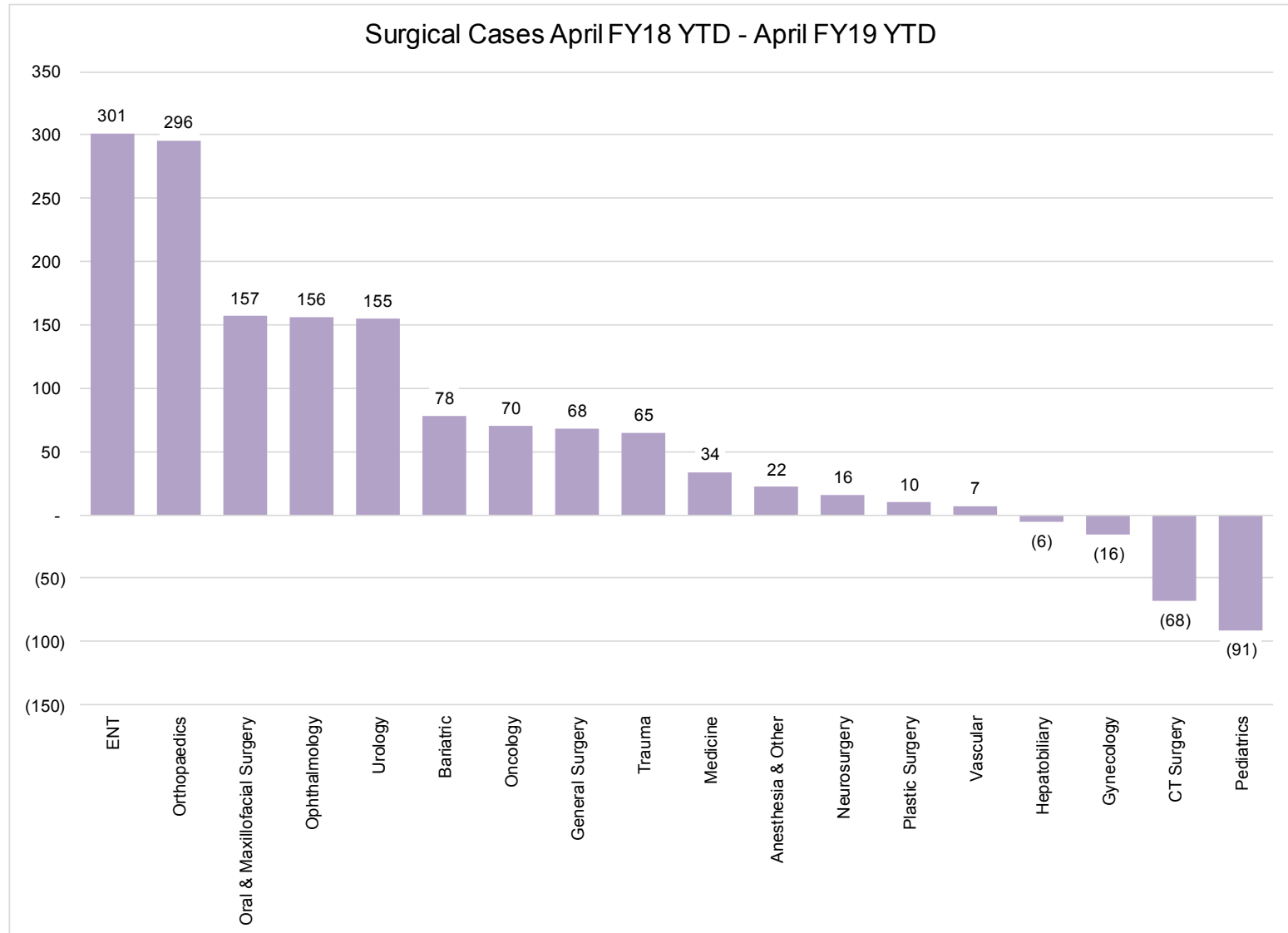
April YTD (10 months) (millions)	FY18 Actual	FY19 Budget	FY19 Actual	FY19 - Budget	FY19 / FY18
Net patient revenue (less tax)	\$1,680	\$1,780	\$1,841	\$61	10%
Medical Contracts	29	79	87	8	202%
Medicaid R&E IGT	79	93	93	0	18%
Grants & contracts	345	345	366	21	6%
Gifts applied	72	86	76	(10)	6%
Tuition & fees	62	64	66	2	6%
State appropriations	31	31	31	0	1%
Other revenue	120	93	113	19	-6%
Operating revenues	2,418	2,571	2,674	103	11%
Salaries & benefits	1,447	1,527	1,569	43	8%
Services & supplies	733	791	816	25	11%
Depreciation	126	140	138	(2)	10%
Interest	24	25	26	0	6%
Operating expenses	2,330	2,483	2,549	66	9%
Oper. income (before one-time items)	\$88	\$88	\$125	\$36	42%
CHH-2 start-up		(20)	(14)	6	
PTO change		15	23	8	
Prior-year clotting factor A/P			6	6	
Oper. income (budget basis)	\$88	\$83	\$140	\$56	

Note: Medical contracts for faculty services at partner sites were partially included in other revenue lines in FY18.

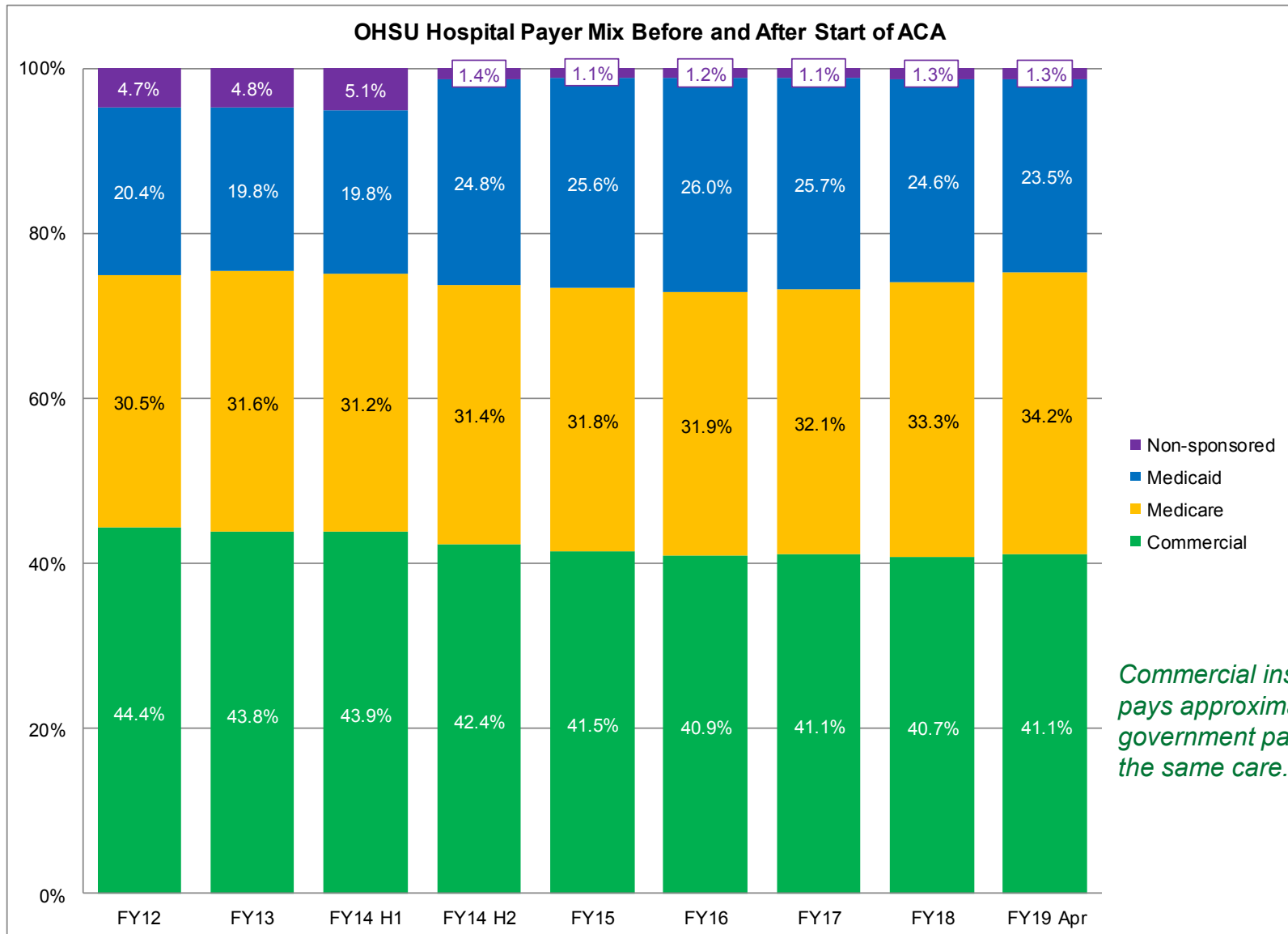
O/P Visits, Surgical & Casemix Drive Growth

OHSU Patient Activity April YTD (10 months)	FY18 Actual	FY19 Budget	FY19 Actual	Actual / Budget	Actual / Last Year
Inpatient admissions	24,257	24,654	24,092	-2.3%	-0.7%
Average length of stay	5.96	5.90	6.13	3.9%	2.9%
Average daily census	465	465	475	2.0%	2.1%
Day/observation patients	33,220	33,913	35,208	3.8%	6.0%
Emergency visits	40,344	42,210	38,713	-8.3%	-4.0%
Ambulatory visits	789,648	820,116	821,036	0.1%	4.0%
Surgical cases	29,426	30,647	30,680	0.1%	4.3%
Casemix index	2.17	2.20	2.25	2.3%	3.7%
Outpatient share of activity	51.2%	51.2%	52.2%	2.0%	2.0%
CMI/OP adjusted admissions	108,035	111,062	113,628	2.3%	5.2%

Surgical Cases Up 1,254 or 4% Year-over-Year



Commercial Share Stable Since FY16



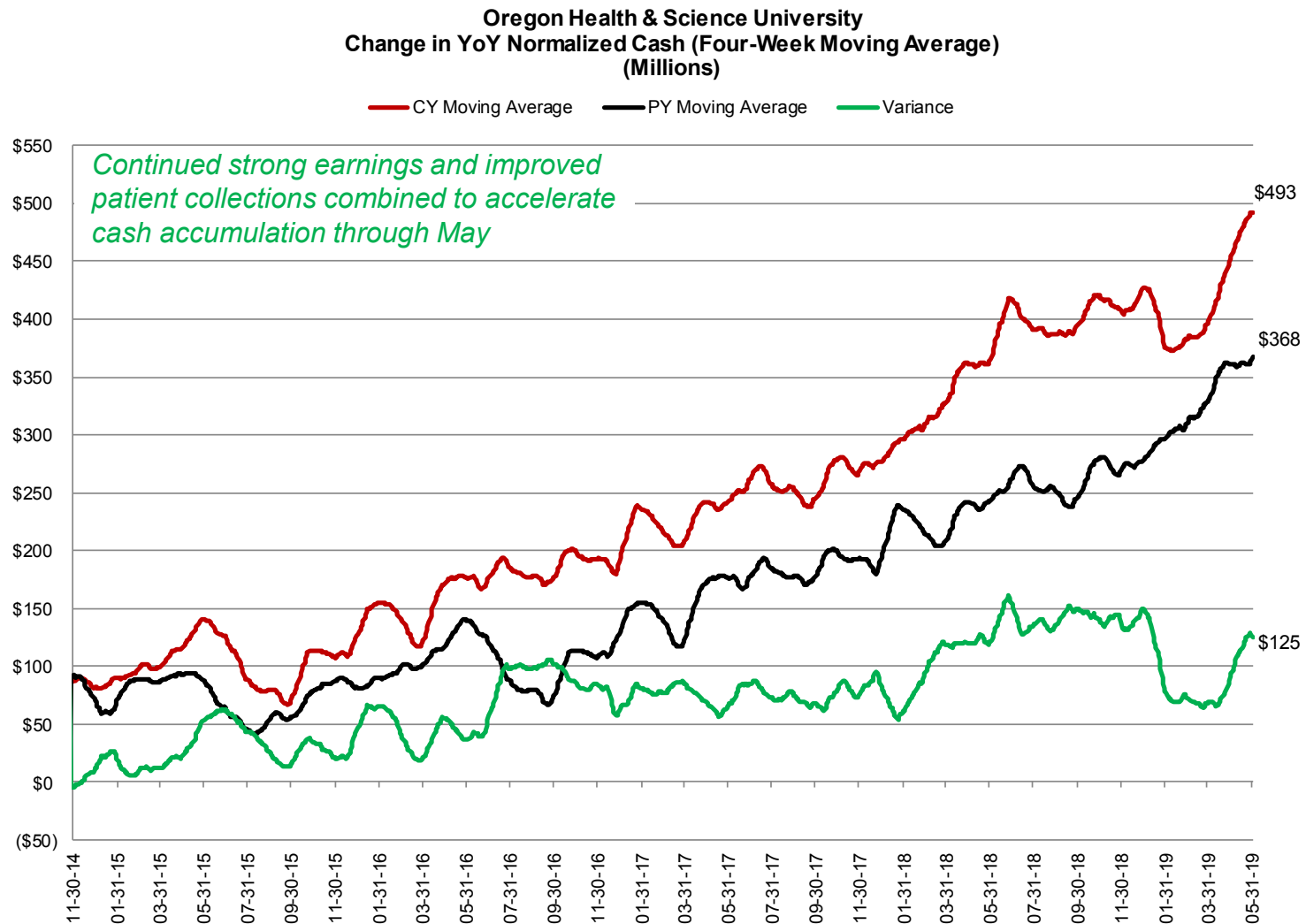
YTD Cash Up \$174M with Net Worth Up \$218M

Balance Sheet (millions)	6/30/18	4/30/19	Change
Operating cash & investments	\$926	\$1,097	\$171
Quasi-endowment funds	94	97	3
Moda surplus note, net	34	34	0
OHSU cash & investments	1,054	1,228	174
Trustee-held bond funds	61	21	(40)
Funds Held by Trustee - SoPH	1	11	11
Total cash & investments	1,115	1,260	145
Net physical plant	2,009	2,065	55
Interest in Foundations	1,388	1,361	(27)
Long-term debt	(980)	(960)	20
GASB 68 pension items, net	(327)	(327)	0
Working capital & other, net	162	186	25
OHSU net worth	3,367	3,585	218

Oper. income (budget basis)	140
State grant to KCC	8
Gift funding for KCRB	18
OHSU investment return	56
Gain (loss) from Foundations	(27)
Other non-operating items	22
Total change in net worth	\$218

FY19 Cash Flow (millions)	Apr YTD
Oper. income (budget basis)	\$140
State grant to KCC	8
Gift Funding for KCRB	18
Depreciation	138
OHSU investment return	56
Sources of OHSU cash	361
Regular principal repaid	(20)
Capital spending	(193)
Funds Held by Trustee - SoPH	11
Other working capital, net	16
Uses of OHSU cash	(187)
Sources less uses of cash	174
6/30/18 balance	1,054
4/30/19 balance	\$1,228

Growth in Cash Balances Recovered through May



Oregon Health & Science University

DRAFT

Academic Year Tuition & Fee Book

2019-2020

Prepared by:
The Office of the Registrar

June 27th, 2019



Tuition & Fee Book

Academic Year 2019-2020

Oregon Health & Science University

The tuition and fee policies as outlined in this document apply to the Summer, Fall, Winter and Spring terms of the 2019-2020 academic year. All prior academic year *Tuition & Fee Books* are repealed except as to rights or obligations previously acquired or incurred thereunder.

I. Definitions

A. Full-Time Student

A full time undergraduate student is one who is enrolled for at least 12 credits and not more than 18 credits per term. A full time graduate/professional student is one who is enrolled for at least 9 credits and not more than 16 credits per term. Students may be charged mandatory enrollment fees for all credits enrolled for during a term.

B. Mandatory Enrollment Fees

Mandatory enrollment fees are those tuition and fees that a student is assessed for which the student has no discretion not to pay. Mandatory enrollment fees include, but are not limited to: Tuition, University Fee, Major Medical Insurance, Dental Insurance, Student Council Fee and others. There may be differentials for some tuition or fees based on residency, campus location or other criteria. Mandatory enrollment fees are set by the OHSU Board of Directors.

C. Over-Time Student

An over-time student is one who is enrolled in more than the maximum credits designated as full-time (more than 18 credits for undergraduate students; more than 16 credits for graduate students).

D. Part-Time Student

A part-time student is one who is enrolled in less than the minimum number of credits per term required of a full-time student (fewer than 12 credits for undergraduate students; fewer than 9 credits for graduate/professional students).

E. Resident Student

A resident student for tuition purposes is one who meets the criteria of [OHSU Residency Policy 2-10-010](#). Students should reference the OHSU Residency Policy to determine if they qualify for the resident student tuition rate.

II. Tuition Policies

A. Tuition Differentials

Resident and non-resident tuition differentials may apply to students enrolled in certain academic programs.

B. Advance Tuition Deposit

OHSU determines the student population for whom a tuition deposit will be required. The amount of the deposit varies and is set by the academic program.

C. Tuition Refund Schedule

Refunds of tuition and/or fees may be granted to students in accordance with the refund schedule on file with the university [Registrar's Office](#). This schedule shall be prepared annually. There is no refund for Employee Tuition Benefits. No refunds are issued for fees after the 100% refund date.

Notification of program Withdrawal or Leave of Absence is required and can be completed by submitting a "Withdrawal/Leave of Absence" form available from the university Registrar's Office. Students who believe that their circumstances warrant exceptions to the published refund schedule may submit a letter of appeal to the university Registrar.

The following uniform refund schedules are established for all schools:

11- or 12-week term:

<i>Starting from the Day on Which Classes Begin for the Term:</i>	<i>Percent Refund</i>
Complete or Partial Withdrawal Before the Close of the 11 th Day After Classes Begin for the Term	100%
Before the Close of the 25 th Day After Classes Begin for the Term	50%

Summer A and Summer B (6-week term):

<i>Starting from the Day on Which Classes Begin for the Term:</i>	<i>Percent Refund</i>
Complete or Partial Withdrawal Before the Close of the 4 th Day After Classes Begin for the Term	100%

Before the Close of the 11th Day
After Classes Begin for the Term

50%

The refund for course load reduction applies to all students reducing credit hours except for those credit hours within a tuition plateau. Any student with orders to report for active military duty may withdraw at any time during the term and receive a full refund. If sufficient course work has been accomplished and the faculty of record feels justified in granting credit for the course work completed, credit may be granted and withdrawal proceedings are unnecessary.

D. Non-Resident Tuition Exemption for School of Nursing Programs

Non-resident undergraduate or graduate nursing students who are residents of counties adjacent to the Oregon border in California, Idaho, Nevada or Washington pay resident tuition rates. Non-resident undergraduate nursing students on the La Grande campus will also pay resident tuition rates if they are residents of Idaho or Washington and have completed at least one term at Eastern Oregon University (EOU) while paying the EOU resident tuition rate, prior to entering the OHSU undergraduate nursing program. Students eligible for either of these exemptions must notify the Registrar's Office by the first day of the academic term. Tuition for terms prior to the date the student notifies the Registrar's Office will continue to be charged at the non-resident rate.

Non-resident PhD and post-master's DNP nursing students from states participating in the Western Regional Graduate Program of the Western Interstate Commission for Higher Education pay resident tuition rates. Participants include Alaska, Arizona, California, Colorado, Hawaii, Idaho, Montana, Nevada, New Mexico, North Dakota, South Dakota, Utah, Washington, Wyoming and the Commonwealth of the Northern Mariana Islands. Students eligible for this exemption must notify the Registrar's Office by the first day of the academic term. Tuition for terms prior to the date the student notifies the Registrar's Office will continue to be charged at the non-resident rate.

E. OHSU Tuition Promise

2013-2014 OHSU Tuition Promise: All students enrolled during 2013-14 in one of the eligible degree programs listed below will not incur a tuition rate increase over their 2013-14 tuition rates during the remaining years of their degree (as long as the degree is completed within the normal timeline as specified by the degree program).

2014-2015 OHSU Tuition Promise: All new students enrolled during 2014-15 in one of the eligible degree programs listed below will not incur a tuition rate increase over their 2014-15 tuition rates during the remaining years of their degree (as long as the degree is completed within the normal timeline as specified by the degree program).

2015-2016 OHSU Tuition Promise: All new students enrolled during 2015-16 in one of the eligible degree programs listed below will not incur a tuition rate increase over their 2015-16 tuition rates during the remaining years of their degree (as long as the degree is completed within the normal timeline as specified by the degree program).

2016-17 OHSU Tuition Promise: All new students enrolled during 2016-17 in one of the eligible degree programs listed below will not incur a tuition rate increase over their 2016-17 tuition rates during the remaining years of their degree (as long as the degree is completed within the normal timeline as specified by the degree program).

