



OHSU Board of Directors Meeting

**Friday, September 25, 2020
9:30-11:25 am**

WebEx meeting details are located on your calendar invite



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

**Friday, September 25, 2020
9:30 – 11:25 am**

Please see your calendar invite for WebEx meeting login details

9:30 am	Call to Order/ Chairman's Comments President's Comments Approval of Minutes, June 26, 2020 (ACTION)	Wayne Monfries Danny Jacobs, MD Wayne Monfries
9:45 am	FY20 Unaudited Financial Results, August Update, Proposed Revision to FY21 Budget and Academic Fees (ACTION)	Lawrence Furnstahl Elena Andresen, PhD
10:25 am	Annual Assessment Update	(Introduction) David Robinson, PhD Constance Tucker, PhD
10:45 am	Path toward Anti-Racism	Derick Du Vivier, MD Peter Barr-Gillespie, PhD
11:15 am	Resolution for Board Committee Changes (ACTION)	Wayne Monfries
11:25 am	Meeting adjourned	

**Oregon Health & Science University
Board of Directors Meeting
June 26, 2020
WebEx/ECHO 360 virtual live meeting**

Following due notice to the public, the regular meeting of the Board of Directors of Oregon Health & Science University (OHSU) was held at 9:30 am via a virtual WebEx and Echo360 live link.

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 3225 SW Pavilion Loop, Mail Code L101, Portland, Oregon 97239. The following written minutes constitute a summary of the proceedings.

Attendance

Board members in virtual attendance were, Danny Jacobs, MD, Wayne Monfries, Chad Paulson, Lubna Khan, Steve Zika, Stacy Chamberlain, Prashant Dubey, Amy Tykeson and Ruth Beyer. OHSU staff presenting material on the agenda were Lawrence Furnstahl, Elena Andresen, PhD, Karen Eden, PhD, Greg Moawad, JD, Alice Cuprill-Comas, Renee Edwards, MD, and Peter Barr-Gillespie, PhD. Connie Seeley, Secretary of the Board was in virtual attendance as well as other OHSU staff members and members of the public.

Call to Order

Wayne Monfries

Mr. Wayne Monfries, Chair of the OHSU Board of Directors, called the public meeting to order at 9:30am and welcomed all those in attendance.

Chairman's Comments

Wayne Monfries

Mr. Monfries opened by addressing the current social climate and acknowledging the Alliance for Visible Diversity and Science Group at OHSU and the petition they had presented to the board. He spoke about how the board is committed to supporting OHSU's efforts to ensure OHSU is operating as an antiracist community. He applauded Dr. Jacobs for his commitment in leadership throughout this tumultuous time. He reviewed the meeting protocol and proceeded by turning the meeting over to Dr. Danny Jacobs.

President's Comments

Danny Jacobs, MD, OHSU President

Dr. Danny Jacobs began by stating that OHSU and the country are in the midst of a COVID-19 pandemic and also in the middle of a modern day civil rights movement. He said OHSU has begun a deliberate and considered effort to dismantle structural racism including, changing OHSU's code of conduct to make the display of any hate imagery subject to discipline, including termination, the enlistment of consultants to help review policies and practices and the development of training and mentoring programs for employees of color to support upward mobility. He touched on the extremely complicated issue of ending the contract with Oregon Correctional Enterprises. He spoke of the review of OHSU's Public Safety Officers, The Key to Oregon Study, the removal of racial terminology and branding terminology commonly used in the industry. He said these actions were just a start and there would be more to see on this topic as they identify actions that OHSU can take. He closed by thanking everyone for their efforts in joining together to help dismantle systemic racism.

Approval of Minutes

Wayne Monfries

Mr. Monfries asked for approval of the minutes from the May 22, 2020 OHSU Public Board meeting. Upon motion duly made by Chad Paulson and seconded by Lubna Khan, the minutes were approved by all board members in attendance.

FY20 May Results and Proposed FY21 Budget

Lawrence Furnstahl

Mr. Monfries recognized Lawrence Furnstahl, EVP and Chief Financial Officer

Mr. Furnstahl gave an update on the FY20 Financial results and proposed FY21 Operating Budget. He covered patient activity and revenue streams, operating income, CARES Act support, proposed capital spending, debt service, IGT funding and the financial response plan.

Board members asked Mr. Furnstahl for additional information on projections, IGT underfunding, the CARES Act, operating income, and state funding cuts.

Presentation of Tuition and Fee Book

Elena Andresen, PhD

Mr. Monfries recognized Elena Andresen, PhD, EVP and Provost

Dr. Andresen gave an overview and presentation of OHSU's Tuition and Fee Book for 2020-2021. She spoke of the financial stress the education programs are under due to COVID-19.

She discussed concerns about a cut in state appropriations at the upcoming special session of the legislature and described the potential impacts on tuition.

Board members asked Dr. Andresen for further information on scholarships, DACA, IGT underfunding, rural programs and the reduction of tuition increases throughout the year.

Faculty Senate Response to the Budget

Karen Eden, PhD

Mr. Monfries recognized Karen Eden, PhD, Senate President, Professor, Medical Informatics and Clinical Epidemiology, School of Medicine

Dr. Eden gave an overview of the Faculty Senate response to the budget. She began by explaining the mission and role of the Senate. She spoke about the Senate's proposal from June 1st which was ultimately declined by OHSU. She addressed the Senate's concern about racial discrimination and discussed the "Respect for All Act" App. She closed by reviewing the Senate's recommendations and request for continued support university wide.

Board members asked Dr. Eden for further information on the Respect for All App, the declined Senate's proposal, burnout and the workshare program.

Approval of Budget and Fee Book

Mr. Monfries presented OHSU Board Resolution 2020-03-01 to approve the Budget and Fee Book.

OHSU Board Resolution 2020-06-02, Approval of Budget and Fee Book

Mr. Monfries asked for a motion to adopt Resolution 2020-06-02. Amy Tykeson moved to approve the motion. Chad Paulson seconded the motion and it was approved by a vote of 6 to 3 by OHSU Board members in attendance.

Approval confirming KPMG as OHSU auditors for the next fiscal year

Mr. Monfries presented OHSU Board Resolution 2020-06-03 to approve KPMG as OHSU auditors for the next fiscal year.

OHSU Board Resolution 2020-06-03, confirming KPMG as OHSU auditors for the next fiscal year

Mr. Monfries asked for a motion to adopt Resolution 2020-03-01. Amy Tykeson moved to approve the motion. Ruth Beyer seconded the motion and it was approved by all OHSU Board members in attendance.

Update on FY20 Indicators

Greg Moawad, JD

Mr. Monfries recognized Greg Moawad, Interim VP, Human Resources

Mr. Moawad gave an update on the FY21 Performance Indicators. He mentioned indicators developed last summer had been reprioritized due to COVID-19. He discussed telework, counsel, personal time off, the Center for Diversity and Inclusion, pay equity, access, virtual visits, observed mortality and the net promoter score. He also covered transfers, the research bracket, publications, turn-around time and education.

Board members asked Mr. Moawad for additional information on internships, paid time off and stress and burnout.

COVID-19 Updates

Alice Cuprill-Comas, Renee Edwards, MD, Peter Barr-Gillseppe, PhD

Mr. Monfries recognized Alice Cuprill-Comas, SVP, Legal Counsel

Ms. Cuprill-Comas gave an overview of OHSU's Guiding Principles including implementing appropriate control measures, limiting infection in high risk individuals and supporting a telework environment. She discussed the current status of the Healthcare, Research and Education missions and Central Operations. She closed discussing guidelines to protect patient, employee and student safety and where applicable and appropriate to OHSU to follow county and executive orders.