2017-18 OHSU Tuition Promise: All new students enrolled during 2017-18 in one of the eligible degree programs listed below will not incur a tuition rate increase over their 2017-18 tuition rates during the remaining years of their degree (as long as the degree is completed within the normal timeline as specified by the degree program).

2018-19 OHSU Tuition Promise: All new students enrolled during 2018-19 in one of the eligible degree programs listed below will not incur a tuition rate increase over their 2018-19 tuition rates during the remaining years of their degree (as long as the degree is completed within the normal timeline as specified by the degree program).

2019-20 OHSU Tuition Promise: All new students enrolled during 2019-20 in one of the eligible degree programs listed below will not incur a tuition rate increase over their 2019-20 tuition rates during the remaining years of their degree (as long as the degree is completed within the normal timeline as specified by the degree program).

Students eligible for the OHSU Tuition Promise must be enrolled in one of the following degree programs at any OHSU campus:

- *MD*
- *MD/MPH**
- *DMD*
- *Master of Physician Assistant Studies*
- *Master of Science in Human Nutrition*
- *Master of Nursing or Doctor of Nursing Practice in Adult Gerontology Acute Care*
- *Master of Nursing or Doctor of Nursing Practice in Nurse Anesthesia*
- *Master of Nursing or Doctor of Nursing Practice in Family Nurse Practitioner*
- *Master of Nursing or Doctor of Nursing Practice in Nurse Midwifery*
- *Master of Nursing or Doctor of Nursing Practice in Pediatric Nurse Practitioner*
- *Master of Nursing or Doctor of Nursing Practice in Pediatric Primary & Acute Care Nurse Practitioner*
- *Master of Nursing or Doctor of Nursing Practice in Psychiatric Mental Health Nurse Practitioner*
- *Bachelor of Science in Radiation Therapy*
- *3-Year OCNE Bachelor of Science in Nursing (excluding RN/BS)*
- *Accelerated Bachelor of Science in Nursing*

**Only students matriculating as first year students into the MD/MPH in 2016-17 or later will be eligible for the MD/MPH Tuition Promise for the five year period of their program. MD/MPH students matriculated prior to 2016-17 are only eligible for the MD Tuition Promise rate during the terms they are charged tuition as MD students.*

While the tuition rate for eligible students will remain the same under the OHSU Tuition Promise, other expenses such as fees, books, supplies or equipment charges are subject to change.

If a student exhausts the specified length of the degree program, they will no longer be eligible for the OHSU Tuition Promise and their tuition rate may increase at that time. Students wishing to request an extension of their OHSU Tuition Promise may submit an appeal by emailing Cherie Honnell, Vice Provost for Enrollment Management & Academic Programs, at honnellc@ohsu.edu. Appeals are reviewed on a case by case basis. A student dissatisfied with a decision made by the Vice Provost for Enrollment Management & Academic Programs may, within ten (10) business days of the date of the notification of the decision, appeal the decision to the OHSU Provost. An appeal to the OHSU Provost shall be in writing only. The Provost's decision shall be final.

Students with approved tuition promise extensions shall be charged the tuition rate of their promise for the length of time specified by the Vice Provost or Provost. Students with tuition promise extensions should refer back to previous year's Academic Year Tuition & Fee Books for tuition information, and this 2019-2020 Academic Year Tuition & Fee Book for current information on other expenses such as fees, equipment charges, etc.

III. Fee Policies

A. Application Fee

An application fee will be assessed to all students seeking formal admission to an OHSU academic program. This includes those students advancing from an undergraduate program to a graduate program as well as all international students. An application will not be evaluated until the application fee has been received. The amount of the application fee varies and is set by the academic program. Application fees are not refundable.

If a student applies to enroll for Summer, Fall or Winter term of an academic year but delays enrollment until a subsequent term, a second application fee will not be assessed if enrollment occurs within that academic year. If enrollment is delayed until the subsequent academic year, a second application fee will be assessed.

B. Other Fees, Fines, and Service Charges

- | | | |
|----|-----------------------|---------|
| 1. | Late Registration Fee | \$35.00 |
| 2. | Returned Check | \$40.00 |

A returned check charge will be assessed in the amount of \$40.00. Also, a late registration fee may be assessed if the returned check was used to pay tuition/fees.

- | | | |
|----|----------------|--|
| 3. | Transcript Fee | |
|----|----------------|--|

	Official copy, ordered 48 hours in advance	\$20.00
	Official copy, same day service	\$25.00
	Individuals requesting priority delivery will be charged an extra fee based on delivery location(s) in addition to the transcript fee.	
4.	Certified Copies of Diplomas	\$10.00
	Individuals requesting priority delivery will be charged an extra fee based on delivery location(s) in addition to the cost of the certified copy of the diploma.	
5.	Duplicate Diploma	\$60.00
6.	Medical Student Performance Evaluation (MSPE)/Dean's Letter	\$10.00
	Individuals requesting priority delivery will be charged an extra fee based on delivery location(s) in addition to the cost of the MSPE/Dean's Letter.	
7.	Archived Records Retrieval Fee	\$20.00
8.	Copies of Education Records (except as exempted for release by <i>Family Educational Rights and Privacy Act (FERPA)</i> and university <i>Student Records Policy</i>)	
	1 st Page	\$ 5.00
	Each Additional Page:	\$ 1.00
9.	Examination for Credit	Up to \$40.00
	Institution-administered examination for credit, per course examination, regardless of credit hours involved.	
10.	Graduation Fee	\$60.00
11.	International Student Fee, per term	\$50.00
	International students on F1 or J1 visas will be assessed a fee to support the tracking requirements associated with the international student SEVIS system.	
12.	Nursing Graduate Program Enhancement Fee, per term	\$1250.00
	A fee assessed to graduate nursing students who have been determined, based on admissions criteria, to require specialized support services in areas of language competencies (reading, writing, listening, speaking) and orientation to graduate academic life. Students' needs for such services are evaluated during the admissions process.	

13. Regional Campus Fees for Undergraduates in Nursing

Students in the undergraduate nursing programs at Eastern Oregon University, Oregon Institute of Technology, Southern Oregon University, or Western Oregon University will pay campus fees directly to those institutions. Students should contact the Regional University where they will be located for the specific fee amounts.

14. Nursing Education Xchange (NEXus) Course Fee, per credit \$577.00

A per-credit fee assessed to students taking courses at OHSU as part of the Nursing Education Xchange (NEXus) while enrolled in a doctoral nursing program at another NEXus member institution.

15. Undergraduate Medical Education Visiting Student Fee, per rotation \$75.00

A fee charged to visiting MD students participating in OHSU rotations.

IV. Other Policies

A. Student Health Insurance Plan

OHSU requires students to carry major group health/dental insurance. For students with other major group health coverage, an insurance waiver application is available. For waiver application information and deadlines, refer to the [JBT Health & Wellness Center website](#).

B. Institutional Authority to Adjust Charges

OHSU institutional officials may make tuition refunds and waive fines or charges that result from circumstances beyond the student's control or are for the best interest of the institution. Institutional officials may also add and revise tuition or fee amounts established herein, for program changes or additions made after the adoption of this *Academic Year Tuition & Fee Book* by the Board.

C. Charges for Services to Non-students

This *Academic Year Tuition & Fee Book* does not identify charges for services that are continuously offered to persons other than students.

D. Courses Taken at Other Institutions

Students enrolled in coursework at an institution other than OHSU (regardless of whether the coursework is required by OHSU) are responsible for all costs (tuition and other fees) charged by that institution.

E. Auditors

Students enrolled in a combination of credit and audit courses or audit only will be assessed for the total credits under the tuition and fee schedule appropriate to their classification and residency.

F. Employee Education Assistance Benefit (EAB) Program

An Employee Education Assistance Benefit program is available for some OHSU academic programs. Refer to the [Education Assistance Benefit](#) information page on the Human Resources website for more information.

V. Accounts Receivable Policy

A. Student Responsibilities

At the time a student formally registers for classes, either by signing and submitting the appropriate registration forms to the Registrar's Office, or by registering online, the student agrees to:

1. Assume financial responsibility for any tuition and fees as posted to his/her student account.
2. Abide by the official school policies regarding withdrawal from the University.
3. Assume the responsibility for understanding the University's official policy concerning schedule changes and satisfactory academic progress which may result in additional charges or the loss of eligibility for certain types of financial aid. It is the student's responsibility to understand how any changes to financial aid eligibility can affect his/her financial situation.
4. Make sure OHSU student records are current and advise of any demographic changes such as name, address, telephone and email.

B. Payment Due Dates

Accounts Receivable approved financial arrangements must be in place one week after the start of classes for each program. Electronic Bills, or E-Bills, for tuition and fees are the official student billing method for OHSU. E-Bills are sent on the second Tuesday of every month.

Students that do not receive an E-Bill can confirm account charges by accessing the online [Student Information System](#) or by calling the Cashier's Office at (503) 494-8243. All students must pay on time even if an E-Bill is not received. Students should refer to the billing statement for the last day to pay tuition and fees in full before late charges are assessed.

C. Payment Options

Payment to student accounts can be made in the following ways:

Credit/Debit Card – Credit/Debit card payments can be made online through the Student Information System (which is a secure payment option) or by phone.

Check – Payments made via check can be sent via US mail or campus mail.

Cash – Cash payments to student accounts can be made in person at Marquam Plaza.

D. Refunds

A credit balance on a student account is created when financial aid, payments and other credits exceed total charges due. A refund of the credit balance will be processed and returned to the student using the following methods:

Direct Deposit – Direct deposit is the electronic transfer of funds into a checking account. It is the quickest, safest and most convenient way to receive a refund. To elect to have refunds direct deposited, students need to log into the OHSU Student Information System, select Student Services, select Student Records, then select Set Up Direct Deposit.

Credit Card – If payment is made on a student account by credit card, then credit will be issued to the original credit card. Students receiving financial aid for the same academic term will have their account reviewed to determine where the refund will be sent.

Check – Refunds in the form of a check will be mailed directly to the student's address on file. Please be aware that there is a 24 hour hold on all checks before they can be disbursed.

E. Payment Plans

The OHSU Student Accounts Office is responsible for billing and collection of tuition and fees. It is the goal of this office to work with students to resolve outstanding balances. It is understood that students and their families may experience financial difficulties and it is important for those types of issues to be communicated to the Student Accounts Office at an early stage. The Student Accounts Office offers payment plans to assist with the budgeting of the cost of education. However, those plans are only available to students prior to the due date of their bill. Students are urged to contact the Student Accounts Office prior to the due date of the bill to discuss any financial concerns that they may have. The earlier the issue is discussed the more tools are available to assist students in resolving the situation since **all** tuition/fees accrued in one term must be paid before registering for another term.

F. Educational Promissory Note

OHSU offers extended payment terms utilizing an Educational Promissory Note for unpaid tuition and fees. The Educational Promissory Note is a mandatory note and a new note is required every year.

G. Contractual Agreements

OHSU recognizes that employers or a third party may pay tuition and/or fees on behalf of students. These agreements are made between the student and the employer or third party. Students are responsible for meeting the requirements of the agreement such as grades and for any charges not paid by the employer or third party. Contractual agreements received from a government agency are between the US Government and OHSU. OHSU accepts only third party contracts that are on official company letterhead and include the following billing information: student's name, tuition quarter and amount paying.

H. Collection Actions

If the balance is not resolved by the due date, a financial hold is placed on the account. Other collection actions on delinquent accounts include:

1. Prevention of students from registering for classes.
2. Hold on registration, official transcripts, licensure certification, degree verifications, diplomas and grades.
3. Debt referral to third party collection agency.
4. Tax offset of debt against State of Oregon Income Tax Refund.
5. Accounts with unresolved balances are subject to additional collection charges based on a percentage up to a maximum of 30% of the delinquent account, together with all costs and expenses, including reasonable attorneys' fees, incurred by OHSU in collection efforts.
6. Litigation against debtor.

I. Withdrawals

Should a student withdraw during the term, all refunds are to be applied to any outstanding balance, and any remaining balance will immediately be due and payable.

J. Delinquent Accounts

Students should refer to the billing statement for the last day to pay tuition and fees in full before late charges are assessed. If payment is not paid in full by the stated due date, then the following policies may apply.

1. Interest will be assessed at a rate of 1.5% per month of the outstanding balance.
2. All accounts over 121+ days delinquent will be sent to Oregon Department of Revenue tax offset program.
3. Accounts referred to an outside collection agency will be subject to additional collection charges based on a percentage up to a maximum of 30% of the delinquent account, together with all costs and expenses, including reasonable attorneys' fees, incurred by OHSU in collection efforts. After an account has been turned over to a

collection agency, OHSU can no longer accept payment on the account and students must remit payment directly to the agency.

4. OHSU reserves the right to recover all costs involved with the collection and/or litigation of delinquent accounts.
5. OHSU is a non-profit institution of higher learning. Student receivable accounts are considered to be educational loans offered for the sole purpose of financing an education and are not dischargeable in bankruptcy proceedings.
6. OHSU reserves the right to demand payment in the form of a certified check, money order, cash or credit card in the event that one or more checks have been returned unpaid for any reason.

Refer to the [Student Accounts Office](#) website for additional information.

OHSU 2019-2020 Academic Year Tuition and Fee Book

INDEX

Draft 6/27/2019

[Dietetic Intern or Master of Science in Human Nutrition, Food Systems & Society](#)

[Physician Assistant](#)

[Radiation Therapy Technology](#)

[DMD or Graduate Dental](#)

[MD or MD/MPH](#)

[School of Medicine PhD](#)

[Medical Physics](#)

[Biomedical Informatics, Health & Clinical Informatics, or Bioinformatics & Computational Biomedicine](#)

[Master of Clinical Research, Certificate in Human Investigations or Health Sciences Technology Entrepreneurship Certificate](#)

[Master of Science in Computer Science and Engineering or Electrical Engineering](#)

[Master of Business Administration, Master of Science or Certificate in Healthcare Management](#)

[Master of Public Health - On Campus; MS or Certificate in Biostatistics; and School of Public Health PhD](#)

[Master of Public Health or Certificate in Public Health - Online](#)

[Undergraduate Nursing Accelerated Bachelor - Ashland](#)

[Undergraduate Nursing Accelerated Bachelor - Portland](#)

[Undergraduate Nursing - Ashland, Klamath Falls, La Grande, Monmouth](#)

[Undergraduate Nursing - Portland](#)

[Undergraduate Nursing RN/BS](#)

[Doctor of Nursing Practice, Master of Nursing, or Post-Master Certificate in an Advanced Practice Specialty](#)

[PhD or Doctor of Nursing Practice in Nursing](#)

[Nurse Anesthesia](#)

[Nursing Education and Health Systems & Organizational Leadership](#)

[Pharm.D.](#)

Dietetic Intern or Master of Science in Human Nutrition or Food Systems & Society

2019-2020 Tuition & Fee Charges By Term

Draft 6/27/2019

Tuition	University	Student	Dental	Major Medical	Total Charges
Residents Non-Residents	Fee	Council Fee	Insurance*	Insurance*	Residents Non-Residents

MS in Human Nutrition Students Qualifying for the 2019-20 or 2018-19 Tuition Promise and Dietetic Interns

9 credit hours	6750.00	6750.00	572.00	16.00	117.79	1485.85	8941.64	8941.64
Per Credit								
1 credit hour	750.00	750.00	339.00	0.00	117.79	1485.85	2692.64	2692.64
2 credit hours	1500.00	1500.00	339.00	0.00	117.79	1485.85	3442.64	3442.64
3 credit hours	2250.00	2250.00	339.00	0.00	117.79	1485.85	4192.64	4192.64
4 credit hours	3000.00	3000.00	339.00	0.00	117.79	1485.85	4942.64	4942.64
5 credit hours	3750.00	3750.00	339.00	0.00	117.79	1485.85	5692.64	5692.64
6 credit hours	4500.00	4500.00	339.00	0.00	117.79	1485.85	6442.64	6442.64
7 credit hours	5250.00	5250.00	339.00	0.00	117.79	1485.85	7192.64	7192.64
8 credit hours	6000.00	6000.00	339.00	0.00	117.79	1485.85	7942.64	7942.64
Each Additional Hour	750.00	750.00						

MS in Food Systems and Society (admitted Summer 2019 or later)

9 credit hours	6075.00	6075.00	339.00	16.00	0.00	0.00	6430.00	6430.00
Per Credit								
1 credit hour	675.00	675.00	339.00	0.00	0.00	0.00	1014.00	1014.00
2 credit hours	1350.00	1350.00	339.00	0.00	0.00	0.00	1689.00	1689.00
3 credit hours	2025.00	2025.00	339.00	0.00	0.00	0.00	2364.00	2364.00
4 credit hours	2700.00	2700.00	339.00	0.00	0.00	0.00	3039.00	3039.00
5 credit hours	3375.00	3375.00	339.00	0.00	0.00	0.00	3714.00	3714.00
6 credit hours	4050.00	4050.00	339.00	0.00	0.00	0.00	4389.00	4389.00
7 credit hours	4725.00	4725.00	339.00	0.00	0.00	0.00	5064.00	5064.00
8 credit hours	5400.00	5400.00	339.00	0.00	0.00	0.00	5739.00	5739.00
Each Additional Hour	675.00	675.00						

MS in Food Systems and Society (admitted Spring 2019 or earlier)

9 credit hours	5769.00	5769.00	0.00	0.00	0.00	0.00	5769.00	5769.00
Per Credit								
1 credit hour	641.00	641.00	0.00	0.00	0.00	0.00	641.00	641.00
2 credit hours	1282.00	1282.00	0.00	0.00	0.00	0.00	1282.00	1282.00
3 credit hours	1923.00	1923.00	0.00	0.00	0.00	0.00	1923.00	1923.00
4 credit hours	2564.00	2564.00	0.00	0.00	0.00	0.00	2564.00	2564.00
5 credit hours	3205.00	3205.00	0.00	0.00	0.00	0.00	3205.00	3205.00
6 credit hours	3846.00	3846.00	0.00	0.00	0.00	0.00	3846.00	3846.00
7 credit hours	4487.00	4487.00	0.00	0.00	0.00	0.00	4487.00	4487.00
8 credit hours	5128.00	5128.00	0.00	0.00	0.00	0.00	5128.00	5128.00
Each Additional Hour	641.00	641.00						

*Insurance is charged Fall, Winter, and Spring for continuing Nutrition or Dietetic Intern students and Nutrition or Dietetic Intern students admitted in those terms. Dietetic Interns admitted Summer 2019 and Nutrition students admitted Summer 2019 starting courses in August will be charged \$646.00 (Major Medical) and \$50.34 (Dental) for Summer 2019 coverage. Nutrition students admitted Summer 2019 starting courses in June, Nutrition or Dietetic Intern students returning in Summer 2019 after a leave of absence or other lapse in enrollment and Nutrition or Dietetic Intern students entering in Summer 2019 from an uninsured program will be charged \$1,180.74 (Major Medical) and \$90.42 (Dental) for Summer 2019 coverage. Coverage ends 9/21/2020 for Nutrition and Dietetic Intern students insured during Spring 2020.