Board members asked Ms. Cuprill-Comas for additional information on mental health issues and family support issues. She referred to Dr. Edwards for responses in those areas.

Mr. Monfries recognized Peter Barr-Gillespie, PhD, EVP, Chief Research Officer

Dr. Barr-Gillespie gave an update on OHSU's research directly aimed at tackling the COVID-19 infections. He covered investigator-initiated projects, screening of genomes from SARS COVID-2 infections, antibody testing, informatics, the Key to Oregon Study, social and economic consequences and the OHSU/PSU COVID-19 Council.

Board members had no questions for Dr. Barr-Gillespie, but thanked him for the hard work the research teams were doing.

Mr. Monfries recognized Renee Edwards, MD, MBA, SVP, Chief Medical Officer, OHSU Healthcare

Dr. Edwards gave an overview and update on PPE challenges including N95 masks, COVID-19 testing including the fully functional PCR lab, hospital capacity, elective surgery expansion, visitor policy updates and safe environment of care including guidelines for masks and physical distancing. She also acknowledged the efforts of all clinicians and staff who have worked tirelessly throughout the pandemic.

Board members asked Dr. Edwards for further information on the increase in COVID-19 cases and moving forward in Phase 2.

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 11:45am.

Respectfully submitted,

Connie Seeley
Secretary of the Board



September 21, 2020

To: Members, OHSU Board of Directors

From: Lawrence J. Furnstahl
Executive Vice President & Chief Financial Officer

Re: Revised FY21 Budget

The FY21 budget approved in June was prepared using data from March to May. The budget approach was to tighten first to loosen later; avoid widespread layoffs by reducing salaries instead; and act as one university. Due to great uncertainty from the pandemic and recession, we promised to return to the Board in the fall with a revised budget. Our priorities have been reducing the tuition increase for entering students and finding a path to restoring salaries for 4,500 faculty and administrators who took pay cuts.

We now have June through August results which have trended positive:

- FY20 operating loss is \$(28) million. Although this is \$173 million below the approved FY20 budget, it is less than half the FY20 deficit projected from April results.
- The improvement came largely in year-end expense items such as lower health benefit spending, favorable settlement of malpractice cases, and more capital bought from grants.
- Nothing in year-end financial results was negative to assumptions in the FY21 budget.
- We assumed 8% decline in patient activity – so far volume is down less than 2% (although with a different composition with higher complexity admissions and more infusion therapy).
- We assumed 5% shift from commercial to Medicaid coverage – so far there has been no shift.
- We assumed 17% cut in State appropriations and 10% cut in IGT funding – the Legislature did not cut funding during its summer special session.

If these trends hold, OHSU could have \$100 - \$200 million more revenue than budgeted. We booked a gain rather than a deficit in July and August based both on \$31 million more revenue and on lower expenses, some of which will increase as the months go on. In addition, we have strong investment returns and have limited capital spending, so the balance sheet has not deteriorated.

The original FY21 budget included a deficit of \$95 million after \$90 million of salary reductions from faculty and administrators. We now estimate a \$55 million deficit after lowering the tuition increase to 2% and returning salaries to their June levels starting in October going forward, with an upside of paying back the July to September reduction if performance continues to improve.

It is worth noting that OHSU guaranteed full pay from mid-March through June to ensure stability during the early months of the pandemic, when revenues fell by \$200 million. There is still very significant uncertainty: payer mix may shift if temporary employer health benefits run out, the Legislature will have to balance next biennium's budget, and the Affordable Care Act is once again before the US Supreme Court in November, without Justice Ginsburg.

In addition, OHSU is reviewing a recent revision to the US Department of Labor's guidance on the Families First Coronavirus Response Act (FFCRA) that expands the pool of employees eligible for paid sick leave and expanded family and medical leave for specified reasons related to COVID-19, including caring for a child whose school or place of care is closed. This change could have substantial financial and operational impact, and as a public entity OHSU would not receive offsetting federal tax credits.

However, we believe that given positive financial trends to date, it is a reasonable risk for the University to restore salaries on a going-forward basis in October. Reducing the tuition increase, reinstating the Tuition Promise for entering students, and restoring faculty and administrative salaries would reduce uncertainty for OHSU members while improving retention and morale.

We propose for the Board's consideration the enclosed revised FY21 budget and academic fee schedule.



OHSU Onward: FY20 Year-End Results, FY21 August & Proposed Revised Budget

OHSU Board of Directors / September 25, 2020

Introduction

- The FY21 budget was prepared using data from March – May. Due to the great uncertainty from the pandemic and recession, we promised to return to the Board in the fall with a revised budget.
- The FY21 budget approach was to tighten first to loosen later; avoid widespread layoffs by reducing salaries instead; and act as one university.
- Our priorities have been reducing tuition for entering students and finding a safe and fiscally sound path to restoring salaries for 4,500 faculty and administrators who took pay cuts.
- We now have June – August results which have trended positive across patient activity, payer mix, State funding, expenditures and investment return.
- We now propose a revised budget to reduce this year's deficit from \$95m to \$55m while lowering tuition increases to 2%, reinstating the Tuition Promise for entering students, and restoring the full salary reductions taken by faculty and management staff starting in October going forward (together ~\$69m in FY21). In addition we would proceed with some high-priority capital projects paused in the spring.
- *Further improvements above the \$55m deficit would first repay some or all of the salary reductions incurred in July – September (~\$23m).*

FY20 Deficit of \$(28)m Better than Prior Estimate

- Unaudited FY20 operating loss = \$(28)m – KPMG will report on their audit in October.
 - July – February gain = \$91m for 8 months followed by
 - March – June loss = \$(119)m for 4 months.
- Prior to \$38m of CARES Act support booked as non-operating income.
- \$(173)m below the FY20 approved budget of \$145m in operating income, but less than half the loss projected from April results.
- Comparing final FY20 results to the estimate from April data that also formed the basis for the FY21 budget, shows \$6m more revenues and \$26m less expense:

Change from April Estimate (millions)	April Estimate	FY20 Unaudited	Change
Net patient revenue	\$2,245	\$2,246	\$1
Other revenues	1,140	1,145	5
Operating revenue	3,385	3,391	6
Operating expense	3,445	3,419	(26)
Operating income (loss)	\$(60)	\$(28)	\$32