Physician Assistant
2019-2020 Tuition and Fees by Term

Draft 6/27/2019

Draft	6/27/2019	Tuition		University Fee	Student Council Fee	Dental Insurance*	Major Medical Insurance*	Total Charges	
		Residents	Non-Residents					Residents	Non-Residents
Students Qualifying for the 2019-20 Tuition Promise									
9 or more credit hours		10,008.00	10,008.00	572.00	16.00	117.79	1,485.85	12,199.64	12,199.64
Per Credit									
1 credit hour		1,112.00	1,112.00	339.00	0.00	117.79	1,485.85	3,054.64	3,054.64
2 credit hours		2,224.00	2,224.00	339.00	0.00	117.79	1,485.85	4,166.64	4,166.64
3 credit hours		3,336.00	3,336.00	339.00	0.00	117.79	1,485.85	5,278.64	5,278.64
4 credit hours		4,448.00	4,448.00	339.00	0.00	117.79	1,485.85	6,390.64	6,390.64
5 credit hours		5,560.00	5,560.00	339.00	0.00	117.79	1,485.85	7,502.64	7,502.64
6 credit hours		6,672.00	6,672.00	339.00	0.00	117.79	1,485.85	8,614.64	8,614.64
7 credit hours		7,784.00	7,784.00	339.00	0.00	117.79	1,485.85	9,726.64	9,726.64
8 credit hours		8,896.00	8,896.00	339.00	0.00	117.79	1,485.85	10,838.64	10,838.64
Per Credit Hour		1,112.00	1,112.00						
Students Qualifying for the 2018-19 Tuition Promise									
9 or more credit hours		9,810.00	9,810.00	572.00	16.00	117.79	1,485.85	12,001.64	12,001.64
Per Credit									
1 credit hour		1,090.00	1,090.00	339.00	0.00	117.79	1,485.85	3,032.64	3,032.64
2 credit hours		2,180.00	2,180.00	339.00	0.00	117.79	1,485.85	4,122.64	4,122.64
3 credit hours		3,270.00	3,270.00	339.00	0.00	117.79	1,485.85	5,212.64	5,212.64
4 credit hours		4,360.00	4,360.00	339.00	0.00	117.79	1,485.85	6,302.64	6,302.64
5 credit hours		5,450.00	5,450.00	339.00	0.00	117.79	1,485.85	7,392.64	7,392.64
6 credit hours		6,540.00	6,540.00	339.00	0.00	117.79	1,485.85	8,482.64	8,482.64
7 credit hours		7,630.00	7,630.00	339.00	0.00	117.79	1,485.85	9,572.64	9,572.64
8 credit hours		8,720.00	8,720.00	339.00	0.00	117.79	1,485.85	10,662.64	10,662.64
Per Credit Hour		1,090.00	1,090.00						
Students Qualifying for the 2017-18 Tuition Promise									
9 or more credit hours		9,522.00	9,522.00	572.00	16.00	117.79	1,485.85	11,713.64	11,713.64
Per Credit									
1 credit hour		1,058.00	1,058.00	339.00	0.00	117.79	1,485.85	3,000.64	3,000.64
2 credit hours		2,116.00	2,116.00	339.00	0.00	117.79	1,485.85	4,058.64	4,058.64
3 credit hours		3,174.00	3,174.00	339.00	0.00	117.79	1,485.85	5,116.64	5,116.64
4 credit hours		4,232.00	4,232.00	339.00	0.00	117.79	1,485.85	6,174.64	6,174.64
5 credit hours		5,290.00	5,290.00	339.00	0.00	117.79	1,485.85	7,232.64	7,232.64
6 credit hours		6,348.00	6,348.00	339.00	0.00	117.79	1,485.85	8,290.64	8,290.64
7 credit hours		7,406.00	7,406.00	339.00	0.00	117.79	1,485.85	9,348.64	9,348.64
8 credit hours		8,464.00	8,464.00	339.00	0.00	117.79	1,485.85	10,406.64	10,406.64
Per Credit Hour		1,058.00	1,058.00						

Physician Assistant is a flat fee, lock-step program and is not available on a per credit hour basis. For students requiring remediation (approval by the Program Director is required) tuition and fees will be based on the above graduated scale for part-time attendance.

*Insurance is charged Fall, Winter, and Spring for continuing students and students admitted in those terms. Students admitted Summer 2019, students returning in Summer 2019 after a leave of absence or other lapse in enrollment, and students entering in Summer 2019 from an uninsured program will be charged \$1,180.74 (Major Medical) and \$90.42 (Dental) for Summer 2019 coverage. Coverage ends 9/21/2020 for students insured during Spring 2020.

Radiation Therapy Technology

2019-2020 Tuition & Fee Charges By Term

Draft 6/27/2019

	Tuition		University Fee	Student Council Fee	Dental Insurance*	Major Medical Insurance*	Total Charges	
	Residents	Non-Residents					Residents	Non-Residents

Students Qualifying for the 2019-20 and 2018-19 Tuition Promise

12-18 credit hours	5,640.00	6,780.00	572.00	16.00	117.79	1,485.85	7,831.64	8,971.64
Per Credit								
1 credit hour	470.00	565.00	339.00	0.00	117.79	1,485.85	2,412.64	2,507.64
2 credit hours	940.00	1,130.00	339.00	0.00	117.79	1,485.85	2,882.64	3,072.64
3 credit hours	1,410.00	1,695.00	339.00	0.00	117.79	1,485.85	3,352.64	3,637.64
4 credit hours	1,880.00	2,260.00	339.00	0.00	117.79	1,485.85	3,822.64	4,202.64
5 credit hours	2,350.00	2,825.00	339.00	0.00	117.79	1,485.85	4,292.64	4,767.64
6 credit hours	2,820.00	3,390.00	339.00	0.00	117.79	1,485.85	4,762.64	5,332.64
7 credit hours	3,290.00	3,955.00	339.00	0.00	117.79	1,485.85	5,232.64	5,897.64
8 credit hours	3,760.00	4,520.00	339.00	0.00	117.79	1,485.85	5,702.64	6,462.64
9 credit hours	4,230.00	5,085.00	339.00	0.00	117.79	1,485.85	6,172.64	7,027.64
10 credit hours	4,700.00	5,650.00	339.00	0.00	117.79	1,485.85	6,642.64	7,592.64
11 credit hours	5,170.00	6,215.00	339.00	0.00	117.79	1,485.85	7,112.64	8,157.64
Each Additional Hour	470.00	565.00						

*Insurance is charged Fall, Winter, and Spring for continuing students and students admitted in those terms. Students admitted Summer 2019 will be charged \$646.00 (Major Medical) and \$50.34 (Dental) for Summer 2019 coverage. Students returning in Summer 2019 after a leave of absence or other lapse in enrollment and students entering in Summer 2019 from an uninsured program will be charged \$1,180.74 (Major Medical) and \$90.42 (Dental) for Summer 2019 coverage. Coverage ends 9/21/2020 for students insured during Spring 2020.

DMD or Graduate Dental
2019-2020 Tuition & Fee Charges by Term

Draft

6/27/2019

	Tuition		University Fee	Student Council Fee	Clinic Infrastructure Assessment Fee*	Dental Insurance**	Major Medical Insurance**	Total Charges	
	Residents	Non-Residents						Residents	Non-Residents
DMD									
1st Year	11,304.00	18,244.00	572.00	16.00	2,931.00	117.79	1,485.85	16,426.64	23,366.64
2nd Year	11,192.00	18,063.00	572.00	16.00	2,803.00	117.79	1,485.85	16,186.64	23,057.64
3rd Year	11,081.00	17,884.00	572.00	16.00	2,775.00	117.79	1,485.85	16,047.64	22,850.64
4th Year	10,971.00	17,707.00	572.00	16.00	2,694.00	117.79	1,485.85	15,856.64	22,592.64

The DMD program is a flat fee lock-step program and students will be charged 100% of the above tuition and fees during each term of enrollment.

GRADUATE DENTAL

Endo 1st Year	11,095.00	13,215.00	572.00	16.00	2,831.00	117.79	1,485.85	16,117.64	18,237.64
Endo 2nd Year	11,095.00	13,215.00	572.00	16.00	2,803.00	117.79	1,485.85	16,089.64	18,209.64
Ortho 1st Year	11,095.00	13,215.00	572.00	16.00	2,831.00	117.79	1,485.85	16,117.64	18,237.64
Ortho 2nd Year	11,095.00	13,215.00	572.00	16.00	2,803.00	117.79	1,485.85	16,089.64	18,209.64
Ortho 3rd Year	11,095.00	13,215.00	572.00	16.00	4,163.00	117.79	1,485.85	17,449.64	19,569.64
Perio 1st Year	11,095.00	13,215.00	572.00	16.00	2,831.00	117.79	1,485.85	16,117.64	18,237.64
Perio 2nd Year	11,095.00	13,215.00	572.00	16.00	2,803.00	117.79	1,485.85	16,089.64	18,209.64
Perio 3rd Year	11,095.00	13,215.00	572.00	16.00	2,775.00	117.79	1,485.85	16,061.64	18,181.64

Graduate Dental programs are flat fee lock-step programs and students will be charged 100% of the above tuition and fees during each term of enrollment.

*The CIA Fee is assessed Fall, Winter and Spring terms.

**Insurance is charged Fall, Winter, and Spring for continuing students and students admitted in those terms. DMD students admitted Summer 2019 will be charged \$646.00 (Major Medical) and \$50.34 (Dental) for Summer 2019 coverage. Students returning in Summer 2019 after a leave of absence or other lapse in enrollment, students entering in Summer 2019 from an uninsured program, and Graduate Dental students admitted Summer 2019 will be charged for \$1,180.74 (Major Medical) and \$90.42 (Dental) for Summer 2019 coverage. Coverage ends 9/21/2020 for students insured during Spring 2020.

MD or MD/MPH
2019-2020 Tuition & Fee Charges By Term

Draft 6/27/2019

Tuition		University Fee	Student Council Fee	Dental Insurance*	Major Medical Insurance*	Total Charges	
Residents	Non-Residents					Residents	Non-Residents

MD

1st Year	10,872.00	16,711.00	572.00	16.00	117.79	1,485.85	13,063.64	18,902.64
2nd Year	10,659.00	16,224.00	572.00	16.00	117.79	1,485.85	12,850.64	18,415.64
3rd Year	10,399.00	15,675.00	572.00	16.00	117.79	1,485.85	12,590.64	17,866.64
4th Year	10,195.00	15,072.00	572.00	16.00	117.79	1,485.85	12,386.64	17,263.64

MD/MPH - Admitted Summer 2016 or later

1st Year	10,012.00	15,361.00	572.00	16.00	117.79	1,485.85	12,203.64	17,552.64
2nd Year	9,782.00	14,882.00	572.00	16.00	117.79	1,485.85	11,973.64	17,073.64
3rd Year	9,535.00	14,368.00	572.00	16.00	117.79	1,485.85	11,726.64	16,559.64
4th Year	9,260.00	13,786.00	572.00	16.00	117.79	1,485.85	11,451.64	15,977.64

The MD program and combined MD/MPH program (students admitted Summer 2016 or later) are flat-fee lock-step programs. Students will be charged 100% of the above tuition and fees during each term of enrollment.

MD students may be charged 50% of the above tuition rate and 100% of the above fees for terms in which the student is enrolled in 8 or less credits and has also received specific pre-approval from the Associate Dean for Undergraduate Medical Education to enroll in a Curriculum Slowdown (as stipulated in the Student Handbook.)

*Insurance is charged Fall, Winter, and Spring for continuing students and students admitted in those terms. MD students admitted Summer 2019 will be charged \$646.00 (Major Medical) and \$50.34 (Dental) for Summer 2019 coverage. Students returning in Summer 2019 after a leave of absence or other lapse in enrollment, students entering in Summer 2019 from an uninsured program, and MD/MPH students admitted Summer 2019 will be charged for \$1,180.74 (Major Medical) and \$90.42 (Dental) for Summer 2019 coverage. Students graduating from the MD program in Spring 2020 will be charged \$1,152.33 (Major Medical) and \$91.00 (Dental) in Spring 2020, with coverage ending on 6/30/2020. Coverage ends 9/21/2020 for all other students insured during Spring 2020.

School of Medicine PhD
2019-2020 Tuition & Fee Charges By Term

Draft 6/27/2019

	Tuition*		University	Student	Dental	Major Medical	Total Charges	
	Residents	Non-Residents	Fee	Council Fee	Insurance**	Insurance**	Residents	Non-Residents
9 credit hours	6,804.00	6,804.00	572.00	16.00	117.79	1,485.85	8,995.64	8,995.64
Per credit								
1 credit hour	949.00	949.00	339.00	0.00	117.79	1,485.85	2,891.64	2,891.64
2 credit hours	1,679.00	1,679.00	339.00	0.00	117.79	1,485.85	3,621.64	3,621.64
3 credit hours	2,409.00	2,409.00	339.00	0.00	117.79	1,485.85	4,351.64	4,351.64
4 credit hours	3,139.00	3,139.00	339.00	0.00	117.79	1,485.85	5,081.64	5,081.64
5 credit hours	3,869.00	3,869.00	339.00	0.00	117.79	1,485.85	5,811.64	5,811.64
6 credit hours	4,599.00	4,599.00	339.00	0.00	117.79	1,485.85	6,541.64	6,541.64
7 credit hours	5,329.00	5,329.00	339.00	0.00	117.79	1,485.85	7,271.64	7,271.64
8 credit hours	6,059.00	6,059.00	339.00	0.00	117.79	1,485.85	8,001.64	8,001.64
Each additional hour*	730.00	730.00						

*A tuition plateau of \$6,804 exists for PhD students in the following academic majors who enroll for more than 9 credit hours in a term: Computer Science & Engineering; Electrical Engineering and students that matriculated prior to Summer 2015 with majors in Environmental Science & Engineering and Biochemistry & Molecular Biology (the program under the department of Environmental and Biomolecular Systems.) PhD in Biomedical Informatics students will be charged tuition and fees listed on the Biomedical Informatics page. PhD in Medical Physics students will be charged tuition and fees listed on the Medical Physics page.

**Insurance is charged Fall, Winter, and Spring for continuing students and students admitted in those terms. Students admitted Summer 2019, students returning in Summer 2019 after a leave of absence or other lapse in enrollment, and students entering in Summer 2019 from an uninsured program will be charged \$1,180.74 (Major Medical) and \$90.42 (Dental) for Summer 2019 coverage. Coverage ends 9/21/2020 for students insured during Spring 2020.

Medical Physics
2019-2020 Tuition & Fee Charges By Term

Draft 6/27/2019

	Tuition		University	Student	Dental	Major Medical	Total Charges	
	Residents	Non-Residents	Fee	Council Fee	Insurance*	Insurance*	Residents	Non-Residents
9 credit hours	5,400.00	8,613.00	572.00	16.00	117.79	1,485.85	7,591.64	10,804.64
Per credit								
1 credit hour	600.00	957.00	339.00	0.00	117.79	1,485.85	2,542.64	2,899.64
2 credit hours	1,200.00	1,914.00	339.00	0.00	117.79	1,485.85	3,142.64	3,856.64
3 credit hours	1,800.00	2,871.00	339.00	0.00	117.79	1,485.85	3,742.64	4,813.64
4 credit hours	2,400.00	3,828.00	339.00	0.00	117.79	1,485.85	4,342.64	5,770.64
5 credit hours	3,000.00	4,785.00	339.00	0.00	117.79	1,485.85	4,942.64	6,727.64
6 credit hours	3,600.00	5,742.00	339.00	0.00	117.79	1,485.85	5,542.64	7,684.64
7 credit hours	4,200.00	6,699.00	339.00	0.00	117.79	1,485.85	6,142.64	8,641.64
8 credit hours	4,800.00	7,656.00	339.00	0.00	117.79	1,485.85	6,742.64	9,598.64
Each additional hour	600.00	957.00						

*Insurance is charged Fall, Winter, and Spring for continuing students and students admitted in those terms. Students returning in Summer 2019 after a leave of absence or other lapse in enrollment, and students entering in Summer 2019 from an uninsured program will be charged \$1,180.74 (Major Medical) and \$90.42 (Dental) for Summer 2019 coverage. Coverage ends 9/21/2020 for students insured during Spring 2020.

Biomedical Informatics, Health & Clinical Informatics, or Bioinformatics & Computational Biomedicine
2019-2020 Tuition & Fee Charges By Term

Draft 6/27/2019

Tuition		University Fee	Student Council Fee	Dental Insurance*	Major Medical Insurance*	Total Charges	
Residents	Non-Residents					Residents	Non-Residents

On Campus Students

9 credit hours	6,189.00	7,395.00	572.00	16.00	117.79	1,485.85	8,380.64	9,586.64
Per credit								
1 credit hour	686.00	820.00	339.00	0.00	117.79	1,485.85	2,628.64	2,762.64
2 credit hours	1,372.00	1,640.00	339.00	0.00	117.79	1,485.85	3,314.64	3,582.64
3 credit hours	2,058.00	2,460.00	339.00	0.00	117.79	1,485.85	4,000.64	4,402.64
4 credit hours	2,744.00	3,280.00	339.00	0.00	117.79	1,485.85	4,686.64	5,222.64
5 credit hours	3,430.00	4,100.00	339.00	0.00	117.79	1,485.85	5,372.64	6,042.64
6 credit hours	4,116.00	4,920.00	339.00	0.00	117.79	1,485.85	6,058.64	6,862.64
7 credit hours	4,802.00	5,740.00	339.00	0.00	117.79	1,485.85	6,744.64	7,682.64
8 credit hours	5,488.00	6,560.00	339.00	0.00	117.79	1,485.85	7,430.64	8,502.64

Each additional hour	686.00	820.00
----------------------	--------	--------

All Distance Learning Students

9 credit hours	6,865.00	8,095.00	339.00	0.00	0.00	0.00	7,204.00	8,434.00
Per credit								
1 credit hour	921.00	1,063.00	339.00	0.00	0.00	0.00	1,260.00	1,402.00
2 credit hours	1,664.00	1,942.00	339.00	0.00	0.00	0.00	2,003.00	2,281.00
3 credit hours	2,407.00	2,821.00	339.00	0.00	0.00	0.00	2,746.00	3,160.00
4 credit hours	3,150.00	3,700.00	339.00	0.00	0.00	0.00	3,489.00	4,039.00
5 credit hours	3,893.00	4,579.00	339.00	0.00	0.00	0.00	4,232.00	4,918.00
6 credit hours	4,636.00	5,458.00	339.00	0.00	0.00	0.00	4,975.00	5,797.00
7 credit hours	5,379.00	6,337.00	339.00	0.00	0.00	0.00	5,718.00	6,676.00
8 credit hours	6,122.00	7,216.00	339.00	0.00	0.00	0.00	6,461.00	7,555.00

Each additional hour	743.00	879.00
----------------------	--------	--------

*Insurance is charged Fall, Winter, and Spring for continuing on campus students and on campus students admitted in those terms. On campus students admitted Summer 2019, on campus students returning in Summer 2019 after a leave of absence or other lapse in enrollment, and on campus students entering in Summer 2019 from an uninsured program will be charged \$1,180.74 (Major Medical) and \$90.42 (Dental) for Summer 2019 coverage. Coverage ends 9/21/2020 for on campus students insured during Spring 2020.

**Master of Clinical Research, Certificate in Human Investigations or Health Sciences Technology Entrepreneurship
Certificate**

2019-2020 Tuition & Fee Charges By Term

Draft

6/27/2019

	Tuition*		University	Student	Total Charges	
	Residents	Non-Residents	Fee	Council Fee	Residents	Non-Residents
9 credit hours	4,740.00	4,740.00	339.00	16.00	5,095.00	5,095.00
Per credit						
1 credit hour	525.00	525.00	339.00	0.00	864.00	864.00
2 credit hours	1,050.00	1,050.00	339.00	0.00	1,389.00	1,389.00
3 credit hours	1,575.00	1,575.00	339.00	0.00	1,914.00	1,914.00
4 credit hours	2,100.00	2,100.00	339.00	0.00	2,439.00	2,439.00
5 credit hours	2,625.00	2,625.00	339.00	0.00	2,964.00	2,964.00
6 credit hours	3,150.00	3,150.00	339.00	0.00	3,489.00	3,489.00
7 credit hours	3,675.00	3,675.00	339.00	0.00	4,014.00	4,014.00
8 credit hours	4,200.00	4,200.00	339.00	0.00	4,539.00	4,539.00
Each additional hour	525.00	525.00				

*Certain courses with HIP Subject Codes will not be charged the per credit tuition amount. For a listing of the current tuition exempt courses, refer to the [program website](#).

Master of Science in Computer Science & Engineering or Electrical Engineering
2019-2020 Tuition & Fee Charges By Term

Draft

6/27/2019

	Tuition		University	Student	Dental	Major Medical	Total Charges	
	Residents	Non-Residents	Fee	Council Fee	Insurance*	Insurance*	Residents	Non-Residents
9 credit hours	6,495.00	6,495.00	572.00	16.00	117.79	1,485.85	8,686.64	8,686.64
Per Credit								
1 credit hour	720.00	720.00	339.00	0.00	117.79	1,485.85	2,662.64	2,662.64
2 credit hours	1,440.00	1,440.00	339.00	0.00	117.79	1,485.85	3,382.64	3,382.64
3 credit hours	2,160.00	2,160.00	339.00	0.00	117.79	1,485.85	4,102.64	4,102.64
4 credit hours	2,880.00	2,880.00	339.00	0.00	117.79	1,485.85	4,822.64	4,822.64
5 credit hours	3,600.00	3,600.00	339.00	0.00	117.79	1,485.85	5,542.64	5,542.64
6 credit hours	4,320.00	4,320.00	339.00	0.00	117.79	1,485.85	6,262.64	6,262.64
7 credit hours	5,040.00	5,040.00	339.00	0.00	117.79	1,485.85	6,982.64	6,982.64
8 credit hours	5,760.00	5,760.00	339.00	0.00	117.79	1,485.85	7,702.64	7,702.64
Each additional hour	720.00	720.00						

*Insurance is charged Fall, Winter, and Spring for continuing students and students admitted in those terms. Students admitted Summer 2019, students returning in Summer 2019 after a leave of absence or other lapse in enrollment, and students entering in Summer 2019 from an uninsured program will be charged \$1,180.74 (Major Medical) and \$90.42 (Dental) for Summer 2019 coverage. Coverage ends 9/21/2020 for students insured during Spring 2020.