Improvement Largely in Year-End Expense Items

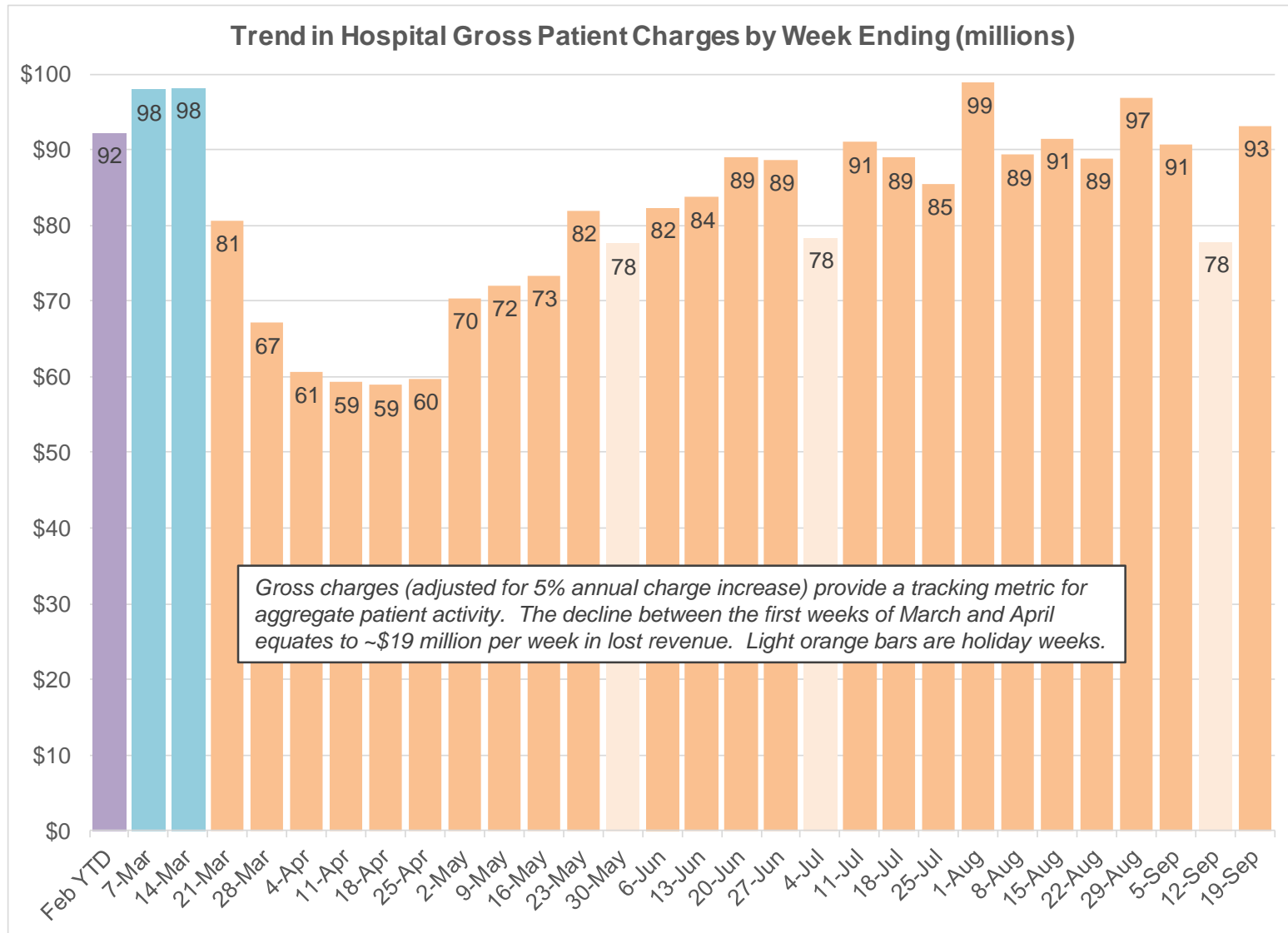
- FY20 net patient revenue was very close to the April estimate.
- Direct grant revenue was up and IGT funding for research & education was adjusted downward from \$135m budgeted to \$129.5m final due to lower Medicaid volume.
- This offset the prior year's upward IGT adjustment from \$112m budgeted to \$116m final and is consistent with projections in FY21 budget.
- Much lower employee health benefit spending.
- Lower self-insurance liability through improved settlement of cases.
- More capital bought from restricted grants, especially in Cryo EM and at West Campus (but this operating gain goes 100% to capital spending by definition).
- Booked \$1k / FTE lump-sum payment for 6,000 non-union faculty, UAs/management and research staff.

FY20 Variance from Budget by Major Unit

- So far, patient activity relative to staffing (FTEs) has been the main driver of financial performance.
- OHSU Health + School of Medicine were \$(23)m below budget prior to COVID-19 and ended the year \$(217)m off, of which \$(31)m was at Hillsboro and Adventist.
- The rest of the University ended the year above budget (including not paying institutional incentives) and there was a healthy gain in restricted funds from capital bought from grants.

Operating Gain (Loss)	Jul - Feb	Mar - Jun	FY20
OHSU Health	\$32	\$(90)	\$(58)
School of Medicine	3	(37)	(34)
Other Unrestricted	47	0	47
Restricted Funds	9	8	17
Total OHSU	\$91	\$(120)	\$(28)
Budget Variance	Jul - Feb	Mar - Jun	FY20
OHSU Health	\$(17)	\$(139)	\$(156)
School of Medicine	(6)	(55)	(61)
Other Unrestricted	37	(6)	31
Restricted Funds	6	7	13
Total OHSU	\$20	\$(193)	\$(173)

Trend in Patient Activity: Recovery into September



Detail of FY20 Revenue & Expense

Pre-COVID, OHSU revenues through February were 10% above prior year but salaries & benefits were up 11%. We then guaranteed pay from March to June for stability during the most uncertain part of the pandemic, while total revenues fell by \$200m.

FY20 June YTD (12 months) (millions)	FY19 Actual	FY20 Budget	FY20 Unaudited	Unaudited - Budget	Unaudited / Prior Year
Net patient revenue	\$2,235	\$2,379	\$2,246	\$(133)	0.5%
Medical contracts	104	117	121	4	16.6%
Grants & contracts	451	438	475	37	5.2%
Gifts applied	94	116	102	(13)	8.8%
Tuition & fees	78	80	77	(3)	-1.3%
State appropriations	37	38	40	2	6.2%
IGT for research & education	116	135	130	(6)	11.6%
Other revenues	139	149	200	52	44.4%
Operating revenue	3,254	3,451	3,391	(60)	4.2%
Salaries & benefits	1,883	2,028	2,078	50	10.4%
Rx & medical supplies	453	519	554	36	22.3%
Other services & supplies	510	541	536	(5)	5.1%
HMC/AHP support	13	6	36	31	179.6%
Depreciation	187	176	177	1	-5.4%
Interest	31	35	37	1	17.1%
Operating expenses	3,078	3,306	3,419	113	11.1%
Unrestricted gain (loss)	154	142	(45)	(187)	-129.4%
Restricted gain (loss)	22	4	17	13	-24.8%
Total operating income	\$176	\$145	\$(28)	\$(173)	-116.0%

OHSU Net Worth Down Slightly in FY20

- Consolidated net worth declined by \$(14)m in FY20, reversing the prior years' trend.
- Negative factors include the operating loss, an especially large PERS pension accrual, the Foundation transferring more gift funds to the University than new gifts pledged, and a reserve against capital advances to Hillsboro Medical Center.
- These were largely offset by \$38m in CARES Act support that OHSU can keep and strong investment returns on OHSU-held funds that reflect a sharp decline in interest rates and a stock market recovery at fiscal year end.

Change in Net Worth (millions)	FY18 Actual	FY19 Actual	FY20 Unaudited
Operating income	\$138	\$176	\$(28)
State grant & gifts to KCRB	120	30	0
PER pension accrual	(39)	(34)	(59)
Total University oper. income	219	173	(87)
CARES Act support	0	0	38
Investment total return	24	79	62
Gifts & grants for capital	6	31	9
Gain (loss) on Foundation	(15)	(24)	(22)
Other nonoperating activity	(7)	(6)	(14)
Total change in net worth	\$227	\$252	\$(14)

CARES Act Bolsters Short-Term Liquidity

- Before aid from the CARES Act, cash declined \$(15)m with operating losses and capital spending above depreciation largely offset by strong investment returns.
- In FY20, the CARES Act provided \$38m in support that OHSU keeps and \$170m in short-term interest free loans from Medicare advance payments and FICA deferrals.