**Master of Science in Healthcare Management, Certificate in Healthcare Management or Master of Business
Administration in Healthcare Management
2019-2020 Tuition & Fee Charges By Term**

Draft

6/27/2019

	Tuition		University	Student	Total Charges	
	Residents	Non-Residents	Fee	Council Fee	Residents	Non-Residents
9 credit hours	5,406.00	5,406.00	339.00	16.00	5,761.00	5,761.00
Part-Time						
1 credit hour	599.00	599.00	339.00	0.00	938.00	938.00
2 credit hours	1,198.00	1,198.00	339.00	0.00	1,537.00	1,537.00
3 credit hours	1,797.00	1,797.00	339.00	0.00	2,136.00	2,136.00
4 credit hours	2,396.00	2,396.00	339.00	0.00	2,735.00	2,735.00
5 credit hours	2,995.00	2,995.00	339.00	0.00	3,334.00	3,334.00
6 credit hours	3,594.00	3,594.00	339.00	0.00	3,933.00	3,933.00
7 credit hours	4,193.00	4,193.00	339.00	0.00	4,532.00	4,532.00
8 credit hours	4,792.00	4,792.00	339.00	0.00	5,131.00	5,131.00
Each additional hour	599.00	599.00				

Master of Public Health - On Campus; MS or Certificate in Biostatistics; and School of Public Health PhD
2019-2020 Tuition & Fee Charges By Term

Draft 6/27/2019

Tuition*		University Fee	Student Council Fee	Dental Insurance**	Major Medical Insurance**	Total Charges	
Residents	Non-Residents					Residents	Non-Residents

Master of Public Health - On Campus; MS or Certificate in Biostatistics

9 credit hours	3,906.00	5,940.00	572.00	16.00	117.79	1,485.85	6,097.64	8,131.64
Per credit								
1 credit hour	434.00	660.00	339.00	0.00	117.79	1,485.85	2,376.64	2,602.64
2 credit hours	868.00	1,320.00	339.00	0.00	117.79	1,485.85	2,810.64	3,262.64
3 credit hours	1,302.00	1,980.00	339.00	0.00	117.79	1,485.85	3,244.64	3,922.64
4 credit hours	1,736.00	2,640.00	339.00	0.00	117.79	1,485.85	3,678.64	4,582.64
5 credit hours	2,170.00	3,300.00	339.00	0.00	117.79	1,485.85	4,112.64	5,242.64
6 credit hours	2,604.00	3,960.00	339.00	0.00	117.79	1,485.85	4,546.64	5,902.64
7 credit hours	3,038.00	4,620.00	339.00	0.00	117.79	1,485.85	4,980.64	6,562.64
8 credit hours	3,472.00	5,280.00	339.00	0.00	117.79	1,485.85	5,414.64	7,222.64

Each additional hour	434.00	660.00
----------------------	--------	--------

School of Public Health PhD

9 credit hours	5,049.00	5,886.00	572.00	16.00	117.79	1,485.85	7,240.64	8,077.64
Per credit								
1 credit hour	561.00	654.00	339.00	0.00	117.79	1,485.85	2,503.64	2,596.64
2 credit hours	1,122.00	1,308.00	339.00	0.00	117.79	1,485.85	3,064.64	3,250.64
3 credit hours	1,683.00	1,962.00	339.00	0.00	117.79	1,485.85	3,625.64	3,904.64
4 credit hours	2,244.00	2,616.00	339.00	0.00	117.79	1,485.85	4,186.64	4,558.64
5 credit hours	2,805.00	3,270.00	339.00	0.00	117.79	1,485.85	4,747.64	5,212.64
6 credit hours	3,366.00	3,924.00	339.00	0.00	117.79	1,485.85	5,308.64	5,866.64
7 credit hours	3,927.00	4,578.00	339.00	0.00	117.79	1,485.85	5,869.64	6,520.64
8 credit hours	4,488.00	5,232.00	339.00	0.00	117.79	1,485.85	6,430.64	7,174.64

Each additional hour	561.00	654.00
----------------------	--------	--------

*All new MPH students matriculating in 2019-2020 will have a one-time additional tuition charge of \$253 assessed during their first term.

**Insurance is charged Fall, Winter, and Spring for continuing students and students admitted in those terms. Students admitted Summer 2019, students returning in Summer 2019 after a leave of absence or other lapse in enrollment, and students entering in Summer 2019 from an uninsured program will be charged \$1,180.74 (Major Medical) and \$90.42 (Dental) for Summer 2019 coverage. Coverage ends 9/21/2020 for students insured during Spring 2020.

Master of Public Health or Certificate in Public Health - Online
2019-2020 Tuition & Fee Charges By Term

Draft

6/27/2019

Tuition*		University Fee	Dental Insurance**	Major Medical Insurance**	Total Charges	
Residents	Non-Residents				Residents	Non-Residents

Online Master of Public Health Practice or Public Health in Primary Health Care and Health Disparities

9 credit hours	5,157.00	6,660.00	339.00	117.79	1,485.85	7,099.64	8,602.64
Per Credit							
1 credit hour	573.00	740.00	339.00	117.79	1,485.85	2,515.64	2,682.64
2 credit hours	1,146.00	1,480.00	339.00	117.79	1,485.85	3,088.64	3,422.64
3 credit hours	1,719.00	2,220.00	339.00	117.79	1,485.85	3,661.64	4,162.64
4 credit hours	2,292.00	2,960.00	339.00	117.79	1,485.85	4,234.64	4,902.64
5 credit hours	2,865.00	3,700.00	339.00	117.79	1,485.85	4,807.64	5,642.64
6 credit hours	3,438.00	4,440.00	339.00	117.79	1,485.85	5,380.64	6,382.64
7 credit hours	4,011.00	5,180.00	339.00	117.79	1,485.85	5,953.64	7,122.64
8 credit hours	4,584.00	5,920.00	339.00	117.79	1,485.85	6,526.64	7,862.64
Each Additional Hour	573.00	740.00					

Online Graduate Certificate in Public Health

9 credit hours	5,157.00	6,660.00	339.00	0.00	0.00	5,496.00	6,999.00
Per Credit							
1 credit hour	573.00	740.00	339.00	0.00	0.00	912.00	1,079.00
2 credit hours	1,146.00	1,480.00	339.00	0.00	0.00	1,485.00	1,819.00
3 credit hours	1,719.00	2,220.00	339.00	0.00	0.00	2,058.00	2,559.00
4 credit hours	2,292.00	2,960.00	339.00	0.00	0.00	2,631.00	3,299.00
5 credit hours	2,865.00	3,700.00	339.00	0.00	0.00	3,204.00	4,039.00
6 credit hours	3,438.00	4,440.00	339.00	0.00	0.00	3,777.00	4,779.00
7 credit hours	4,011.00	5,180.00	339.00	0.00	0.00	4,350.00	5,519.00
8 credit hours	4,584.00	5,920.00	339.00	0.00	0.00	4,923.00	6,259.00
Each Additional Hour	573.00	740.00					

*All new MPH students matriculating in 2019-20 will have a one-time additional tuition charge of \$253 assessed during their first term.

**Insurance is charged Fall, Winter, and Spring for continuing online MPH students and online MPH students admitted in those terms. Online MPH students admitted Summer 2019, online MPH students returning in Summer 2019 after a leave of absence or other lapse in enrollment, and online MPH students entering in Summer 2019 from an uninsured program will be charged \$1,180.74 (Major Medical) and \$90.42 (Dental) for Summer 2019 coverage. Coverage ends 9/21/2020 for online MPH students insured during Spring 2020.

Undergraduate Nursing Accelerated Bachelor of Science - Regional Campuses (Ashland)
2019-2020 Tuition & Fee Charges By Term

Draft 6/27/2019

Tuition*		Dental Insurance**	Major Medical Insurance**	Total Charges	
Residents	Non-Residents			Residents	Non-Residents

Students Qualifying for the 2019-20 Tuition Promise

12 credit hours	6,540.00	8,724.00	117.79	1,485.85	8,143.64	10,327.64
Per Credit						
1 credit hour	545.00	727.00	117.79	1,485.85	2,148.64	2,330.64
2 credit hours	1,090.00	1,454.00	117.79	1,485.85	2,693.64	3,057.64
3 credit hours	1,635.00	2,181.00	117.79	1,485.85	3,238.64	3,784.64
4 credit hours	2,180.00	2,908.00	117.79	1,485.85	3,783.64	4,511.64
5 credit hours	2,725.00	3,635.00	117.79	1,485.85	4,328.64	5,238.64
6 credit hours	3,270.00	4,362.00	117.79	1,485.85	4,873.64	5,965.64
7 credit hours	3,815.00	5,089.00	117.79	1,485.85	5,418.64	6,692.64
8 credit hours	4,360.00	5,816.00	117.79	1,485.85	5,963.64	7,419.64
9 credit hours	4,905.00	6,543.00	117.79	1,485.85	6,508.64	8,146.64
10 credit hours	5,450.00	7,270.00	117.79	1,485.85	7,053.64	8,873.64
11 credit hours	5,995.00	7,997.00	117.79	1,485.85	7,598.64	9,600.64
Each Add. Hour	545.00	727.00				

Students Qualifying for the 2018-19 Tuition Promise

12 credit hours	6,408.00	8,556.00	117.79	1,485.85	8,011.64	10,159.64
Per Credit						
1 credit hour	534.00	713.00	117.79	1,485.85	2,137.64	2,316.64
2 credit hours	1,068.00	1,426.00	117.79	1,485.85	2,671.64	3,029.64
3 credit hours	1,602.00	2,139.00	117.79	1,485.85	3,205.64	3,742.64
4 credit hours	2,136.00	2,852.00	117.79	1,485.85	3,739.64	4,455.64
5 credit hours	2,670.00	3,565.00	117.79	1,485.85	4,273.64	5,168.64
6 credit hours	3,204.00	4,278.00	117.79	1,485.85	4,807.64	5,881.64
7 credit hours	3,738.00	4,991.00	117.79	1,485.85	5,341.64	6,594.64
8 credit hours	4,272.00	5,704.00	117.79	1,485.85	5,875.64	7,307.64
9 credit hours	4,806.00	6,417.00	117.79	1,485.85	6,409.64	8,020.64
10 credit hours	5,340.00	7,130.00	117.79	1,485.85	6,943.64	8,733.64
11 credit hours	5,874.00	7,843.00	117.79	1,485.85	7,477.64	9,446.64
Each Add. Hour	534.00	713.00				

Refer to Section III.B.14 on page 6 of the Tuition & Fee Book for information regarding regional campus fees.

*Students enrolled in the Accelerated Bachelor of Science to Master's or DNP programs pay tuition and fees at the Accelerated Bachelor rate during the first five terms of their program of study. Thereafter, these students' tuition and fees are assessed based on the schedule for the graduate program.

**Insurance is charged Fall, Winter, and Spring for continuing students and students admitted in those terms. Students admitted Summer 2019, students returning in Summer 2019 after a leave of absence or other lapse in enrollment, and students entering in Summer 2019 from an uninsured program will be charged \$1,180.74 (Major Medical) and \$90.42 (Dental) for Summer 2019 coverage. Coverage ends 9/21/2020 for students insured during Spring 2020.

Undergraduate Nursing Accelerated Bachelor of Science - Portland
2019-2020 Tuition & Fee Charges By Term

Draft 6/27/2019

Tuition*		University Fee	Student Council Fee	Dental Insurance**	Major Medical Insurance**	Total Charges	
Residents	Non-Residents					Residents	Non-Residents

Students Qualifying for the 2019-20 Tuition Promise

12 credit hours	6,540.00	8,724.00	572.00	16.00	117.79	1,485.85	8,731.64	10,915.64
Per Credit								
1 credit hour	545.00	727.00	339.00	0.00	117.79	1,485.85	2,487.64	2,669.64
2 credit hours	1,090.00	1,454.00	339.00	0.00	117.79	1,485.85	3,032.64	3,396.64
3 credit hours	1,635.00	2,181.00	339.00	0.00	117.79	1,485.85	3,577.64	4,123.64
4 credit hours	2,180.00	2,908.00	339.00	0.00	117.79	1,485.85	4,122.64	4,850.64
5 credit hours	2,725.00	3,635.00	339.00	0.00	117.79	1,485.85	4,667.64	5,577.64
6 credit hours	3,270.00	4,362.00	339.00	0.00	117.79	1,485.85	5,212.64	6,304.64
7 credit hours	3,815.00	5,089.00	339.00	0.00	117.79	1,485.85	5,757.64	7,031.64
8 credit hours	4,360.00	5,816.00	339.00	0.00	117.79	1,485.85	6,302.64	7,758.64
9 credit hours	4,905.00	6,543.00	339.00	0.00	117.79	1,485.85	6,847.64	8,485.64
10 credit hours	5,450.00	7,270.00	339.00	0.00	117.79	1,485.85	7,392.64	9,212.64
11 credit hours	5,995.00	7,997.00	339.00	0.00	117.79	1,485.85	7,937.64	9,939.64
Each Add. Hour	545.00	727.00						

Students Qualifying for the 2018-19 Tuition Promise

12 credit hours	6,408.00	8,556.00	572.00	16.00	117.79	1,485.85	8,599.64	10,747.64
Per Credit								
1 credit hour	534.00	713.00	339.00	0.00	117.79	1,485.85	2,476.64	2,655.64
2 credit hours	1,068.00	1,426.00	339.00	0.00	117.79	1,485.85	3,010.64	3,368.64
3 credit hours	1,602.00	2,139.00	339.00	0.00	117.79	1,485.85	3,544.64	4,081.64
4 credit hours	2,136.00	2,852.00	339.00	0.00	117.79	1,485.85	4,078.64	4,794.64
5 credit hours	2,670.00	3,565.00	339.00	0.00	117.79	1,485.85	4,612.64	5,507.64
6 credit hours	3,204.00	4,278.00	339.00	0.00	117.79	1,485.85	5,146.64	6,220.64
7 credit hours	3,738.00	4,991.00	339.00	0.00	117.79	1,485.85	5,680.64	6,933.64
8 credit hours	4,272.00	5,704.00	339.00	0.00	117.79	1,485.85	6,214.64	7,646.64
9 credit hours	4,806.00	6,417.00	339.00	0.00	117.79	1,485.85	6,748.64	8,359.64
10 credit hours	5,340.00	7,130.00	339.00	0.00	117.79	1,485.85	7,282.64	9,072.64
11 credit hours	5,874.00	7,843.00	339.00	0.00	117.79	1,485.85	7,816.64	9,785.64
Each Add. Hour	534.00	713.00						

*Students enrolled in the Accelerated Bachelor of Science to Master's or DNP programs pay tuition and fees at the Accelerated Bachelor rate during the first five terms of their program of study. Thereafter, these students' tuition and fees are assessed based on the schedule for the graduate program.

**Insurance is charged Fall, Winter, and Spring for continuing students and students admitted in those terms. Students admitted Summer 2019, students returning in Summer 2019 after a leave of absence or other lapse in enrollment, and students entering in Summer 2019 from an uninsured program will be charged \$1,180.74 (Major Medical) and \$90.42 (Dental) for Summer 2019 coverage. Coverage ends 9/21/2020 for students insured during Spring 2020.

Undergraduate Nursing - Regional Campuses (Ashland, Klamath Falls, La Grande, Monmouth)

2019-2020 Tuition & Fee Charges By Term

Draft	6/27/2019	Tuition		Dental Insurance*	Major Medical Insurance*	Total Charges	
		Residents	Non-Residents			Residents	Non-Residents
Students Qualifying for the 2019-20 Tuition Promise							
12 credit hours		4,740.00	8,676.00	117.79	1,485.85	6,343.64	10,279.64
Per Credit							
1 credit hour		395.00	723.00	117.79	1,485.85	1,998.64	2,326.64
2 credit hours		790.00	1,446.00	117.79	1,485.85	2,393.64	3,049.64
3 credit hours		1,185.00	2,169.00	117.79	1,485.85	2,788.64	3,772.64
4 credit hours		1,580.00	2,892.00	117.79	1,485.85	3,183.64	4,495.64
5 credit hours		1,975.00	3,615.00	117.79	1,485.85	3,578.64	5,218.64
6 credit hours		2,370.00	4,338.00	117.79	1,485.85	3,973.64	5,941.64
7 credit hours		2,765.00	5,061.00	117.79	1,485.85	4,368.64	6,664.64
8 credit hours		3,160.00	5,784.00	117.79	1,485.85	4,763.64	7,387.64
9 credit hours		3,555.00	6,507.00	117.79	1,485.85	5,158.64	8,110.64
10 credit hours		3,950.00	7,230.00	117.79	1,485.85	5,553.64	8,833.64
11 credit hours		4,345.00	7,953.00	117.79	1,485.85	5,948.64	9,556.64
Each Add. Hour		395.00	723.00				
Students Qualifying for the 2018-19 Tuition Promise							
12 credit hours		4,644.00	8,508.00	117.79	1,485.85	6,247.64	10,111.64
Per Credit							
1 credit hour		387.00	709.00	117.79	1,485.85	1,990.64	2,312.64
2 credit hours		774.00	1,418.00	117.79	1,485.85	2,377.64	3,021.64
3 credit hours		1,161.00	2,127.00	117.79	1,485.85	2,764.64	3,730.64
4 credit hours		1,548.00	2,836.00	117.79	1,485.85	3,151.64	4,439.64
5 credit hours		1,935.00	3,545.00	117.79	1,485.85	3,538.64	5,148.64
6 credit hours		2,322.00	4,254.00	117.79	1,485.85	3,925.64	5,857.64
7 credit hours		2,709.00	4,963.00	117.79	1,485.85	4,312.64	6,566.64
8 credit hours		3,096.00	5,672.00	117.79	1,485.85	4,699.64	7,275.64
9 credit hours		3,483.00	6,381.00	117.79	1,485.85	5,086.64	7,984.64
10 credit hours		3,870.00	7,090.00	117.79	1,485.85	5,473.64	8,693.64
11 credit hours		4,257.00	7,799.00	117.79	1,485.85	5,860.64	9,402.64
Each Add. Hour		387.00	709.00				
Students Qualifying for the 2017-18 Tuition Promise							
12 credit hours		4,548.00	8,340.00	117.79	1,485.85	6,151.64	9,943.64
Per Credit							
1 credit hour		379.00	695.00	117.79	1,485.85	1,982.64	2,298.64
2 credit hours		758.00	1,390.00	117.79	1,485.85	2,361.64	2,993.64
3 credit hours		1,137.00	2,085.00	117.79	1,485.85	2,740.64	3,688.64
4 credit hours		1,516.00	2,780.00	117.79	1,485.85	3,119.64	4,383.64
5 credit hours		1,895.00	3,475.00	117.79	1,485.85	3,498.64	5,078.64
6 credit hours		2,274.00	4,170.00	117.79	1,485.85	3,877.64	5,773.64
7 credit hours		2,653.00	4,865.00	117.79	1,485.85	4,256.64	6,468.64
8 credit hours		3,032.00	5,560.00	117.79	1,485.85	4,635.64	7,163.64
9 credit hours		3,411.00	6,255.00	117.79	1,485.85	5,014.64	7,858.64
10 credit hours		3,790.00	6,950.00	117.79	1,485.85	5,393.64	8,553.64
11 credit hours		4,169.00	7,645.00	117.79	1,485.85	5,772.64	9,248.64
Each Add. Hour		379.00	695.00				

Refer to Section III.B.14 on page 6 of the Tuition & Fee Book for information regarding regional campus fees.

*Insurance is charged Fall, Winter, and Spring for continuing students and students admitted in those terms. Students returning in Summer 2019 after a leave of absence or other lapse in enrollment, and students entering in Summer 2019 from an uninsured program will be charged \$1,180.74 (Major Medical) and \$90.42 (Dental) for Summer 2019 coverage. Coverage ends 9/21/2020 for students insured during Spring 2020.