Balance Sheet (millions)	6/30/19 Actual	6/30/20 Unaudited	FY20 Change
Cash & investments	\$1,216	\$1,408	\$192
Patient accounts receivable	354	346	(8)
Net property, plant & equipment	2,073	2,103	31
Interest in Foundation	1,363	1,342	(22)
Long-term debt (refinanced)	(979)	(997)	(18)
CARES Act loans	0	(170)	(170)
PERS pension liability	(456)	(504)	(48)
Other assets & liabilities, net	49	78	29
Total net worth	\$3,619	\$3,605	\$(14)

Capital spending in FY20 include acquisition of the Physicians Pavilion (PPV) outpatient facility on Marquam Hill that had previously been leased. Debt principal repaid is net of December 2019 refinancing.

Cash Flow (millions)	FY20 Unaudited
Operating loss	\$(28)
Depreciation	177
Investment total return	62
Gifts & grants for capital	9
Sources of cash	219
Net principal repaid	(18)
Capital spending incl. PPV	(207)
Working capital and other	(9)
Uses of cash	(234)
Cash flow before CARES Act	(15)
CARES Act support	38
CARES Act loans	170
Cash flow after CARES Act	192
Beginning cash & investments	1,216
Ending cash & investments	\$1,408

OHSU Onward: Key Budget Decisions to Date

1. Maintained full pay from mid-March through June and provided a \$1m emergency fund despite a \$200m decline in revenues.
2. Tightened first to loosen later, to avoid repeated rounds of cuts if the situation worsened.
3. Avoided wide-spread layoffs by reducing salaries instead, cutting higher salaries more but in a consistent way.
4. Acted as one university, even though different units and different missions would be impacted to differing extents and at different times.
5. Budget for FY21 assumed -8% decline in volume, -5% decline in commercial share, -17% cut in State appropriations and -10% cut in IGT funding for research & education—largely based on April / May data.
6. \$(95)m deficit after \$90m in salary reductions for faculty and UAs/management—equivalent of \$185m below breakeven and \$330m below FY20 budget.
7. Promised to return to the Board in the fall with a revised budget based on new data, noting that more was learned each week.
8. Loosened the salary reduction formula for faculty and management from 18%>\$50k to 18%>\$70k in mid-September and added gain sharing.

Current Trends in June through August 2020

- Nothing in FY20 year-end was negative to assumptions in the FY21 budget—some were positive.
- Aggregate patient activity in June – August (measured by gross charges adjusted for charge increase) is within 1.5% of prior year although with a significant change in composition toward fewer cases with higher complexity.
- About 30 beds (in double rooms) are out of service, lower admissions are offset by higher casemix, and many outpatient visits have shifted from onsite to digital.
- Outpatient pharmacy (especially chemo infusion) is offsetting declines elsewhere.

Patient Activity: 3 Months June through August			
	2019	2020	% Change
Admissions	7,535	6,551	-13.1%
Patient days	43,898	40,252	-8.3%
OP visits	245,255	291,058	18.7%
ER visits	12,049	10,071	-16.4%
OR cases	9,593	8,063	-15.9%
Digital visits		97,472	33.5%
Casemix Index	2.25	2.47	9.8%
IP charges	582,677	565,530	-2.9%
OP charges	457,511	413,080	-9.7%
Rx charges	209,985	253,485	20.7%
Total charges	1,250,173	1,232,095	-1.4%
Charges adjusted for 5% annual charge increase			

Current Trends with FY21 August Results

- Payer mix has not shifted from private to government coverage:

OHSU Hospital Payer Mix (based on gross charges)	FY20 Feb Pre-COVID	FY21 Aug YTD	Change
Medicare	34%	32%	-2%
Medicaid	23%	23%	0%
Uninsured	1%	2%	0%
Subtotal - government	59%	57%	-2%
Commercial / managed care	33%	34%	1%
Other sponsored	9%	9%	1%
Subtotal - private	41%	43%	2%
Total	100%	100%	0%

- Legislature did not cut State appropriations or IGT in summer special session (next State economist forecast due on September 23rd).
- If these trends hold for full year → \$100m – \$200m more revenue than budgeted.
- For example, OHSU booked an \$16.9m gain through August (prior to gain sharing and a \$3.6m surplus in restricted funds that is temporary) based both on \$31m more revenue and on lower expenses, some of which will increase as the year goes on (e.g. union contracts and faculty/management salary restoration).

Preliminary August Results Reflect Positive Trends

We closed August books last week. Preliminary results show revenues above budget and nearly even with last year. Compensation is low due to pending contract settlements and salary restoration.

FY21 August YTD (2 months) (millions)	FY20 Actual	FY21 Budget	FY21 Preliminary	Preliminary - Budget	Preliminary / Prior Year
Net patient revenue	\$390.3	\$362.8	\$384.2	\$21.4	-1.6%
Medical contracts	16.9	16.9	17.0	0.0	0.3%
Grants & contracts	74.3	71.7	76.3	4.6	2.6%
Gifts applied	13.0	16.8	10.7	(6.1)	-18.1%
Tuition & fees	12.1	11.6	12.4	0.8	2.3%
State appropriations	6.6	5.5	6.6	1.1	0.0%
IGT for research & education	22.5	19.5	21.6	2.1	-4.1%
Other revenues	33.0	30.2	37.2	7.0	12.8%
Operating revenue	568.7	534.9	565.8	31.0	-0.5%
Salaries & benefits	335.0	346.9	331.7	(15.2)	-1.0%
Rx & medical supplies	93.3	94.0	102.4	8.4	9.8%
Other services & supplies	82.0	74.0	77.7	3.6	-5.2%
HMC/AHP support	0.8	0.0	(0.1)	(0.1)	-109.1%
Depreciation	29.3	29.8	27.6	(2.2)	-5.8%
Interest	6.1	6.0	6.0	(0.0)	-2.3%
Operating expenses	546.4	550.8	545.3	(5.4)	-0.2%
Unrestricted gain (loss)	21.5	(17.2)	16.9	34.1	-21.5%
Restricted gain (loss)	0.7	1.3	3.6	2.3	390.9%
Total operating income	\$22.3	\$(15.9)	\$20.5	\$36.4	-7.9%

Net Worth & Liquidity Strengthen in August

- The preliminary August operating gain, another \$10m in CARES Act support (plus \$12m in FICA deferrals) and continued strong investment gains at both OHSU and the Foundation increase net worth and liquidity.
- Cumulative CARES Act support is \$(16)m short of total assumed in FY21 budget, with no visibility toward further funding.