Undergraduate Nursing - Portland

2019-2020 Tuition & Fee Charges By Term

Draft 6/27/2019

Draft	6/27/2019	Tuition		University Fee	Student Council Fee	Dental Insurance*	Major Medical Insurance*	Total Charges	
		Residents	Non-Residents					Residents	Non-Residents
Students Qualifying for the 2019-20 Tuition Promise									
12 credit hours		4,740.00	8,676.00	572.00	16.00	117.79	1,485.85	6,931.64	10,867.64
Per Credit									
1 credit hour		395.00	723.00	339.00	0.00	117.79	1,485.85	2,337.64	2,665.64
2 credit hours		790.00	1,446.00	339.00	0.00	117.79	1,485.85	2,732.64	3,388.64
3 credit hours		1,185.00	2,169.00	339.00	0.00	117.79	1,485.85	3,127.64	4,111.64
4 credit hours		1,580.00	2,892.00	339.00	0.00	117.79	1,485.85	3,522.64	4,834.64
5 credit hours		1,975.00	3,615.00	339.00	0.00	117.79	1,485.85	3,917.64	5,557.64
6 credit hours		2,370.00	4,338.00	339.00	0.00	117.79	1,485.85	4,312.64	6,280.64
7 credit hours		2,765.00	5,061.00	339.00	0.00	117.79	1,485.85	4,707.64	7,003.64
8 credit hours		3,160.00	5,784.00	339.00	0.00	117.79	1,485.85	5,102.64	7,726.64
9 credit hours		3,555.00	6,507.00	339.00	16.00	117.79	1,485.85	5,513.64	8,465.64
10 credit hours		3,950.00	7,230.00	339.00	16.00	117.79	1,485.85	5,908.64	9,188.64
11 credit hours		4,345.00	7,953.00	339.00	16.00	117.79	1,485.85	6,303.64	9,911.64
Each Add. Hour		395.00	723.00						
Students Qualifying for the 2018-19 Tuition Promise									
12 credit hours		4,644.00	8,508.00	572.00	16.00	117.79	1,485.85	6,835.64	10,699.64
Per Credit									
1 credit hour		387.00	709.00	339.00	0.00	117.79	1,485.85	2,329.64	2,651.64
2 credit hours		774.00	1,418.00	339.00	0.00	117.79	1,485.85	2,716.64	3,360.64
3 credit hours		1,161.00	2,127.00	339.00	0.00	117.79	1,485.85	3,103.64	4,069.64
4 credit hours		1,548.00	2,836.00	339.00	0.00	117.79	1,485.85	3,490.64	4,778.64
5 credit hours		1,935.00	3,545.00	339.00	0.00	117.79	1,485.85	3,877.64	5,487.64
6 credit hours		2,322.00	4,254.00	339.00	0.00	117.79	1,485.85	4,264.64	6,196.64
7 credit hours		2,709.00	4,963.00	339.00	0.00	117.79	1,485.85	4,651.64	6,905.64
8 credit hours		3,096.00	5,672.00	339.00	0.00	117.79	1,485.85	5,038.64	7,614.64
9 credit hours		3,483.00	6,381.00	339.00	16.00	117.79	1,485.85	5,441.64	8,339.64
10 credit hours		3,870.00	7,090.00	339.00	16.00	117.79	1,485.85	5,828.64	9,048.64
11 credit hours		4,257.00	7,799.00	339.00	16.00	117.79	1,485.85	6,215.64	9,757.64
Each Add. Hour		387.00	709.00						
Students Qualifying for the 2017-18 Tuition Promise & Post-AAS Students									
12 credit hours		4,548.00	8,340.00	572.00	16.00	117.79	1,485.85	6,739.64	10,531.64
Per Credit									
1 credit hour		379.00	695.00	339.00	0.00	117.79	1,485.85	2,321.64	2,637.64
2 credit hours		758.00	1,390.00	339.00	0.00	117.79	1,485.85	2,700.64	3,332.64
3 credit hours		1,137.00	2,085.00	339.00	0.00	117.79	1,485.85	3,079.64	4,027.64
4 credit hours		1,516.00	2,780.00	339.00	0.00	117.79	1,485.85	3,458.64	4,722.64
5 credit hours		1,895.00	3,475.00	339.00	0.00	117.79	1,485.85	3,837.64	5,417.64
6 credit hours		2,274.00	4,170.00	339.00	0.00	117.79	1,485.85	4,216.64	6,112.64
7 credit hours		2,653.00	4,865.00	339.00	0.00	117.79	1,485.85	4,595.64	6,807.64
8 credit hours		3,032.00	5,560.00	339.00	0.00	117.79	1,485.85	4,974.64	7,502.64
9 credit hours		3,411.00	6,255.00	339.00	16.00	117.79	1,485.85	5,369.64	8,213.64
10 credit hours		3,790.00	6,950.00	339.00	16.00	117.79	1,485.85	5,748.64	8,908.64
11 credit hours		4,169.00	7,645.00	339.00	16.00	117.79	1,485.85	6,127.64	9,603.64
Each Add. Hour		379.00	695.00						

*Insurance is charged Fall, Winter, and Spring for continuing students and students admitted in those terms. Students returning in Summer 2019 after a leave of absence or other lapse in enrollment, and students entering in Summer 2019 from an uninsured program will be charged \$1,180.74 (Major Medical) and \$90.42 (Dental) for Summer 2019 coverage. Coverage ends 9/21/2020 for students insured during Spring 2020.

Undergraduate Nursing RN/BS
2019-2020 Tuition & Fee Charges By Term

Draft

6/27/2019

	Tuition		University	Total Charges	
	Residents	Non-Residents	Fee	Residents	Non-Residents
12 credit hours	3,456.00	3,456.00	339.00	3,795.00	3,795.00
Per Credit					
1 credit hour	288.00	288.00	339.00	627.00	627.00
2 credit hours	576.00	576.00	339.00	915.00	915.00
3 credit hours	864.00	864.00	339.00	1,203.00	1,203.00
4 credit hours	1,152.00	1,152.00	339.00	1,491.00	1,491.00
5 credit hours	1,440.00	1,440.00	339.00	1,779.00	1,779.00
6 credit hours	1,728.00	1,728.00	339.00	2,067.00	2,067.00
7 credit hours	2,016.00	2,016.00	339.00	2,355.00	2,355.00
8 credit hours	2,304.00	2,304.00	339.00	2,643.00	2,643.00
9 credit hours	2,592.00	2,592.00	339.00	2,931.00	2,931.00
10 credit hours	2,880.00	2,880.00	339.00	3,219.00	3,219.00
11 credit hours	3,168.00	3,168.00	339.00	3,507.00	3,507.00
Each Additional Hour	288.00	288.00			

Doctor of Nursing Practice, Master of Nursing or Post-Master Certificate in an Advanced Practice Nursing Specialty
2019-2020 Tuition & Fee Charges By Term

Draft	6/27/2019	Tuition		University Fee	Student Council Fee	Dental Insurance*	Major Medical Insurance*	Total Charges	
		Residents	Non-Residents					Residents	Non-Residents
Students Qualifying for the 2019-20 Tuition Promise									
9 credit hours		5,724.00	7,425.00	572.00	16.00	117.79	1,485.85	7,915.64	9,616.64
Per Credit									
1 credit hour		636.00	825.00	339.00	0.00	117.79	1,485.85	2,578.64	2,767.64
2 credit hours		1,272.00	1,650.00	339.00	0.00	117.79	1,485.85	3,214.64	3,592.64
3 credit hours		1,908.00	2,475.00	339.00	0.00	117.79	1,485.85	3,850.64	4,417.64
4 credit hours		2,544.00	3,300.00	339.00	0.00	117.79	1,485.85	4,486.64	5,242.64
5 credit hours		3,180.00	4,125.00	339.00	0.00	117.79	1,485.85	5,122.64	6,067.64
6 credit hours		3,816.00	4,950.00	339.00	0.00	117.79	1,485.85	5,758.64	6,892.64
7 credit hours		4,452.00	5,775.00	339.00	0.00	117.79	1,485.85	6,394.64	7,717.64
8 credit hours		5,088.00	6,600.00	339.00	0.00	117.79	1,485.85	7,030.64	8,542.64
Each Additional Hour		636.00	825.00						
Students Qualifying for the 2018-19 Tuition Promise									
9 credit hours		5,616.00	7,281.00	572.00	16.00	117.79	1,485.85	7,807.64	9,472.64
Per Credit									
1 credit hour		624.00	809.00	339.00	0.00	117.79	1,485.85	2,566.64	2,751.64
2 credit hours		1,248.00	1,618.00	339.00	0.00	117.79	1,485.85	3,190.64	3,560.64
3 credit hours		1,872.00	2,427.00	339.00	0.00	117.79	1,485.85	3,814.64	4,369.64
4 credit hours		2,496.00	3,236.00	339.00	0.00	117.79	1,485.85	4,438.64	5,178.64
5 credit hours		3,120.00	4,045.00	339.00	0.00	117.79	1,485.85	5,062.64	5,987.64
6 credit hours		3,744.00	4,854.00	339.00	0.00	117.79	1,485.85	5,686.64	6,796.64
7 credit hours		4,368.00	5,663.00	339.00	0.00	117.79	1,485.85	6,310.64	7,605.64
8 credit hours		4,992.00	6,472.00	339.00	0.00	117.79	1,485.85	6,934.64	8,414.64
Each Additional Hour		624.00	809.00						
Students Qualifying for the 2017-18 Tuition Promise									
9 credit hours		5,508.00	7,137.00	572.00	16.00	117.79	1,485.85	7,699.64	9,328.64
Per Credit									
1 credit hour		612.00	793.00	339.00	0.00	117.79	1,485.85	2,554.64	2,735.64
2 credit hours		1,224.00	1,586.00	339.00	0.00	117.79	1,485.85	3,166.64	3,528.64
3 credit hours		1,836.00	2,379.00	339.00	0.00	117.79	1,485.85	3,778.64	4,321.64
4 credit hours		2,448.00	3,172.00	339.00	0.00	117.79	1,485.85	4,390.64	5,114.64
5 credit hours		3,060.00	3,965.00	339.00	0.00	117.79	1,485.85	5,002.64	5,907.64
6 credit hours		3,672.00	4,758.00	339.00	0.00	117.79	1,485.85	5,614.64	6,700.64
7 credit hours		4,284.00	5,551.00	339.00	0.00	117.79	1,485.85	6,226.64	7,493.64
8 credit hours		4,896.00	6,344.00	339.00	0.00	117.79	1,485.85	6,838.64	8,286.64
Each Additional Hour		612.00	793.00						

PhD or Doctor of Nursing Practice in Nursing
2019-2020 Tuition & Fee Charges By Term

Draft 6/27/2019

	Tuition		University	Student	Dental	Major Medical	Total Charges	
	Residents	Non-Residents	Fee	Council Fee	Insurance*	Insurance*	Residents	Non-Residents
9 credit hours	5,625.00	7,281.00	572.00	16.00	117.79	1,485.85	7,816.64	9,472.64
Per Credit								
1 credit hour	625.00	809.00	339.00	0.00	117.79	1,485.85	2,567.64	2,751.64
2 credit hours	1,250.00	1,618.00	339.00	0.00	117.79	1,485.85	3,192.64	3,560.64
3 credit hours	1,875.00	2,427.00	339.00	0.00	117.79	1,485.85	3,817.64	4,369.64
4 credit hours	2,500.00	3,236.00	339.00	0.00	117.79	1,485.85	4,442.64	5,178.64
5 credit hours	3,125.00	4,045.00	339.00	0.00	117.79	1,485.85	5,067.64	5,987.64
6 credit hours	3,750.00	4,854.00	339.00	0.00	117.79	1,485.85	5,692.64	6,796.64
7 credit hours	4,375.00	5,663.00	339.00	0.00	117.79	1,485.85	6,317.64	7,605.64
8 credit hours	5,000.00	6,472.00	339.00	0.00	117.79	1,485.85	6,942.64	8,414.64
Each Additional Hour	625.00	809.00						

*Insurance is charged Fall, Winter, and Spring for continuing students and students admitted in those terms. Students admitted Summer 2019, students returning in Summer 2019 after a leave of absence or other lapse in enrollment, and students entering in Summer 2019 from an uninsured program will be charged \$1,180.74 (Major Medical) and \$90.42 (Dental) for Summer 2019 coverage. Coverage ends 9/21/2020 for students insured during Spring 2020.

Nurse Anesthesia
2019-2020 Tuition & Fee Charges By Term

Draft 6/27/2019

Tuition		University	Student	Dental	Major Medical	Total Charges	
Residents	Non-Residents	Fee	Council Fee	Insurance*	Insurance*	Residents	Non-Residents

Students Qualifying for the 2019-20 Tuition Promise

9 credit hours	7,128.00	7,425.00	572.00	16.00	117.79	1,485.85	9,319.64	9,616.64
Per Credit								
1 credit hour	792.00	825.00	339.00	0.00	117.79	1,485.85	2,734.64	2,767.64
2 credit hours	1,584.00	1,650.00	339.00	0.00	117.79	1,485.85	3,526.64	3,592.64
3 credit hours	2,376.00	2,475.00	339.00	0.00	117.79	1,485.85	4,318.64	4,417.64
4 credit hours	3,168.00	3,300.00	339.00	0.00	117.79	1,485.85	5,110.64	5,242.64
5 credit hours	3,960.00	4,125.00	339.00	0.00	117.79	1,485.85	5,902.64	6,067.64
6 credit hours	4,752.00	4,950.00	339.00	0.00	117.79	1,485.85	6,694.64	6,892.64
7 credit hours	5,544.00	5,775.00	339.00	0.00	117.79	1,485.85	7,486.64	7,717.64
8 credit hours	6,336.00	6,600.00	339.00	0.00	117.79	1,485.85	8,278.64	8,542.64
Each Additional Hour	792.00	825.00						

Students Qualifying for the 2018-19 Tuition Promise

9 credit hours	6,984.00	7,281.00	572.00	16.00	117.79	1,485.85	9,175.64	9,472.64
Per Credit								
1 credit hour	776.00	809.00	339.00	0.00	117.79	1,485.85	2,718.64	2,751.64
2 credit hours	1,552.00	1,618.00	339.00	0.00	117.79	1,485.85	3,494.64	3,560.64
3 credit hours	2,328.00	2,427.00	339.00	0.00	117.79	1,485.85	4,270.64	4,369.64
4 credit hours	3,104.00	3,236.00	339.00	0.00	117.79	1,485.85	5,046.64	5,178.64
5 credit hours	3,880.00	4,045.00	339.00	0.00	117.79	1,485.85	5,822.64	5,987.64
6 credit hours	4,656.00	4,854.00	339.00	0.00	117.79	1,485.85	6,598.64	6,796.64
7 credit hours	5,432.00	5,663.00	339.00	0.00	117.79	1,485.85	7,374.64	7,605.64
8 credit hours	6,208.00	6,472.00	339.00	0.00	117.79	1,485.85	8,150.64	8,414.64
Each Additional Hour	776.00	809.00						

Students Qualifying for the 2017-18 Tuition Promise

9 credit hours	6,849.00	7,137.00	572.00	16.00	117.79	1,485.85	9,040.64	9,328.64
Per Credit								
1 credit hour	761.00	793.00	339.00	0.00	117.79	1,485.85	2,703.64	2,735.64
2 credit hours	1,522.00	1,586.00	339.00	0.00	117.79	1,485.85	3,464.64	3,528.64
3 credit hours	2,283.00	2,379.00	339.00	0.00	117.79	1,485.85	4,225.64	4,321.64
4 credit hours	3,044.00	3,172.00	339.00	0.00	117.79	1,485.85	4,986.64	5,114.64
5 credit hours	3,805.00	3,965.00	339.00	0.00	117.79	1,485.85	5,747.64	5,907.64
6 credit hours	4,566.00	4,758.00	339.00	0.00	117.79	1,485.85	6,508.64	6,700.64
7 credit hours	5,327.00	5,551.00	339.00	0.00	117.79	1,485.85	7,269.64	7,493.64
8 credit hours	6,088.00	6,344.00	339.00	0.00	117.79	1,485.85	8,030.64	8,286.64
Each Additional Hour	761.00	793.00						

*Insurance is charged Fall, Winter, and Spring for continuing students and students admitted in those terms. Students admitted Summer 2019, students returning in Summer 2019 after a leave of absence or other lapse in enrollment, and students entering in Summer 2019 from an uninsured program will be charged \$1,180.74 (Major Medical) and \$90.42 (Dental) for Summer 2019 coverage. Coverage ends 9/21/2020 for students insured during Spring 2020.

Nursing Education and Health Systems & Organizational Leadership

2019-2020 Tuition & Fee Charges By Term

Draft

6/27/2019

	Tuition		University Fee	Total Charges	
	Residents	Non-Residents		Residents	Non-Residents
9 credit hours	5,625.00	7,281.00	339.00	5,964.00	7,620.00
Per Credit					
1 credit hour	625.00	809.00	339.00	964.00	1,148.00
2 credit hours	1,250.00	1,618.00	339.00	1,589.00	1,957.00
3 credit hours	1,875.00	2,427.00	339.00	2,214.00	2,766.00
4 credit hours	2,500.00	3,236.00	339.00	2,839.00	3,575.00
5 credit hours	3,125.00	4,045.00	339.00	3,464.00	4,384.00
6 credit hours	3,750.00	4,854.00	339.00	4,089.00	5,193.00
7 credit hours	4,375.00	5,663.00	339.00	4,714.00	6,002.00
8 credit hours	5,000.00	6,472.00	339.00	5,339.00	6,811.00
Each Additional Hour	625.00	809.00			

Pharm.D.
2019-2020 Tuition & Fee Charges By Term

Draft

6/27/2019

	University Fee	Student Council Fee	Dental Insurance*	Major Medical Insurance*	Total Charges
1st Year	0.00	0.00	117.79	1,485.85	1,603.64
2nd Year	0.00	0.00	117.79	1,485.85	1,603.64
3rd Year	572.00	16.00	117.79	1,485.85	2,191.64
4th Year	339.00	16.00	117.79	1,485.85	1,958.64

OSU tuition and other applicable OSU student fees are paid directly to OSU.

*Insurance is charged Fall, Winter, and Spring for continuing students and students admitted in those terms. Students returning in Summer 2019 after a leave of absence or other lapse in enrollment, and students entering in Summer 2019 from an uninsured program will be charged \$1,180.74 (Major Medical) and \$90.42 (Dental) for Summer 2019 coverage. Coverage ends 9/21/2020 for students insured during Spring 2020.



Faculty Senate Report OHSU Board of Directors

June 27, 2019

Karen Eden, PhD, Incoming Faculty Senate President, Professor, SOM
Derick Du Vivier MD, MBA, OHSU Faculty Senate President, Assistant Professor, SOM

The mission of the OHSU Faculty Senate is to represent OHSU faculty by proposing, evaluating, and advising on actions and policies to create, maintain, and protect an academic environment conducive to the full and free development of scholarly learning, teaching, research, patient care, and community service.



Senate Purpose

The Faculty Senate discusses, plans, advises, and where appropriate takes action within its mission on any matter of general interest or concern to the Faculty or pertaining to OHSU, including, but not limited to:

- academic policies
- educational standards, curricula, new programs, regulations
- research
- faculty status
- strategic planning
- budget
- aspects of student life that relate to the university environment

Membership

- The Senate represents 2700+ OHSU faculty members
- Senators are uninstructed representatives elected by their School or Unit
- Term: 36 months, may serve 2nd term
- Apportionment: 26 Senators

The Senate is the place where our diverse OHSU faculty come together

Senate Members 2018-2019

Affiliated Units

Jonah Sacha
Joseph Needoba
Kristina DeShazo
Lucia Carbone
Mitchell Turker

College of Pharmacy

Harleen Singh

School of Dentistry

Barry Taylor
Lisa Greene
Nasser Said-Al-Naief
Rose McPharlin

School of Medicine

Derick Du Vivier
Amy Miller Juve
Chidi Ani
Jonathan Pak
Targol Saedi
Karen Eden
Marian McDonagh
Emily Jacobsen
Moira Ray
Amy Garcia
Martina Ralle

School of Nursing

Amy Ross
Benjamin Schultze
Kristin Lutz
Lissi Hansen
Nick Miehl
Rana Najjar

School of Public Health

Byung Park

Senate Leadership

Executive Committee

Incoming President: Karen Eden, PhD

President: Derick Du Vivier, MD, MBA

Past President: Kristin Lutz, PhD, RN

Secretary: Amy Garcia, MD

Senators-at-large: Nick Miehl, PhD;

Kristina DeShazo, PhD; Lucia Carbone, PhD;

Ex Officio Member: Provost Elena Andresen, PhD

Senate Committees & Workgroups

- Clinical & Community Service Committee
- Educational Policy Committee
- Elections and Awards Committee
- Faculty Affairs Committee
- Web Oversight Workgroup
- Inter-institutional Faculty Senate
- Faculty Wellbeing Committee/Task Force
- Women in Academic Health and Medicine [COMING]

University Committees & Councils

- Academic Program Review Committee
- OHSU Assessment Council
- Committee on Academic Policy
- Diversity Advisory Council
- Information Privacy & Security Steering Committee
- Policy Advisory Committee
- President's Council
- Research Oversight Committee
- Employee Benefits Council
- Retirement Plan Advisory Committee
- President's Council
- Survey Coordination Committee [New]

Senate Priorities for 2019-2020

	Description	Status	Budget Request
Pay Equity	Design and implement transparent accounting system for faculty compensation (salary level)	Faculty will help identify variables for faculty compensation (e.g., rank, doctorate type & clinical specialty, gender, URM, salary level (X,Y,Z), FTE, school/department/institute, teaching load, etc.).	Support for a salary and FTE reporting system, analyses and annual reporting
Financial Security	Evaluate and implement proposal for rolling contracts with transparency about institutional FTE	Senate reviewed a draft of rolling faculty contracts by Provost office.	New funding to support rolling contracts and tracking system for faculty progression
Faculty Well-being	Low faculty morale and burnout are major issue (revealed in the Faculty Survey)	Convened an Ad Hoc committee. Drafted a proposal that was shared with the 2025 Well-being Interdependency Task Force.	Endorse 2025 Strategic plan that protects funds/resources for faculty well-being

Senate Priorities for 2019-2020

	Description	Status	Budget Request
Faculty Resources	Provide key information to faculty in one online repository	There are many efforts across campus creating/providing resources (faculty development, wellness, expectations) to faculty but they are not centrally located.	OHSU Leadership and Administrative support to draft an online faculty handbook that will be a central place to find resources
Governance	Revise faculty senate bylaws and SOPs to bring them into alignment with best practice	Senate will discuss the new bylaws in June 2019. The SOPs will need additional changes based on the new priorities for senate.	Continued support

Faculty Senate Budget Recommendations

- 1) We ask for continued support to provide transparent, equitable and stable funding to faculty
 - E.g., rolling contracts and public reporting of salary comparisons stratified by protected class.
- 2) Address themes that came out of the Faculty Survey and the 2025 Strategic planning process
 - E.g., continued support of university wide initiatives focused on faculty wellness and reducing burnout - one of the objectives of the 2025 Strategic Planning Process
- 3) Establish central online location for faculty expectations and supporting resources, e.g., University Faculty Handbook.
- 4) Continued support of all centralized programs improving diversity, championing inclusion and retention

Moving on to new roles:





edenk@ohsu.edu



**RESOLUTION NO. 2019-06-03
OREGON HEALTH AND SCIENCE UNIVERSITY
BOARD OF DIRECTORS**

**(Operating Budget, Capital Budget, Academic Year Fee Book,
and Health System Budgets)**

WHEREAS, Management has developed and has provided to the Board for its review the Operating Budget for Oregon Health and Science University ("OHSU") for fiscal year 2019-20, including the tuition and fees for the academic year 2019-20 ("FY 19-20 Operating Budget");

WHEREAS, Management has developed and has provided to the Board for its review the Capital Budget for OHSU for fiscal year 2019-20 ("FY 19-20 Capital Budget");

WHEREAS, pursuant to the Management Agreement between OHSU and Tuality Healthcare, OHSU has developed and has provided to the Board for its review the integrated Health System Financial Operating Budget and Capital Budget for fiscal year 2019-20 (the "FY 19-20 Health System Financial Operating Budget and Capital Budget"); and

WHEREAS, the Board believes that OHSU's adoption of each of (i) the FY 19-20 Operating Budget, (ii) the FY 19-20 Capital Budget, and (iii) the FY 19-20 Health System Financial Operating Budget and Capital Budget is in the best interests of OHSU.

NOW, THEREFORE, BE IT RESOLVED, by the Board of Directors of Oregon Health and Science University as follows:

1. The FY 19-20 Operating Budget for OHSU for fiscal year 2019-20 included in the June 27, 2019 Board docket accompanying this Resolution, including the tuition and fees for the academic year 2019-20 as shown in the OHSU Academic Year Fee Book 2019-20, is hereby approved and adopted.
2. The FY 19-20 Capital Budget for OHSU for fiscal year 2019-20 included in the June 27, 2019 Board docket accompanying this Resolution is hereby approved and adopted.
3. The FY 19-20 Health System Financial Operating Budget and Capital Budget for fiscal year 2019-20 included in the June 27, 2019 Board docket accompanying this Resolution are hereby approved and adopted.

This Resolution is adopted this 27th day of June, 2019.

_____ Yeas
_____ Nays
_____ Abstentions

Signed by the Secretary of the Board on June 27, 2019.

Connie Seeley
Board Secretary

PERFORMANCE INDICATORS



Fiscal Year 2019, Quarter 4 - YTD

PEOPLE

FLEXIBLE WORK	ENGAGEMENT	UNCONSCIOUS BIAS	RESPECTFUL BEHAVIOR
16,000+ ↑ Add 16,000 hours offsite	✓ 75.3% completed 75% of managers engaged, 2 broad initiatives	3,937 ↓ 4,600 members trained with focus on faculty/students	✓ 16,000+ 13,000 members trained

HEALTHCARE

ACCESS	MORTALITY	ADULT PATIENT EXPERIENCE	PEDIATRIC PATIENT EXPERIENCE	AMBULATORY EXPERIENCE	TRANSFERS
41.4% ↓ 72% improved	0.855 ↑ 0.868 or lower	73.5 ↓ 74.6	81.2 ↓ 80	80.3 ↑ 80	98.58 ↑ 99.9

RESEARCH

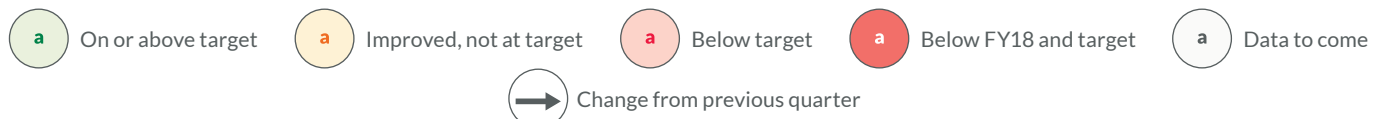
GRANTS SUBMITTED	GRANT \$	PUBLICATIONS	TURNAROUND TIME
1,581 ↑ 1,704	\$396,985,846 ↑ \$444,834,836	3,459 3,110	53.8 ↑ 83 days

EDUCATION

URM STUDENT RECRUITMENT AND RETENTION	DEGREES AND CERTIFICATES AWARDED	FIRST TIME PASS	LIMIT AVERAGE INDEBTNESS
✓ 557 496	TBD 1,225	✓ Exceeded all 3 Varies by degree	TBD Varies by degree

FINANCE

EBITDA	PATIENT REVENUE GROWTH	RESEARCH AND EDUCATION REVENUE	DAILY CASH ON HAND
11.35% ↓ 10%	9.59% ↑ 5%	6.13% ↓ 3.5%	231 ↑ 200



FY 2020 OHSU Performance Indicators

These performance indicators reflect organization-wide priorities that leadership will focus on during the coming year. Progress will be reported quarterly.



PEOPLE	FY20	Promote flexible work environment and commute programs.	Promote and encourage time away from work.	Increase number of members trained in unconscious bias (students, hiring managers).	Pay equity program.
	FY19	Promote and improve flexible work environment.	Improve employee engagement and implement action plan(s).	Increase number of members trained in unconscious bias (4,600 total).	Increase understanding of respectful behavior in workplace.
HEALTH CARE		Improve access to OHSU clinics.	Improve observed to expected mortality rate.	Improve patient satisfaction.	Improve appropriate transfer acceptance rate.
RESEARCH	FY20	Increase the number of grants awarded.	Increase in award dollars.	Increase in publications.	Improve turnaround time for industry-sponsored clinical trials.
	FY19	Increase the number of grants submitted.			
EDUCATION	FY20	Increase success of underrepresented minority learners & pathway participant recruitment and retention.	Maintain or increase degrees & certificates awarded (GME and Registrar's Office).	Maintain or increase first time pass rates for credentialing exams in targeted publicly supported degree programs and board exams for GME residency programs.	Limit the average indebtedness of graduates in targeted publicly supported degree programs.
	FY19	Increase success of underrepresented minority student recruitment and retention.	Maintain or increase degrees & certificates awarded.	Maintain or increase first time pass rates for credentialing exams in targeted publicly supported degree programs.	

The OHSU Incentive Plan is aligned directly to the above indicators. Only after surpassing the Financial indicator below will any OHSU Incentive Plan payment be issued.

FINANCES		Exceed EBITDA margin target.			
	FY19	Sustain EBITDA margin.	Increase patient care revenue.	Increase revenue for research and education.	Maintain or grow cash on hand.

Fiscal Year 2020 Performance Indicators

People: Being a great organization, diverse in people and ideas, plus developing and retaining a faculty that will collaborate to drive excellence and innovation across OHSU.

FY19

Existing Performance Indicator

Promote and improve flexible work environment

Number of staff are not on site by 2,000 days

Existing Performance Indicator

Improve employee engagement and implement action plan(s)

75% of managers included in survey will receive results and template to discuss with staff by Oct. 1

Existing Performance Indicator

Increase number of members trained in unconscious bias

4,600 members trained

Existing Performance Indicator

Increase members' understanding of respectful behavior in the workplace

13,000 members will complete the Respect at the University training module

FY20

New Performance Indicator

Promote and improve flexible work environment and commute programs

Increase the number of telecommute days to a total of 30,000

Increase Scoop ridesharing by 20%

New Performance Indicator

Promote and encourage time away from work

75% of employees working full time will have taken 120 hours or more of PTO/Vacation by June 30, 2020

New Performance Indicator

Increase number of members trained in unconscious bias

FY20 will have a focus on students, hiring managers and building more capacity in the system to ensure the efforts are sustained

New Performance Indicator

Establish pay equity program

OHSU will implement a robust pay equity plan with systemic review of 100% of its workforce members. In FY20, a comprehensive review will be completed and recommendations implemented for 75% of all workforce members.



Fiscal Year 2020

Performance Indicators

Health care: Joining others in developing policy and care delivery solutions that improve access to high-quality health care for all, especially Oregonians.

FY20 - no changes

Performance Indicator
<i>Improve access to OHSU clinics</i>
Improve clinic access from FY19

Performance Indicator
<i>Improve observed to expected mortality rate</i>
Improve observed to expected mortality rate from FY19

Performance Indicator
<i>Improve patient experience</i>
Improve net promotor score from FY19

Performance Indicator
<i>Improve appropriate transfer acceptance rate</i>
Increase the number and the percentage accepted transfers from FY19

Fiscal Year 2020 Performance Indicators

Research: OHSU strives to remain one of the top research institutions in the world. Increasing grant submission, grants awarded and the number of publications authored are a few key indicators of an institution's research prowess. Each of these help align OHSU enterprises to support robust and sustainable innovation and research.

FY19

Existing Performance Indicator
<i>Increase the number of grants submitted</i>
Increase number of grants submitted from FY18

FY20

New Performance Indicator
<i>Increase the number of grants awarded</i>
Increase the number of grants awarded from FY19

Performance Indicator
<i>Increase in award dollars</i>
Increase total award dollars from FY19

Performance Indicator
<i>Increase in publications</i>
Increase publications from FY19

Performance Indicator
<i>Improve turnaround time for industry sponsored clinical trials</i>
Reduce turnaround time from FY19



Fiscal Year 2020

Performance Indicators

Education: Helping meet Oregon's health and science workforce needs through innovative education strategies. As the state's only academic health center, OHSU's educational efforts are critical to fulfilling our mission. Recruiting a large number of applicants who will reflect the future health care needs while providing cost-effective education remains an imperative.

FY19

Existing Performance Indicator
<i>Increase success of underrepresented minority student recruitment and retention</i>
Number of enrolled URM students

Existing Performance Indicator
<i>Maintain or increase degrees and certificates awarded</i>
Degrees and certificates awarded

Existing Performance Indicator
<i>Maintain or increase first time pass rates for credentialing exams in targeted publicly supported degrees programs</i>
Dentistry programs (DMD)
Medicine (MD)
Nursing undergrad

FY20

New Performance Indicator
<i>Increase success of URM learner and pathway participant recruitment and retention</i>
Number of enrolled URM students
Number of URM GME residents
Number of URM OnTrack participants
Number of URM pathway program participants

New Performance Indicator
<i>Maintain or increase degrees and certificates awarded</i>
Degrees and certificates awarded through the University Registrar's Office
Certificates awarded through GME

New Performance Indicator
<i>Maintain or increase first time pass rates for credentialing exams in targeted publicly supported degrees programs and board exams for GME residency programs</i>
Dentistry programs (DMD)
Medicine (MD)
Nursing undergrad
Physician assistant
GME residency award

Performance Indicator
<i>Limit the average indebtedness of graduates in targeted publicly supported degree programs</i>
Dentistry programs (DMD)
Medicine (MD)
Nursing OCNE

ADDITIONAL DETAIL – PROPOSED FY20 INDICATORS

FY20 People Performance Indicators

1. Building a culture of equity and inclusion (Pay equity)
2. Building a culture of equity and inclusion (Unconscious bias)
3. Well-being
4. Flexible work environment

Pay Equity

Goal: OHSU will implement a robust pay equity plan with systemic review of 100% of its workforce members. In FY20, a comprehensive review will be completed and recommendations implemented for 75% of all workforce members. Stretch goal will be 95% of all workforce members.

Unconscious Bias

Goal: Continue unconscious bias efforts with ongoing training and orientation of members. XX%* of employees hired in FY20 will be trained. XXX new inclusion ambassadors* will be trained and deployed. XXX additional hiring managers* will be trained. XXX students* will be trained in FY20. (* targets to be based upon improvement from FY19)

Well-being

Goal: 75% of employees of employees working full time will have taken 120 hours or more of PTO/Vacation by June 30, 2020.

This effort will focus on employee well-being and resiliency. Managers will be encouraged to make every effort to ensure staff are taking advantage of and making us of time off and away from the workplace.

Promote Flexible Work Environment and Commute Programs

Goal: OHSU will build upon its FY19 flexible work initiatives and previous commuting initiatives. Increase the number of telecommuting days logged in MyCommute to a total of 30,000 days in MyCommute. Increase the number rides given (matched one way trips) in the OHSU Scoop ridesharing program by at least 20% from FY19 to FY20.

FY20 Healthcare Performance Indicators

Unchanged except to move targets to improve from FY19

FY20 Research Performance Indicators

Unchanged from FY19 except - Grants Accepted will replace Grants Submitted as an indicator

FY20 Education Performance Indicators

Unchanged but definitions, goals, and measurements will be broadened to include more learners as appropriate

FY20 Finance Performance Indicators

Will be removed in FY20 moving forward given the depth of the review and presentation at the OHSU Board meeting by the Chief Financial Officer.

OHSU Incentive Plan Payment Threshold Changes:

EBIDTA budget = 10.7%. If EBIDTA \geq 10.7%, FY20 incentive payment is triggered but 50% of the FY20 Performance Indicators results. When EBIDTA \geq 11.0%, FY20 Performance Indicator results are basis for the incentive with no reduction.

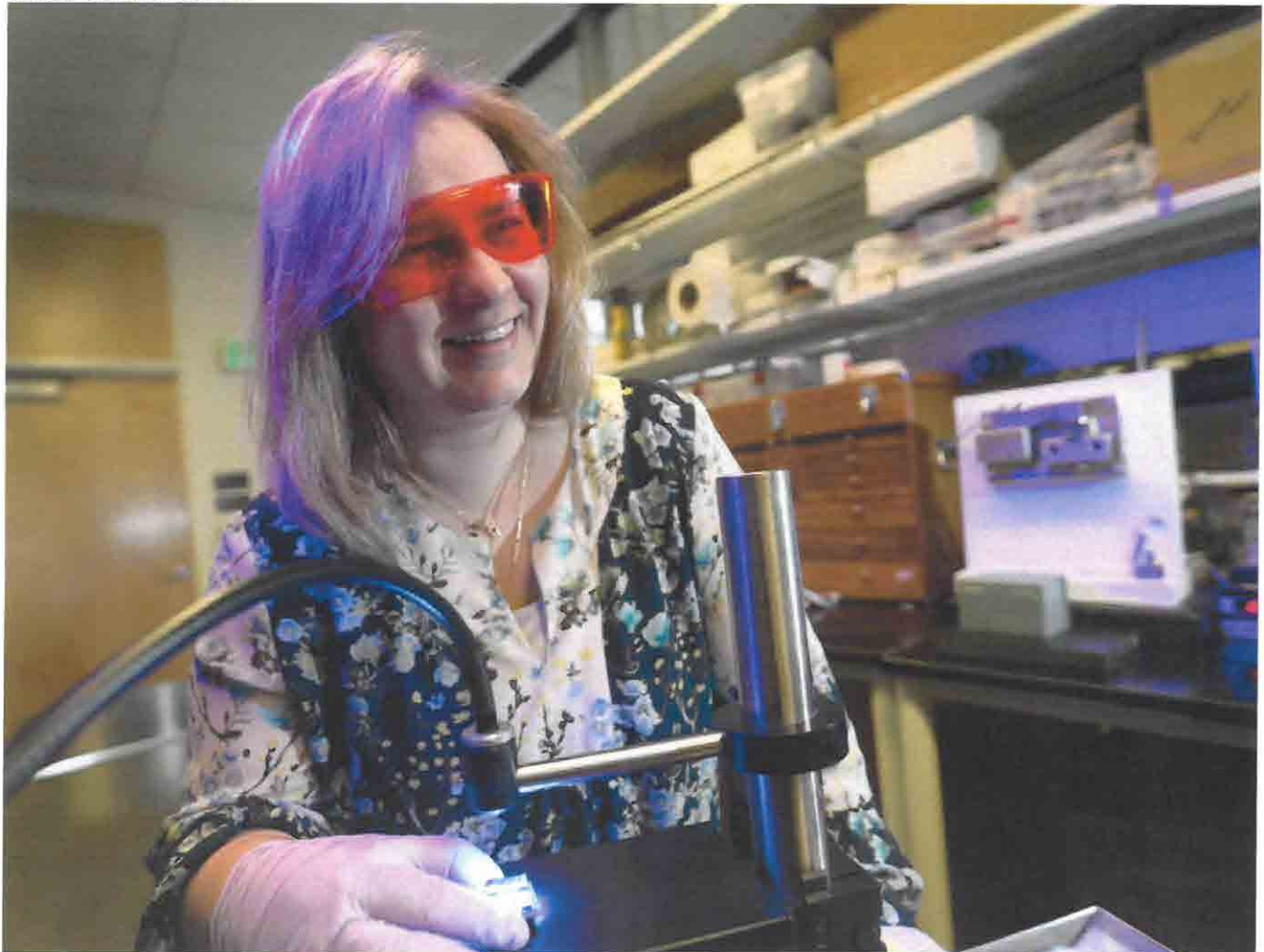


Dental fillings could last twice as long

March 04, 2019 Franny White [Health Care](#), [Research](#)



Carmem Pfeifer, D.D.S., Ph.D.



*Carmem Pfeifer, D.D.S., Ph.D. from the OHSU School of Dentistry is working to develop a filling material that is two times more resistant to breakage than standard fillings.
(OHSU Kristyna Wentz-Graff)*

A compound used to make car bumpers strong and protect wood decks could prevent return visits to the dentist's office.

A team of researchers with the OHSU School of Dentistry in Portland, Oregon, have created a filling material that's [two times more resistant to breakage](#) than standard fillings, according to a study published by the journal *Scientific Reports*. The new filling uses the additive thiourethane, which is also in protective coatings for cars and decks.

The team also has developed an adhesive that's 30 percent stronger after six months in use than adhesives that are currently used to keep fillings in place. This [new adhesive was described in a recent study](#) published in the journal *Dental Materials*.

Combined, the new adhesive and the composite are designed to make longer-lasting dental restorations.

"Today's dental restorations typically only last seven to 10 years before they fail," said **Carmem Pfeifer, D.D.S., Ph.D.**, corresponding author of the studies published in *Scientific Reports* and *Dental Materials*. Pfeifer is an associate professor of restorative dentistry (biomaterials and biomechanics) in the OHSU School of Dentistry.



Steven Lewis, research associate in the Pfeifer Polymers Lab at OHSU's School of Dentistry, runs an experiment to test filler particles which are part of composite restorations. (OHSU Kristyna Wentz-Graff)

"They crack under the pressure of chewing, or have gaps form between the filling and the tooth, which allow bacteria to seep in and a new cavity to form," Pfeifer said. "Every time this happens, the tooth under the restorations becomes weaker and weaker, and what starts as a small cavity may end up with root canal damage, a lost tooth or even life-threatening infections."

"Stronger dental materials mean patients won't have to get fillings repaired or replaced nearly as often," she said. "This not only saves them money and hassle, but also prevents more serious problems and more extensive treatment."

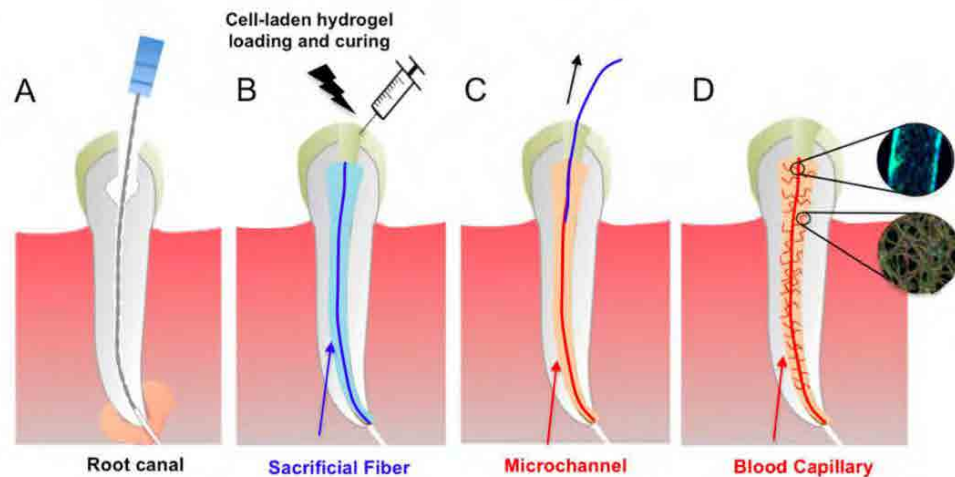
The adhesive described in the *Dental Materials* study uses a specific kind of polymer – known as (meth)acrylamides – that is much more resistant to damage in water, bacteria and enzymes in the mouth than standard adhesives currently used in dentistry. The composite material described in *Scientific Reports* uses thiourethane, which holds up much better to chewing.