Balance Sheet (millions)	6/30/20 Unaudited	8/31/20 Preliminary	Aug YTD Change
Cash & investments	\$1,408	\$1,474	\$66
Patient accounts receivable	346	368	22
Net property, plant & equipment	2,103	2,088	(15)
Interest in Foundation	1,342	1,352	11
Long-term debt	(997)	(976)	21
CARES Act loans	(170)	(182)	(12)
PERS pension liability	(504)	(504)	0
Other assets & liabilities, net	78	48	(30)
Total net worth	\$3,605	\$3,668	\$63
	Operating income		21
	CARES Act support		10
	Investment total return		23
	Gifts & grants for capital		0
	Gain on Foundation		11
	Other nonoperating		(1)
	Total change in net worth		\$63

Cash Flow (millions)	FY21 Aug YTD
Operating loss	\$21
Depreciation	28
Investment total return	23
Gifts & grants for capital	0
Sources of cash	71
Principal repaid	(21)
Capital spending	(12)
Working capital and other	7
Uses of cash	(27)
Cash flow before CARES Act	44
CARES Act support	10
CARES Act loans	12
Cash flow after CARES Act	66
Beginning cash & investments	1,408
Ending cash & investments	\$1,474

Considerations for Revised FY21 Budget

- A. Will the current trends in volume, mix and revenues will hold, improve or worsen?
- B. Above the level of staffing today (July – August), how many more FTEs do we need to operate at current volume levels and COVID-19 conditions?
- C. How much of the revenue above budget should go to new spending and how much to salary restoration?
- D. What should be the mix of salary restoration methods:
 - I. prospective formula improvement by increasing the \$70k exemption and/or reducing the 18% rate or by restoring salaries fully going forward
 - II. retrospective gain sharing by lump-sum payments to those with salary reductions after earnings are booked.

Each of these questions address risk / benefit tradeoffs in an uncertain environment.

Key Assumptions in Proposed FY21 Revision

- The following revised revenue & expense projections are based on data and discussions to date, including last Friday's Finance & Audit Committee meeting:
 - Patient and other revenues track the average of June through August. Any future deterioration in payer mix is assumed to be offset by further recovery in volume.
 - Grant income (which is running high) is adjusted downward while gifts drawn from the Foundation (which are running low) and tuition are adjusted upward consistent with pre-COVID trends and seasonality.
 - Salaries & benefits start at their July & August levels adjusted upward in mid-September for the increase in the "exemption" in the faculty/management salary reduction formula from \$50k to \$70k, plus estimated contract settlements.
 - Pharmacy & medical supplies track their July & August levels.
 - Other services & supplies are half-way between their pre-COVID levels (which seemed high) and their current July & August levels (which look low).
 - Deficit support for Hillsboro and Adventist is kept to its budgeted \$11m.
- These assumptions would result in FY21 operating income of \$50m, prior to further spending, salary restoration or gainsharing.

Key Assumptions: New Spending Above Trend

- From this \$50m gain trended from June – August, we would spend the following:
 - \$19.5m for ~200 mostly temporary FTEs (Sep - Jun) required above current staffing levels due to COVID-19 conditions
 - 8.0m on childcare and wildfire emergency funds
 - 4.0m on salary equity adjustments
 - 2.5m for anti-racism initiatives (\$1m more than the \$1.5m increment budgeted)
 - 2.0m on new laundry contact (Nov - Jun)
 - 1.2m to lower tuition increase to 2% and restore the Tuition Promise for this year's entering class (~\$4.5m 3-year impact in FY22 – FY24)
 - \$67.8m to restore the full reduction in faculty/management staff salaries starting in October going forward
- Together these items cost \$105m, lowering FY21 operating income from a gain of \$50m to a revised deficit of \$(55)m.
- *First dollar of improvements above \$(55)m deficit would restore some or all of the July – September salary reductions (~\$23m).*

Proposed Budget Revision: \$(55)M Deficit

- In summary, we could lower the tuition increase, restore the absolute reduction in faculty/UA salaries going forward from October, and reduce the deficit by \$40m from a \$95m loss to a \$55m loss.
- We also propose releasing \$37m of high-priority capital projects paused last spring and restoring a normal contingency for a net increase of \$6m (see next two pages).

(millions)	FY20 Apr Est	FY20 Actual	Actual - Apr Est	FY21 Budget	FY21 Revised	Revised - Budget	Revised / Prior Year
Operating revenues	\$3,385	\$3,391	\$6	\$3,297	\$3,417	\$120	0.8%
Operating expenses	3,445	3,419	(26)	3,392	3,472	80	1.5%
Operating income (loss)	\$(60)	\$(28)	\$32	\$(95)	\$(55)	\$40	94.3%
<i>Capital spending</i>				129	135	6	
<i>Allocated to projects</i>				91	128	37	
<i>Held in contingency</i>				38	7	(31)	

- Any new expenditures or further hires not on the list above would be funded by further improvements in revenues, by philanthropy or grants.
- *The revised deficit is still twice last year's loss and \$(200)m below OHSU's prior earnings level of \$145m – for example, this is half of the cost of building OHEP (hospital expansion).*

Proposed Budget Revision: Capital Spending

- The FY21 budget approved in June included \$129m in capital spending, about \$40m less than depreciation. Major components include:
 - \$67m to replace worn-out equipment, advance life safety projects and maintain infrastructure across facilities, information technology and library materials.
 - \$13m in strategic capital such as new research equipment bought from grants and gifts, expansion of diagnostic imaging in CHH-1, and the last year of capital commitments above depreciation at Hillsboro Medical center.
 - \$12m to complete the Case Eye Institute expansion and bring OHEP design through the core & shell phase, before pausing that project.
 - \$37m in OHSU-wide contingency to allow additional priority investments to be made throughout the year provided financial results stay on plan.
- Based on positive trends to date, we propose releasing the contingency allocations to the projects listed on the next page and restoring normal capital contingencies to bring total capital spending to \$135m, for a net increase of \$6m.
- *With a \$40m lower deficit partially offset by \$6m more capital going forward and \$16m less CARES Act support, the proposed budget revision reduces the FY21 draw on cash by \$18m.*

Proposed Revision to Capital Budget at \$135M

FY21 Capital Budget Allocations (000)	OHSU Health	Other University	Total OHSU			OHSU Health	Other University	Total OHSU
Infrastructure					Proposed Allocations from Contingency			
Facilities pool	\$11,009	\$8,600	\$19,609		Brachytherapy program	\$545		\$545
Information technology pool	9,661	7,856	17,517		Community oncology infusion clinic expansion	2,499		2,499
Clinical equipment replacement	15,119		15,119		CHH-1 diagnostic imaging	7,861		7,861
Library materials / academic areas	667	5,500	6,167		PET MRI	3,582	4,763	8,345
Research equipment replacement		2,800	2,800		Online patient access	565		565
Space Committee (relocation & repurposing)		2,400	2,400		CHH-2 operating rooms 6 & 7	4,412		4,412
School of Medicine replacement		2,000	2,000		Care Team Wellness Sprint	241		241
Healthcare contingency / discretionary pools	1,544		1,544		Faculty effort / compensation data system		3,356	3,356
					Recruitment / program support (R&E)		3,000	3,000
<i>Subtotal Infrastructure / Replacement</i>	<i>38,000</i>	<i>29,156</i>	<i>67,156</i>		West Campus surge facility (start of project)		2,300	2,300
					Compliance & life safety projects		772	772
Strategic					Sky Lakes rural campus building		1,100	1,100
Research equipment from grants & gifts		5,000	5,000		Smaller healthcare projects	1,694		1,694
CHH-1 3rd Floor diagnostic imaging	4,216		4,216					
Hillsboro Medical Center capital commitment	2,352		2,352		Increase to capital contingencies	3,494	3,326	6,820
Knight Cancer Institute - capital gift match		1,000	1,000					
Endoscopic spine program (completion)	250		250		<i>Subtotal - Contingency Allocations</i>	<i>24,894</i>	<i>18,617</i>	<i>43,511</i>
<i>Subtotal Strategic / New Capacity</i>	<i>6,818</i>	<i>6,000</i>	<i>12,818</i>		Total Proposed Revision to Capital Budget	\$81,227	\$53,773	\$135,000
Major Building Projects								
Casey Eye Institute expansion (completion)	8,514		8,514					
OHEP design (through core & shell)	3,000		3,000					
<i>Subtotal Major Building Projects</i>	<i>11,514</i>		<i>11,514</i>					
<i>Subtotal - Approved Capital Allocations</i>	<i>56,333</i>	<i>35,156</i>	<i>91,489</i>					

Conclusion

- The FY21 budget is very sensitive to the depth and length of the COVID-19 pandemic and recession. Although we learn more each week, by tightening first and loosening second, OHSU seeks to weather and adjust to the changing course of the virus and the economy.
- There may be a difficult mix of gains and losses across missions and years. The clinical enterprise incurred significant losses last year while other university areas ended FY20 above budget.
- OHSU may approach breakeven due to recovering clinical volume and stable payer mix, only to then incur a large cut to State funding for research & education in FY22 and FY23, reversing this mission-pattern. Continuing to act as one university will be both challenging and essential.
- When the Board approved the FY21 budget, we committed to come back in the fall with updated numbers. Based on June – August trends, we could cut the deficit from \$95m to \$55m while lowering tuition and restoring salaries from October going forward, with further improvement going first to repay July – September cuts.
- We now propose this revised budget for the Board's consideration at its September 25th meeting.



Date: September 3, 2020

To: OHSU Board of Directors

From: Elena Andresen, PhD; Provost and Executive Vice President

RE: Change in Tuition and Fees for Academic Year 2020-2021

Memo: At the Board of Directors meeting on June 26, 2020, we recommended, and the Board approved, increases (5% and 7.5%) in tuition that were greater than our recent historical increases (0% to 3%), along with suspension of the Tuition Promise for eligible programs. With the Oregon Legislature decision to not reduce the OHSU General Fund appropriation by 17% in FY21, and maintain the current IGT funding level, we now propose to replace the 5% and 7.5% tuition increase with a more modest increase of 2% across OHSU education programs. We would also like to propose that the Tuition Promise be reinstated for students entering eligible degree programs in 2020-21. Fees are unchanged. Documents in this section provide more detail to the reduced OHSU tuition change.

2020-21 Proposed Entering Class Increases for Select Programs

	Tuition Increase		Resident Tuition	Fees	Total
	Resident	Non-Resident			
Medicine – MD¹	2.00%	2.00%	\$44,356	\$8,209	\$52,565
Dentistry – DMD¹	2.00%	2.00%	\$46,120	\$17,002	\$63,122
Medicine – Physician Assistant¹	1.98%	1.98%	\$40,824	\$8,782	\$49,606
Medicine – Human Nutrition¹	2.00%	2.00%	\$30,600	\$8,209	\$38,809
Medicine – Radiation Therapy¹	1.91%	1.95%	\$21,076	\$7,956	\$29,032
Nursing – Undergraduate OCNE²	1.77%	1.94%	\$13,266	\$6,638	\$19,904
Nursing – Undergraduate Accelerated BS¹	1.83%	1.93%	\$33,300	\$8,782	\$42,082
Nursing – Graduate Nurse Practitioner³	1.89%	1.94%	\$23,328	\$6,875	\$30,203
Nursing – Graduate Nurse Anesthesia³	1.89%	1.94%	\$29,052	\$6,875	\$35,927

¹Based on four terms of enrollment

²Based on three terms of enrollment

³Based on three terms of enrollment at 12 credits each — actual enrollment may vary



Proposed OHSU 2020-21 Percentage Change in Full-Time Tuition

	Approx.	2019-20	2020-21		2019-20	2020-21	
	Terms of	Resident	Resident	Percent	Non-Res	Non-Res	Percent
MD, MD/MPH & DMD	Attendance	Tuition	Tuition	Increase	Tuition	Tuition	Increase
MD 1st Year	4	\$10,872	\$11,089	2.00%	\$16,711	\$17,046	2.00%
MD 2nd Year (Returning Tuition Promise Students)	4	\$10,872	\$10,872	0.00%	\$16,711	\$16,711	0.00%
MD 3rd Year (Returning Tuition Promise Students)	4	\$10,659	\$10,659	0.00%	\$16,224	\$16,224	0.00%
MD 4th Year (Returning Tuition Promise Students)	4	\$10,399	\$10,399	0.00%	\$15,675	\$15,675	0.00%
MD/MPH 1st Year	4	\$10,012	\$10,210	1.98%	\$15,361	\$15,668	2.00%
MD/MPH 2nd Year (Returning Tuition Promise Students)	4	\$10,012	\$10,012	0.00%	\$15,361	\$15,361	0.00%
MD/MPH 3rd Year (Returning Tuition Promise Students)	4	\$9,782	\$9,782	0.00%	\$14,882	\$14,882	0.00%
MD/MPH 4th Year (Returning Tuition Promise Students)	4	\$9,535	\$9,535	0.00%	\$14,368	\$14,368	0.00%
MD/MPH 5th Year (Returning Tuition Promise Students)	4	\$9,260	\$9,260	0.00%	\$13,786	\$13,786	0.00%
DMD 1st Year	4	\$11,304	\$11,530	2.00%	\$18,244	\$18,609	2.00%
DMD 2nd Year (Returning Tuition Promise Students)	4	\$11,304	\$11,304	0.00%	\$18,244	\$18,244	0.00%
DMD 3rd Year (Returning Tuition Promise Students)	4	\$11,192	\$11,192	0.00%	\$18,063	\$18,063	0.00%
DMD 4th Year (Returning Tuition Promise Students)	4	\$11,081	\$11,081	0.00%	\$17,884	\$17,884	0.00%