Pfeifer and **Jack Ferracane, Ph.D.**, chair and professor of restorative dentistry, led the materials' development. **Ana Paula Fugolin, D.D.S., Ph.D.**, was the lead author of both studies.

The study published in *Dental Materials* was supported by the National Institute of Dental and Craniofacial Research, grants K02 DE025280, R01 DE026113, and U01 DE023756. The study published in *Scientific Reports* was supported by NIDCR grants 1R15-DE023211-01A1, 1U01-DE02756-01 and K02 DE025280.

Erik Robinson contributed to this story.

Oral Health Research in the OHSU School of Dentistry





Can my dental filling last longer?

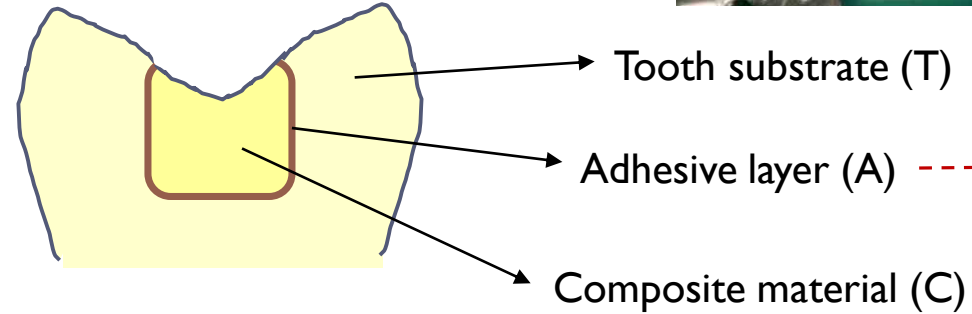
Trends in biomaterials development for dental applications

The current challenge

Composite restorations last on average 10 years

Most common reasons for replacement:

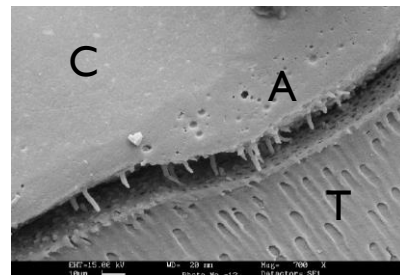
- ✓ Secondary caries (“cavities”)
- ✓ Fracture



Dr. C. P. Ernst

Polymerization stress

Gap formation



Dr. Walter Miranda

Tooth fracture



Fracture



Dr. Walter Miranda

Secondary decay



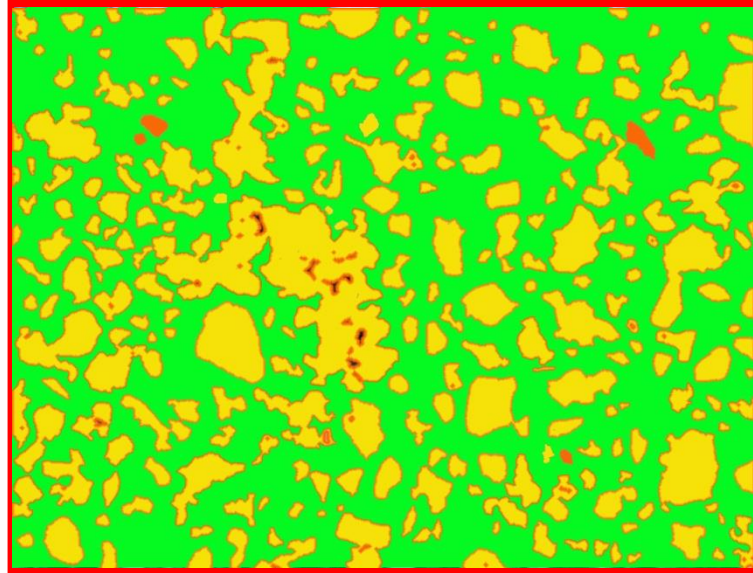
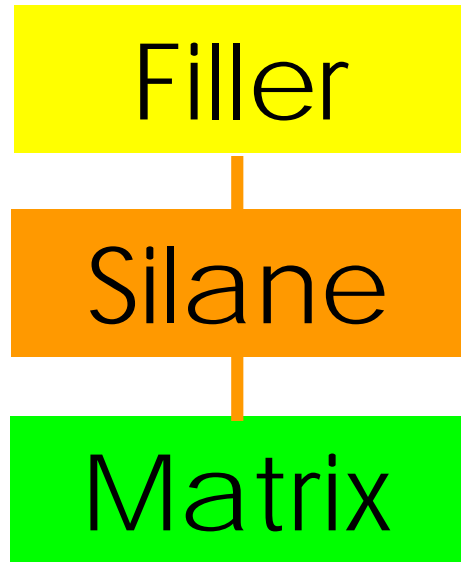
Dentistry Today

Marginal staining



from Sarrett D, IADR 2009

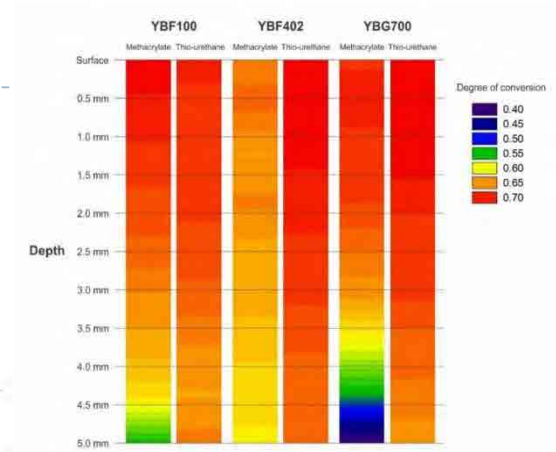
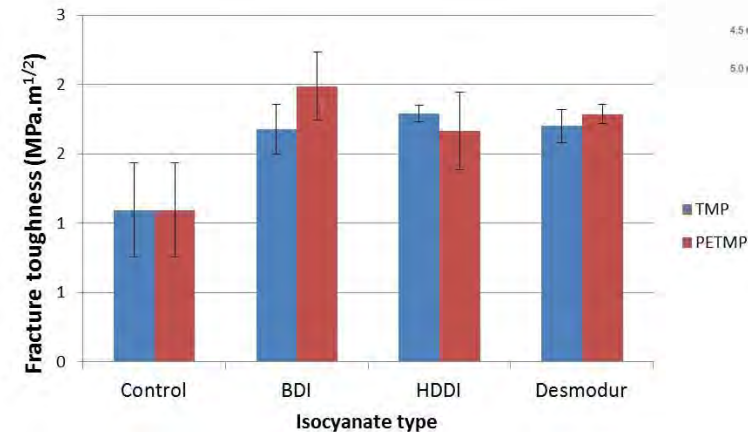
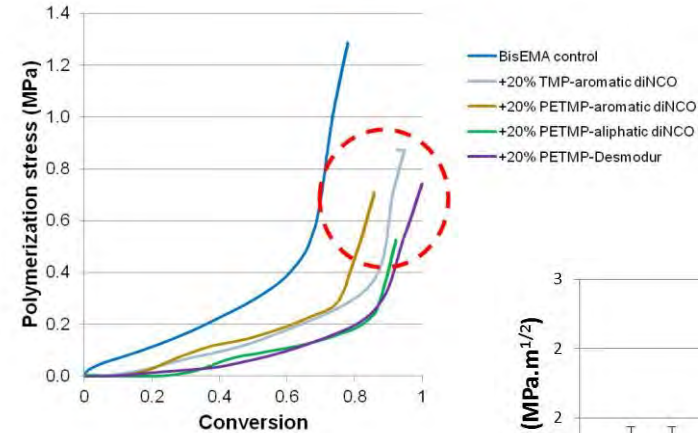
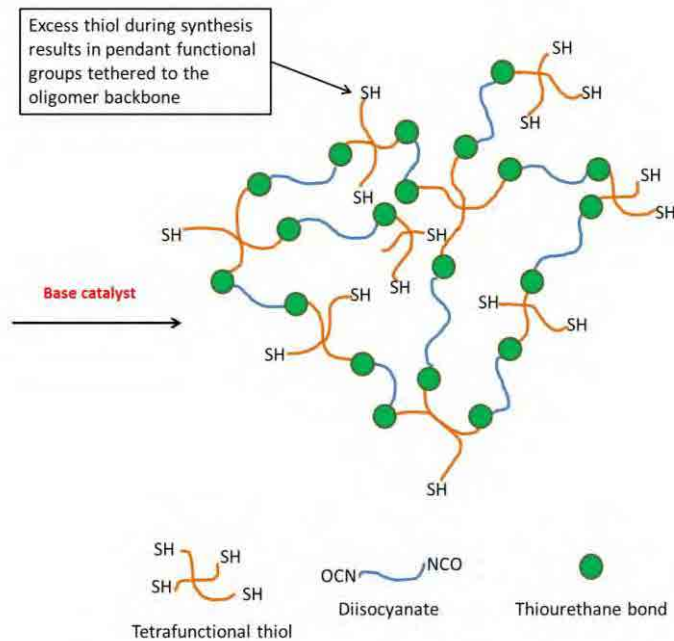
Commercial restorative composites



Matrix and filler must
be connected

Thiourethane oligomers – click chemistry

► Matrix modification



Benefits:

- Polymerization stress reduction
- Increased fracture toughness (resistance to breakage)
- Increased polymerization in depth – bulk-fill restorations (less time on the dentist's chair)

Bacchi et al., 2014, 2015, 2016a, 2016b, 2018a, 2018b; Faria-e-Silva et al., 2017a, 2017b, 2018

Reinforcing oligomers

SCIENTIFIC REPORTS

OPEN Toughening of Dental Composites with Thiourethane-Modified Filler Interfaces

Ana P. Fugolin¹, Daniel Sundfeld², Jack L. Ferracane¹ & Carmem S. Pfeifer¹

SCIENTIFIC REPORTS | (2019) 9:2286 | <https://doi.org/10.1038/s41598-019-39003-w>

- ✓ Less stress
- ✓ More mechanical strength
- ✓ Allows for light penetration in depth

- ✓ Scale up for commercialization funded by BSIP – OHSU Foundation / TTBD

New inventor of
the year award
(2015) from
TTBD



OHSU Research News

[Home](#) [About](#) [Calendar](#) [Funding Alerts](#)

2015 BioScience Innovation Program Awardees

Novel dental composites

Carmem Pfeifer, DDS, PhD

Current dental resin composites last, on average, between 5-10 years due to fracture and degradation. Polymerization shrinkage and stress cause degradation at the tooth interface leading to restoration failure. To date, materials developed to reduce polymerization shrinkage and stress have proven inefficient at extending the life span of restorations. Novel resin composites have been developed that reduce polymerization shrinkage by 10-20% and reduce polymerization stress by 50-75% as compared to current resin composites. The current project aims to scale up the synthesis of this novel resin as well as optimize the

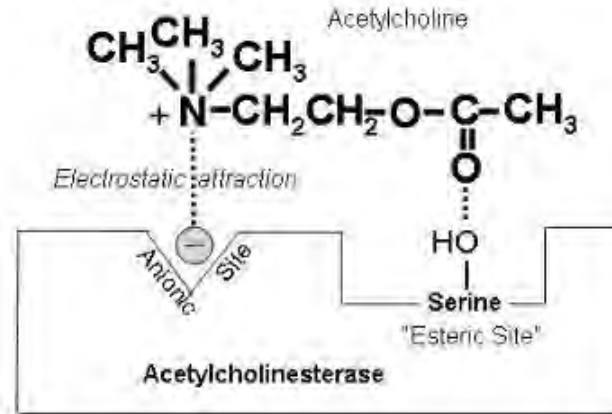
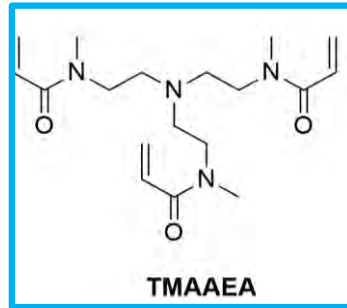
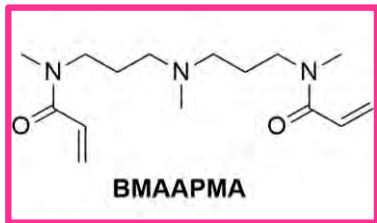
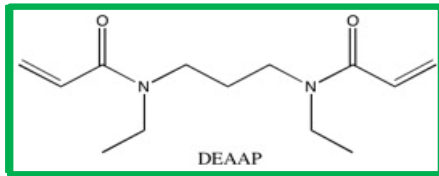


Innovation and improvements

- ▶ Lower stress / higher fracture toughness
- ▶ No need to change the current operatory technique
- ▶ High molecular weight – ODORLESS
- ▶ High refractive index – optical clarity
- ▶ Thio-urethane bonds are more stable than ester bonds in terms of hydrolytic degradation
- ▶ **Shelf-life and cytotoxicity similar to un-modified methacrylate systems**
- ▶ Applicable to other resins systems – engineering applications

Enzymatic and hydrolytic degradation

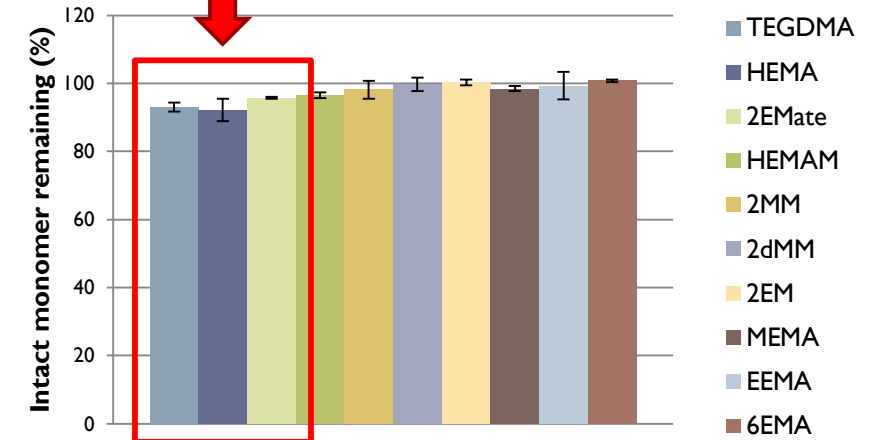
- ▶ Eliminate or reduce content of acrylates and methacrylates in dental products



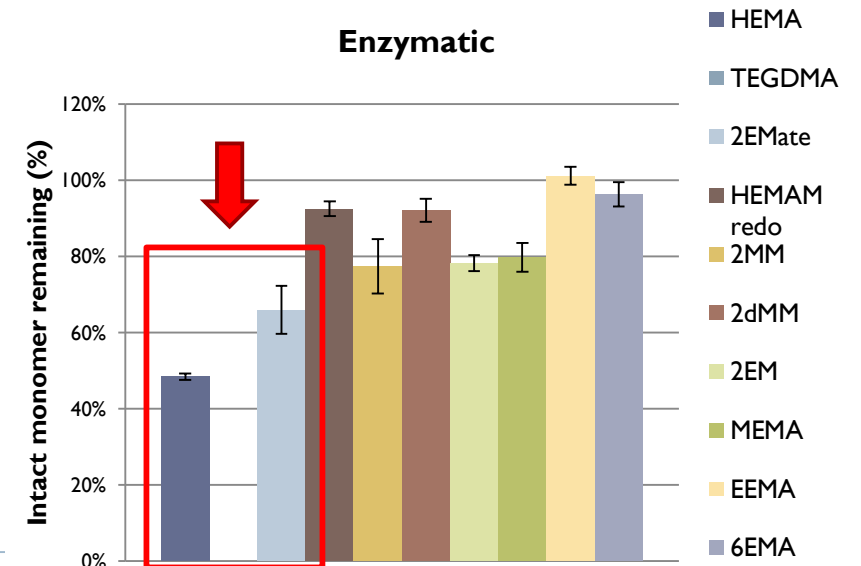
A few examples of the new compounds, not degraded by water and enzymes commonly found in the mouth

Rationale: Reduce water uptake and degradation in saliva and enzymes

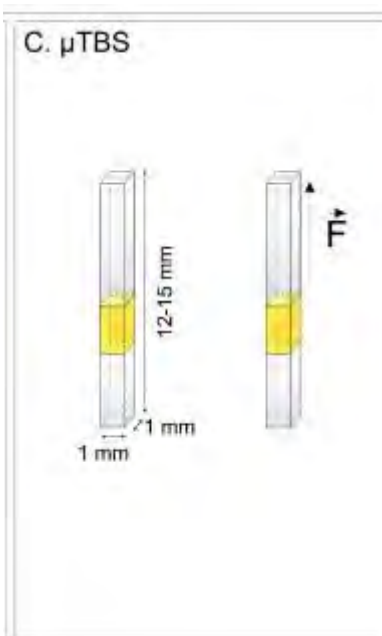
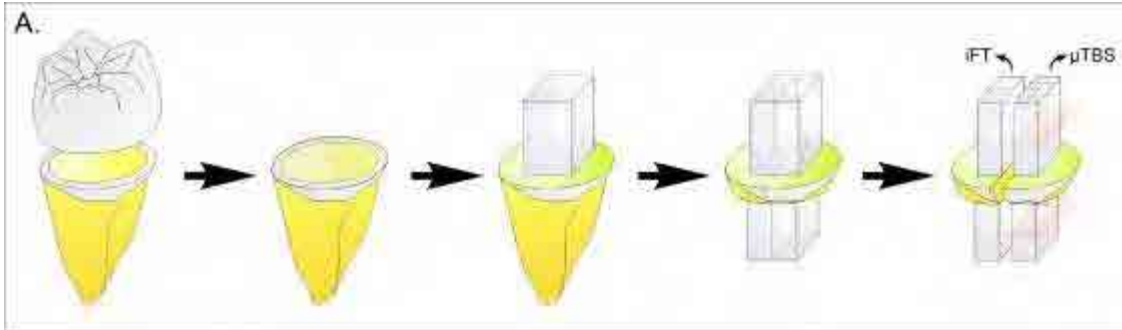
Hydrolytic



Enzymatic



How the test is done – microtensile bond strength



24 h, 3 weeks and
6 months storage
in water at 37 °C



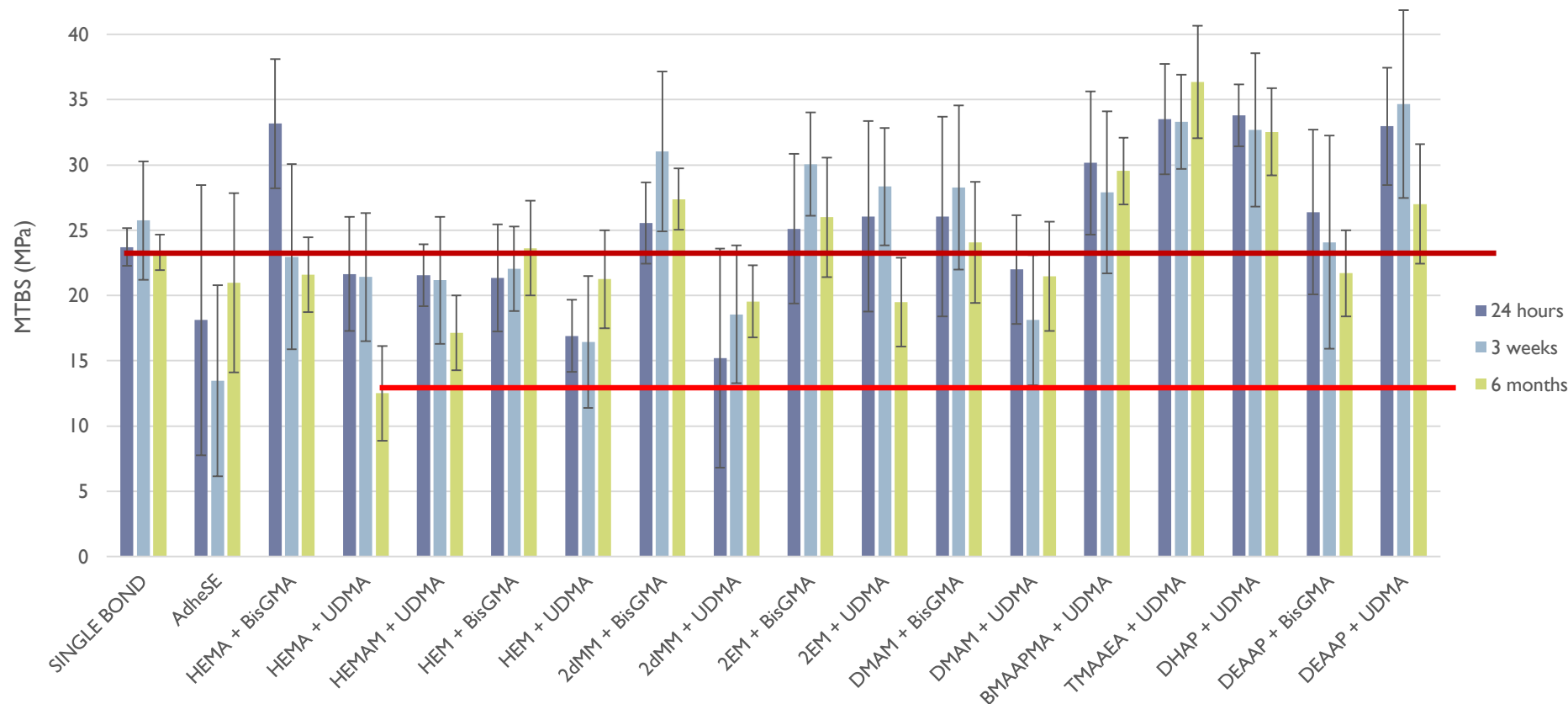
500 N – 0.5 mm/min

Bond stability

Use of (meth)acrylamides as alternative monomers in dental adhesive systems

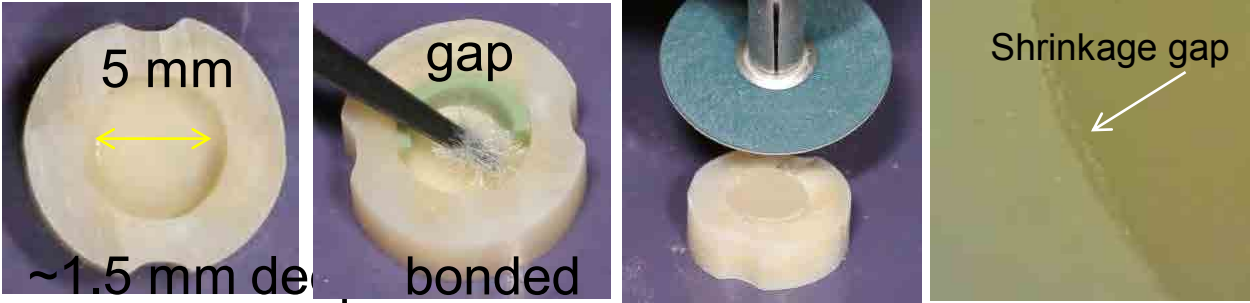
Ana P. Fugolin, Adam Dobson, Wilbes Mbiya, Oscar Navarro, Jack L. Ferracane, Carmem S. Pfeifer*