Proposed OHSU 2020-21 Percentage Change in Full-Time Tuition

All Other Programs							
Dental Graduate	4	\$11,095	\$11,317	2.00%	\$13,215	\$13,479	2.00%
Human Nutrition, (Returning Tuition Promise Students)	4	\$6,750	\$6,750	0.00%	\$6,750	\$6,750	0.00%
Dietetic Intern, Human Nutrition (New Students)	4	\$6,750	\$6,885	2.00%	\$6,750	\$6,885	2.00%
Food Systems & Society	3	\$6,075	\$6,192	1.93%	\$6,075	\$6,192	1.93%
Physician Assistant (Returning Tuition Promise Students)	4	\$10,008	\$10,008	0.00%	\$10,008	\$10,008	0.00%
Physician Assistant (New Students)	4	\$10,008	\$10,206	1.98%	\$10,008	\$10,206	1.98%
Radiation Therapy (Returning Tuition Promise Students)	4	\$5,640	\$5,640	0.00%	\$6,780	\$6,780	0.00%
Radiation Therapy (New Students)	4	\$5,640	\$5,748	1.91%	\$6,780	\$6,912	1.95%
SoM PhD	3	\$6,804	\$6,939	1.98%	\$6,804	\$6,939	1.98%
Biomedical Informatics On Campus	3	\$6,189	\$6,306	1.89%	\$7,395	\$7,539	1.95%
Biomedical Informatics Distance Learning	3	\$6,865	\$6,994	1.88%	\$8,095	\$8,254	1.96%
Clinical Research or Human Investigations	3	\$4,740	\$4,830	1.90%	\$4,740	\$4,830	1.90%
Computer Science & Engineering or Electrical Engineering	3	\$6,495	\$6,621	1.94%	\$6,495	\$6,621	1.94%
MBA, MS or Certificate in Healthcare Management	3	\$5,406	\$5,514	2.00%	\$5,406	\$5,514	2.00%
Medical Physics	3	\$5,400	\$5,508	2.00%	\$8,613	\$8,784	1.99%
UG Nursing Accelerated Bacc (Returning Tuition Promise Students)	2	\$6,540	\$6,540	0.00%	\$8,724	\$8,724	0.00%
UG Nursing Accelerated Bacc (New Students)	3	\$6,540	\$6,660	1.83%	\$8,724	\$8,892	1.93%
UG Nursing 2nd Year OCNE (Returning Tuition Promise Students)	3	\$4,740	\$4,740	0.00%	\$8,676	\$8,676	0.00%
UG Nursing 3rd Year OCNE (Returning Tuition Promise Students)	3	\$4,644	\$4,644	0.00%	\$8,508	\$8,508	0.00%
UG Nursing OCNE (New Students)	3	\$4,740	\$4,824	1.77%	\$8,676	\$8,844	1.94%
UG Nursing RN/BS	3	\$3,456	\$3,516	1.74%	\$3,456	\$3,516	1.74%
Graduate Nurse Practitioner (Returning Tuition Promise Students)	4	\$5,724	\$5,724	0.00%	\$7,425	\$7,425	0.00%
Graduate Nurse Practitioner (New Students)	3	\$5,724	\$5,832	1.89%	\$7,425	\$7,569	1.94%
Graduate Nurse Anesthesia (Returning Tuition Promise Students)	4	\$7,128	\$7,128	0.00%	\$7,425	\$7,425	0.00%
Graduate Nurse Anesthesia (New Students)	4	\$7,128	\$7,263	1.89%	\$7,425	\$7,569	1.94%
Nursing PhD, DNP in Nursing, Hlth Sys Org Leadership, Nursing Ed	3	\$5,625	\$5,733	1.92%	\$7,281	\$7,425	1.98%
Online MPH or Certificate in Public Health	3	\$5,157	\$5,256	1.92%	\$6,660	\$6,786	1.89%
On-Campus MPH or Programs in Biostatistics	3	\$3,906	\$3,978	1.84%	\$5,940	\$6,057	1.97%
SPH PhD	3	\$5,049	\$5,148	1.96%	\$5,886	\$6,003	1.99%

Oregon Health & Science University

DRAFT

Academic Year Tuition & Fee Book

2020-2021

Prepared by:
The Office of the Registrar

September 25th, 2020



Tuition & Fee Book

Academic Year 2020-2021

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 2020-2021 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 11 th 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 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

2020-21 OHSU Tuition Promise: All new students enrolled during 2020-21 in one of the eligible degree programs listed below will not incur a tuition rate increase over their 2020-21 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).

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).

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).

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).

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).

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).

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).

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 2020-2021 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 *Family Educational Rights and Privacy Act (FERPA)* and university *Student Records Policy*)

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 \$100.00

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 [Student Health Insurance Plan 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 is formally registered for classes, either by signing and submitting the appropriate registration forms to the Registrar's Office, by registering online, or being registered by their program, 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 2020-21 Academic Year Tuition and Fee Book

INDEX

Draft 9/25/2020

[Dietetic Intern or Master of Science in Human Nutrition](#)

[Master of Science in 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

2020-2021 Tuition & Fee Charges By Term

Draft

9/25/2020

MS in Human Nutrition Students Qualifying for the 2020-21 Tuition Promise and Dietetic Interns

	Resident Tuition	Non-Resident Tuition	University Fee	Student Council Fee	Dental Insurance*	Major Medical Insurance*	Total Charges (Resident Tuition)	Total Charges (Non-Resident Tuition)
9 credit hours	\$ 6,885.00	\$ 6,885.00	\$ 583.00	\$ 16.00	\$ 117.79	\$ 1,574.79	\$ 9,176.58	\$ 9,176.58
1 credit hour	\$ 765.00	\$ 765.00	\$ 346.00	\$ 0.00	\$ 117.79	\$ 1,574.79	\$ 2,803.58	\$ 2,803.58
2 credit hours	\$ 1,530.00	\$ 1,530.00	\$ 346.00	\$ 0.00	\$ 117.79	\$ 1,574.79	\$ 3,568.58	\$ 3,568.58
3 credit hours	\$ 2,295.00	\$ 2,295.00	\$ 346.00	\$ 0.00	\$ 117.79	\$ 1,574.79	\$ 4,333.58	\$ 4,333.58
4 credit hours	\$ 3,060.00	\$ 3,060.00	\$ 346.00	\$ 0.00	\$ 117.79	\$ 1,574.79	\$ 5,098.58	\$ 5,098.58
5 credit hours	\$ 3,825.00	\$ 3,825.00	\$ 346.00	\$ 0.00	\$ 117.79	\$ 1,574.79	\$ 5,863.58	\$ 5,863.58
6 credit hours	\$ 4,590.00	\$ 4,590.00	\$ 346.00	\$ 0.00	\$ 117.79	\$ 1,574.79	\$ 6,628.58	\$ 6,628.58
7 credit hours	\$ 5,355.00	\$ 5,355.00	\$ 346.00	\$ 0.00	\$ 117.79	\$ 1,574.79	\$ 7,393.58	\$ 7,393.58
8 credit hours	\$ 6,120.00	\$ 6,120.00	\$ 346.00	\$ 0.00	\$ 117.79	\$ 1,574.79	\$ 8,158.58	\$ 8,158.58

Each Additional Hour \$ 765.00 \$ 765.00

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

	Resident Tuition	Non-Resident Tuition	University Fee	Student Council Fee	Dental Insurance*	Major Medical Insurance*	Total Charges (Resident Tuition)	Total Charges (Non-Resident Tuition)
9 credit hours	\$ 6,750.00	\$ 6,750.00	\$ 583.00	\$ 16.00	\$ 117.79	\$ 1,574.79	\$ 9,041.58	\$ 9,041.58
1 credit hour	\$ 750.00	\$ 750.00	\$ 346.00	\$ 0.00	\$ 117.79	\$ 1,574.79	\$ 2,788.58	\$ 2,788.58
2 credit hours	\$ 1,500.00	\$ 1,500.00	\$ 346.00	\$ 0.00	\$ 117.79	\$ 1,574.79	\$ 3,538.58	\$ 3,538.58
3 credit hours	\$ 2,250.00	\$ 2,250.00	\$ 346.00	\$ 0.00	\$ 117.79	\$ 1,574.79	\$ 4,288.58	\$ 4,288.58
4 credit hours	\$ 3,000.00	\$ 3,000.00	\$ 346.00	\$ 0.00	\$ 117.79	\$ 1,574.79	\$ 5,038.58	\$ 5,038.58
5 credit hours	\$ 3,750.00	\$ 3,750.00	\$ 346.00	\$ 0.00	\$ 117.79	\$ 1,574.79	\$ 5,788.58	\$ 5,788.58
6 credit hours	\$ 4,500.00	\$ 4,500.00	\$ 346.00	\$ 0.00	\$ 117.79	\$ 1,574.79	\$ 6,538.58	\$ 6,538.58
7 credit hours	\$ 5,250.00	\$ 5,250.00	\$ 346.00	\$ 0.00	\$ 117.79	\$ 1,574.79	\$ 7,288.58	\$ 7,288.58
8 credit hours	\$ 6,000.00	\$ 6,000.00	\$ 346.00	\$ 0.00	\$ 117.79	\$ 1,574.79	\$ 8,038.58	\$ 8,038.58