Department of Restorative Dentistry, Division of Biomaterials and Biomechanics, Oregon Health & Science University, Portland, OR, USA

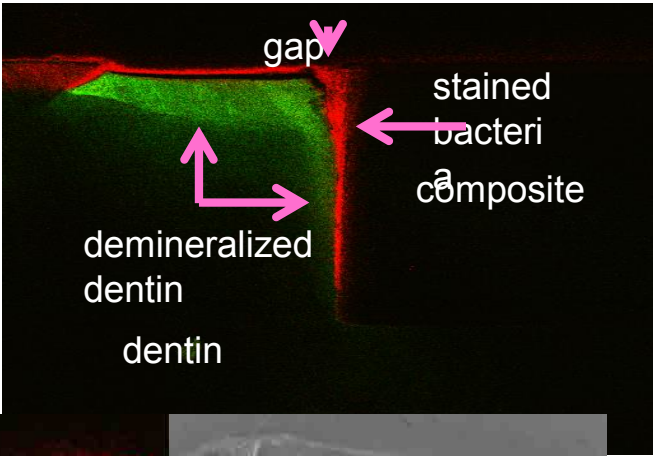


- ✓ Higher initial bond strength
- ✓ Stability of bonded interface

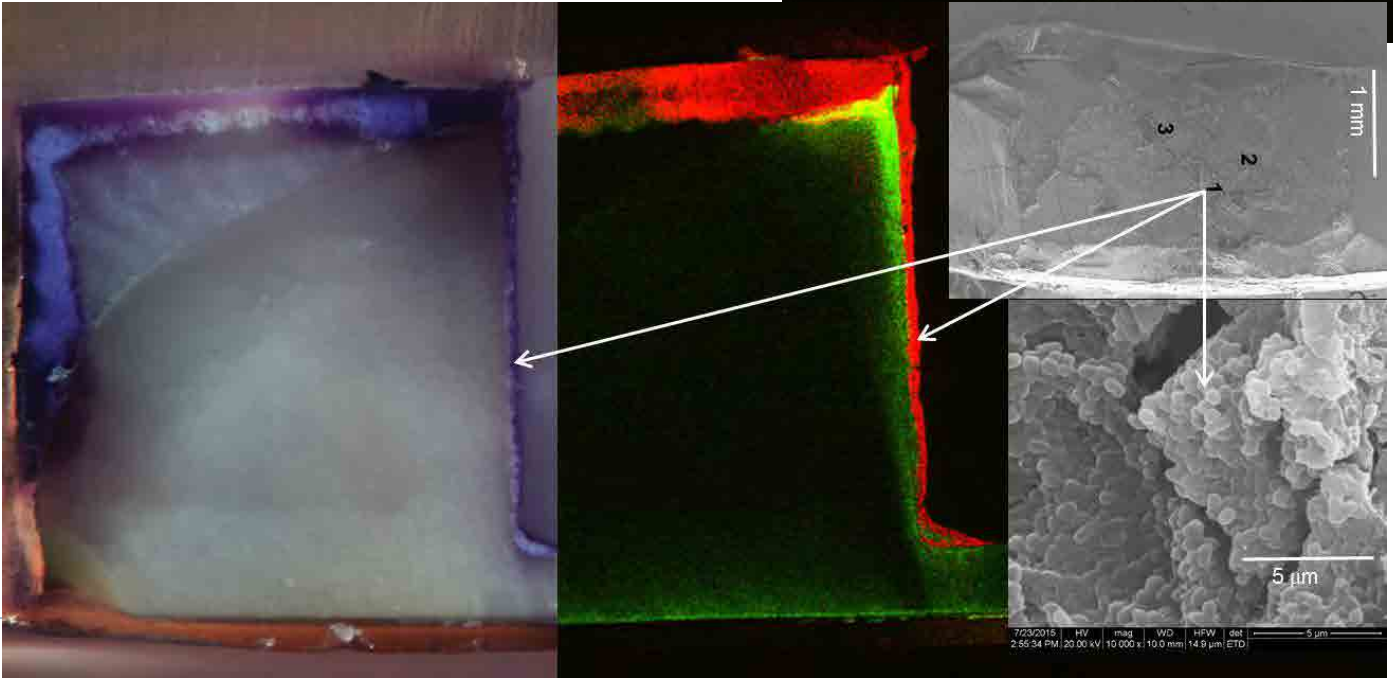
Physiological testing conditions



Specimen preparation sequence



Industry partnership



Materials development over the years and into the future...



National Institute of Dental
and Craniofacial Research

Materials need to
pro-actively
interact with the
environment

Materials need to
resist degradation
(war on the ester
bond)

Materials are inert;
mechanical
resistance and low
polymerization
stress are key

✓ R01-DE028757 – Host and bacterial
enzyme inhibition as a tool to
preserve bond integrity (ends 2024)

✓ R01-DE026113 – Use of carboxybetaine
compounds as antimicrobial agents with
degradation resistance (ends 2020)

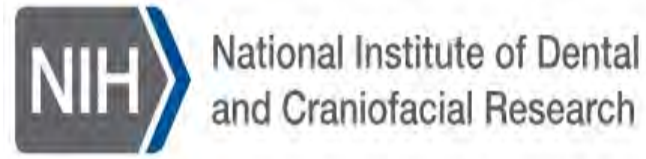
✓ U01-DE023756 – Use of thiourethane oligomers on
degradation-resistant composites (ends 2019)

✓ R15-DE023211 – Development of thiourethane-based
low stress and high toughness materials (ended 2017)



▶ NIH/NIDCR:

▶ K02 DE025280



- ▶ Jack Ferracane, Ana Fugolin, Steven Lewis and Matthew Logan, Biomaterials and Biomechanics
- ▶ Shanthi Nagarajan and Aaron Nilsen, OHSU Medicinal Chemistry Core
- ▶ OHSU Office of Technology Transfer and Business development – Bioscience Innovation Program award
- ▶ André Faria-e-Silva, School of Dentistry, University of Sergipe
- ▶ Graduate program - Piracicaba School of Dentistry

Acknowledgements



Special shout out:
Ana Fugolin



Special shout out:
Jack Ferracane





**RESOLUTION 2019-06-04
OREGON HEALTH & SCIENCE UNIVERSITY
BOARD OF DIRECTORS**

(Approval of Appointment to IPOC)

WHEREAS, Ana Brar has completed her term of appointment to the OHSU Board of Directors and related committee assignments; and

WHEREAS, the Board wishes to identify and appoint a Board member to serve on the Integrity Program Oversight Council (IPOC);

NOW, THEREFORE, BE IT RESOLVED:

Lubna Khan is appointed to the IPOC and shall serve at the pleasure of the OHSU Board of Directors.

This Resolution is adopted this 27th day of June, 2019.

_____ Yeas

_____ Nays

_____ Abstentions

Signed by the Secretary of the Board on June 27, 2019.

Connie Seeley
Board Secretary

Glossary of Terms

A3 – Single page strategy

AAEO – Affirmative Action and Equal Opportunity

ACA - Affordable Care Act. The Patient Protection and Affordable Care Act, often shortened to the Affordable Care Act (ACA) or nicknamed Obamacare, is a United States federal statute enacted by the 111th United States Congress and signed into law by President Barack Obama on March 23, 2010

AFSCME - American Federation of State, County and Municipal Employees. A union that represents OHSU classified employees.

AH - Adventist Health.

AHC - Academic Health Center. A partnership between healthcare providers and universities focusing on research, clinical services, education and training. They are intended to ensure that medical research breakthroughs lead to direct clinical benefits for patients.

AHRQ – Agency for Healthcare Research and Quality

AI/AN - American Indian/Alaska Native

AMD - Age-Related Muscular Degeneration is a common eye condition and a leading cause of vision loss among people age 50 and older.

APP – advanced practice providers

APR - Academic Program Review: The process by which all academic programs are evaluated for quality and effectiveness by a faculty committee at least once every five years.

ARRA - American Recovery and Reinvestment Act of 2009.

A/R - Accounts Receivable. Money owed to a company by its debtors

ASF - Assignable Square Feet. The sum of all areas on all floors of a building assigned to, or available for assignment to, an occupant or specific use.

AVS – After visit summary

A&AS – Audit and Advisory Services

BRB - Biomedical Research Building. A building at OHSU.

CAGR - Compound Annual Growth Rate measures the annual growth rate of an investment for a time period greater than a year.

CAO - Chief Administrative Officer.

Capex - Capital expense

CAUTI – catheter associated urinary tract infections

C Diff – Clostridium Difficile

CEI - Casey Eye Institute. An institute with OHSU.

CFO - Chief Financial Officer.

CHH - Center for Health & Healing Building. A building at OHSU.

CHH-2 - Center for Health & Healing Building 2. A building at OHSU.

CHIO – Chief Health Information Officer

CLABSI – Central line associated bloodstream infections

CLSB - Collaborative Life Sciences Building. A building at OHSU.

CMH - Columbia Memorial Hospital. A hospital in Astoria, Oregon.

CMI - Case Mix Index. Relative value assigned to a diagnosis-related group of patients in a medical care environment.

CMS - Centers for Medicare & Medicaid Services. A federal agency within the United States Department of Health and Human Services (HHS) that administers the Medicare program and works in partnership with state governments to administer Medicaid, the Children's Health Insurance Program (CHIP), and health insurance portability standards. In addition to these programs, CMS has other responsibilities, including the administrative simplification standards from the Health Insurance Portability and Accountability Act of 1996 (HIPAA), quality standards in long-term care facilities (more commonly referred to as nursing homes) through its survey and certification process, clinical laboratory quality standards under the Clinical Laboratory Improvement Amendments, and oversight of HealthCare.gov.

CPI - Consumer Price Index measures the average prices of goods & services in the United States.

CY - Current Year.

Downstream referral activity - specialty referrals that generate a higher margin and result from the primary care activity.

Days Cash on Hand - The number of days that OHSU can continue to pay its operating expenses with the unrestricted operating cash and investments.

DCH - Doernbecher Children's Hospital. A building at OHSU.

DMD - Doctor of Dental Medicine.

DNP - Doctor of Nursing.

DNV – Det Norske Veritas

E&M – Evaluation and management

EBIT - Earnings before Interest and Taxes. A financial measure measuring a firm's profit that includes all expenses except interest and income tax.

EBITDA - Earnings before Interest, Taxes, Depreciation and Amortization.

ED - Emergency Department. A department in OHSU specializing in the acute care of patients who present without prior appointment.

EHR - Electronic Health Record. A digital version of a patient's medical history.

EHRS – Environmental Health and Safety

EMR – Electronic medical record

ENT - Ear, Nose, and Throat. A surgical subspecialty known as Otorhinolaryngology.

EPIC - Epic Systems. An electronic medical records system.

ER - Emergency Room.

ERG – Electroretinography is an eye test used to detect abnormal function of the retina.

ERM - Enterprise Risk Management. Enterprise risk management in business includes the methods and processes used by organizations to manage risks and seize opportunities related to the achievement of their objectives.

FTE - Full-time equivalent is the hours worked by an employee on a full-time basis.

FY - Fiscal Year. OHSU's fiscal year is July1 – June30.

GAAP - Generally Accepted Accounting Principles. Is a collection of commonly-followed accounting rules and standards for financial reporting.

GASB - Governmental Accounting Standards Board. Is the source of generally accepted accounting principles used by state and local governments in the United States.

GDP - Gross Domestic Product is the total value of goods and services produced within a country's borders for a specified time period.

GIP - General in-patient

GME - Graduate Medical Education. Any type of formal medical education, usually hospital-sponsored or hospital-based training, pursued after receipt of the M.D. or D.O. degree in the United States This education includes internship, residency, subspecialty and fellowship programs, and leads to state licensure.

GPO –group purchasing organization

H1 – first half of fiscal year

H2 – second half of fiscal year

HCAHPS – Hospital Consumer Assessment of Healthcare Providers and Systems

HR - Human Resources.

HRBP – Human resources business partner

HSE – Harvard School of Education

HSPH – Harvard School of Public Health

IA - Internal Arrangements. The funds flow between different units or schools within OHSU.

ICU - Intensive Care Unit. A designated area of a hospital facility that is dedicated to the care of patients who are seriously ill

IGT - Intergovernmental Transfers. Are a transfer of funds from another government entity (e.g., county, city or another state agency) to the state Medicaid agency

IHI – Institute for Health Care Improvement

IP – In Patient

IPS – Information Privacy and Security

ISO – International Organization for Standardization

KCC - Knight Cancer Center. A building at OHSU.

KCRB – Knight Cancer Research Building

KPV - Kohler Pavilion. A building at OHSU.

L – Floor Level

L&D - Labor and Delivery.

LGBTQ – Lesbian, Gay, Bisexual, Transgender, Queer

LOI - Letter of Intent. Generally used before a definitive agreement to start a period of due diligence before an enduring contract is created.

LOS – Length of stay

M - Million

MA – Medicare Advantage

M and A - Merger and acquisition.

MBU - Mother-Baby Unit. A unit in a hospital for postpartum women and their newborn.

MCMC - Mid-Columbia Medical Center. A medical center in The Dalles, OR.

MD - Doctor of Medicine.

MOU—Memorandum of Understanding

MPH - Master of Public Health.

NFP - Not For Profit.

NICU - Neonatal Intensive Care Unit specializes in the care of ill or premature newborn infants.

NIH - National Institutes of Health. A part of the U.S. Department of Health and Human Services, NIH is the largest biomedical research agency in the world.

NOL - Net Operating Loss. A loss taken in a period where a company's allowable tax deductions are greater than its taxable income. When more expenses than revenues are incurred during the period, the net operating loss for the company can generally be used to recover past tax payments.

NPS: Net Promotor Score.

NWCCU - Northwest Commission on Colleges and Universities: OHSU's regional accrediting body which is recognized by the U.S. Department of Education as the authority on the educational quality of institutions in the Northwest region and which qualifies OHSU and our students with access to federal Title IV student financial aid funds.

OCA - Overhead Cost Allocation. Internal OHSU mechanism for allocating overhead expenses out to departments.

OCNE - Oregon Consortium for Nursing Education. A partnership of Oregon nursing programs.

OCT - Optical Coherence Tomography is a non-invasive imaging test.

OCTRI - Oregon Clinical & Translational Research Institute. An institute within OHSU.

OHA - Oregon Health Authority. A government agency in the state of Oregon.

O/E – observed/expected ratio

OHSU—Oregon Health & Science University

OHSUF - Oregon Health & Science University Foundation.

ONA - Oregon Nurses Association. Professional association for nurses in Oregon.

ONPRC - Oregon National Primate Research Center. One of seven federally funded National Primate Research Centers in the United States and a part of OHSU.

OP – Outpatient. If your doctor sends you to the hospital for x-rays or other diagnostic tests, or if you have same-day surgery or visit the emergency department, you are considered an outpatient, even if you spend the night in the course of getting those services. You only become an inpatient if your doctor writes orders to have you formally admitted.

OPP – OHSU Practice Plan

OPAM - Office of Proposal and Award Management is an OHSU department that supports the research community by providing pre-award and post-award services of sponsored projects and awards.

OPE - Other Payroll Expense. Employment-related expenses for benefits which the university incurs in addition to an employee's actual salary.

Opex: Operating expense

OR- Oregon

OR - Operating Room. A room in a hospital specially equipped for surgical operations.

OSU - Oregon State University.

P – Parking Floor Level

PAMC - Portland Adventist Medical Center.

PaWS – Parking and Workplace Strategy

PDT - Photodynamic Therapy is a treatment that uses special drugs and light to kill cancer cells.

PERI-OP – Perioperative. The time period describing the duration of a patient's surgical procedure; this commonly includes ward admission, anesthesia, surgery, and recovery

PERS - Public Employees Retirement System. The State of Oregon's defined benefit plan.

PET/MRI - Positron Emission Tomography and Magnetic Resonance Imaging. A hybrid imaging technology that incorporates MRI soft tissue morphological imaging and positron emission tomography PET functional imaging.

PHB – Portland Housing Bureau

PPI – physician preference items

PPO - Preferred Provider Organization. A type of health plan that contracts with medical providers, such as hospitals and doctors, to create a network of participating providers. You pay less if you use providers that belong to the plan's network.

Prgogrm – Program

PSI – patient safety intelligence

PSU - Portland State University.

PTO - Personal Time Off. For example sick and vacation time.

PV - Present Value. The current value of a future sum of money or stream of cash flows given a specified rate of return.

PY - Previous Year.

Quaternary - Extension of Tertiary care involving even more highly specialized medical procedures and treatments.

R&E - Research and Education.

RFP – Request for Proposal

RLSB: Robertson Life Sciences Building

RN - Registered Nurse.

ROI – return on investment

RPA - Robotic Process Automation. Refers to software that can be easily programmed to do basic tasks across applications just as human workers do

RPV – revenue per visit

SCB – Schnitzer Campus Block

SG&A - Selling, General and Administrative expenses. A major non-production cost presented in an income statement

SLM – Senior Leadership Meeting

SLO - Student Learning Outcomes Assessment: The process of establishing learning goals, providing learning opportunities, measuring student learning and using the results to inform curricular change. The assessment process examines whether students achieved the learning goals established for them.

SoM - School of Medicine. A school within OHSU.

SOPs – Standard Operating Procedures

SPH - School of Public Health. A school within OHSU.

SPD - Sterile Processing Department. An integrated place in hospitals and other health care facilities that performs sterilization and other actions on medical devices, equipment and consumables.

SSI – surgical site infection

TBD – to be decided

Tertiary - Highly specialized medical care over extended period of time involving advanced and complex procedures and treatments.

THK – Total hip and knees

TTBD - Technology Transfer & Business Development supports advancement of OHSU research, innovation, commercialization and entrepreneurship for the benefit of society.

UBCI – Unconscious Bias Campus – wide initiative

Unfunded Actuarial Liability - Difference between actuarial values of assets and actuarial accrued liabilities of a pension plan. Represents amount owed to an employee in future years that exceed current assets and projected growth.

UO—University of Oregon

UPP - University Pension Plan. OHSU's defined benefit plan.

URM – underrepresented minority

VGTI - Vaccine and Gene Therapy Institute. An institute within OHSU.

VTE – venous thromboembolism

WACC - Weighted Average Cost of Capital is the calculation of a firm's cost of capital in which each capital category is proportionately weighted.

WMG – Wednesday Morning Group

wRVU - Work Relative Value Unit. A measure of value used in the United States Medicare reimbursement formula for physician services

YoY - Year over year.

YTD - Year to date.