Each Additional Hour \$ 750.00 \$ 750.00

*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 2020 and Nutrition students admitted Summer 2020 starting courses in August will be charged \$684.74 (Major Medical) and \$50.35 (Dental) for Summer 2020 coverage. Nutrition students admitted Summer 2020 starting courses in June, Nutrition or Dietetic Intern students returning in Summer 2020 after a leave of absence or other lapse in enrollment and Nutrition or Dietetic Intern students entering in Summer 2020 from an uninsured program will be charged \$1,212.59 (Major Medical) and \$95.85 (Dental) for Summer 2020 coverage. Coverage ends 9/21/2021 for Nutrition and Dietetic Intern students insured during Spring 2021.

MS in Food Systems & Society
2020-2021 Tuition & Fee Charges By Term

Draft

9/25/2020

	Resident Tuition	Non-Resident Tuition	University Fee	Student Council Fee	Total Charges (Resident Tuition)	Total Charges (Non-Resident Tuition)
9 credit hours	\$ 6,192.00	\$ 6,192.00	\$ 346.00	\$ 16.00	\$ 6,554.00	\$ 6,554.00
1 credit hour	\$ 688.00	\$ 688.00	\$ 346.00	\$ 0.00	\$ 1,034.00	\$ 1,034.00
2 credit hours	\$ 1,376.00	\$ 1,376.00	\$ 346.00	\$ 0.00	\$ 1,722.00	\$ 1,722.00
3 credit hours	\$ 2,064.00	\$ 2,064.00	\$ 346.00	\$ 0.00	\$ 2,410.00	\$ 2,410.00
4 credit hours	\$ 2,752.00	\$ 2,752.00	\$ 346.00	\$ 0.00	\$ 3,098.00	\$ 3,098.00
5 credit hours	\$ 3,440.00	\$ 3,440.00	\$ 346.00	\$ 0.00	\$ 3,786.00	\$ 3,786.00
6 credit hours	\$ 4,128.00	\$ 4,128.00	\$ 346.00	\$ 0.00	\$ 4,474.00	\$ 4,474.00
7 credit hours	\$ 4,816.00	\$ 4,816.00	\$ 346.00	\$ 0.00	\$ 5,162.00	\$ 5,162.00
8 credit hours	\$ 5,504.00	\$ 5,504.00	\$ 346.00	\$ 0.00	\$ 5,850.00	\$ 5,850.00
Each Additional Hour	\$ 688.00	\$ 688.00				

Physician Assistant
2020-2021 Tuition and Fees by Term

Draft

9/25/2020

Students Qualifying for the 2020-21 Tuition Promise

	Resident Tuition	Non-Resident Tuition	University Fee	Student Council Fee	Dental Insurance*	Major Medical Insurance*	Total Charges (Resident Tuition)	Total Charges (Non-Resident Tuition)
9 or more credit hours	\$ 10,206.00	\$ 10,206.00	\$ 583.00	\$ 16.00	\$ 117.79	\$ 1,574.79	\$ 12,497.58	\$ 12,497.58
1 credit hour	\$ 1,134.00	\$ 1,134.00	\$ 346.00	\$ 0.00	\$ 117.79	\$ 1,574.79	\$ 3,172.58	\$ 3,172.58
2 credit hours	\$ 2,268.00	\$ 2,268.00	\$ 346.00	\$ 0.00	\$ 117.79	\$ 1,574.79	\$ 4,306.58	\$ 4,306.58
3 credit hours	\$ 3,402.00	\$ 3,402.00	\$ 346.00	\$ 0.00	\$ 117.79	\$ 1,574.79	\$ 5,440.58	\$ 5,440.58
4 credit hours	\$ 4,536.00	\$ 4,536.00	\$ 346.00	\$ 0.00	\$ 117.79	\$ 1,574.79	\$ 6,574.58	\$ 6,574.58
5 credit hours	\$ 5,670.00	\$ 5,670.00	\$ 346.00	\$ 0.00	\$ 117.79	\$ 1,574.79	\$ 7,708.58	\$ 7,708.58
6 credit hours	\$ 6,804.00	\$ 6,804.00	\$ 346.00	\$ 0.00	\$ 117.79	\$ 1,574.79	\$ 8,842.58	\$ 8,842.58
7 credit hours	\$ 7,938.00	\$ 7,938.00	\$ 346.00	\$ 0.00	\$ 117.79	\$ 1,574.79	\$ 9,976.58	\$ 9,976.58
8 credit hours	\$ 9,072.00	\$ 9,072.00	\$ 346.00	\$ 0.00	\$ 117.79	\$ 1,574.79	\$ 11,110.58	\$ 11,110.58
Per Credit Hour	\$ 1,134.00	\$ 1,134.00						

Students Qualifying for the 2019-20 Tuition Promise

	Resident Tuition	Non-Resident Tuition	University Fee	Student Council Fee	Dental Insurance*	Major Medical Insurance*	Total Charges (Resident Tuition)	Total Charges (Non-Resident Tuition)
9 or more credit hours	\$ 10,008.00	\$ 10,008.00	\$ 583.00	\$ 16.00	\$ 117.79	\$ 1,574.79	\$ 12,299.58	\$ 12,299.58
1 credit hour	\$ 1,112.00	\$ 1,112.00	\$ 346.00	\$ 0.00	\$ 117.79	\$ 1,574.79	\$ 3,150.58	\$ 3,150.58
2 credit hours	\$ 2,224.00	\$ 2,224.00	\$ 346.00	\$ 0.00	\$ 117.79	\$ 1,574.79	\$ 4,262.58	\$ 4,262.58
3 credit hours	\$ 3,336.00	\$ 3,336.00	\$ 346.00	\$ 0.00	\$ 117.79	\$ 1,574.79	\$ 5,374.58	\$ 5,374.58
4 credit hours	\$ 4,448.00	\$ 4,448.00	\$ 346.00	\$ 0.00	\$ 117.79	\$ 1,574.79	\$ 6,486.58	\$ 6,486.58
5 credit hours	\$ 5,560.00	\$ 5,560.00	\$ 346.00	\$ 0.00	\$ 117.79	\$ 1,574.79	\$ 7,598.58	\$ 7,598.58
6 credit hours	\$ 6,672.00	\$ 6,672.00	\$ 346.00	\$ 0.00	\$ 117.79	\$ 1,574.79	\$ 8,710.58	\$ 8,710.58
7 credit hours	\$ 7,784.00	\$ 7,784.00	\$ 346.00	\$ 0.00	\$ 117.79	\$ 1,574.79	\$ 9,822.58	\$ 9,822.58
8 credit hours	\$ 8,896.00	\$ 8,896.00	\$ 346.00	\$ 0.00	\$ 117.79	\$ 1,574.79	\$ 10,934.58	\$ 10,934.58
Per Credit Hour	\$ 1,112.00	\$ 1,112.00						

Students Qualifying for the 2018-19 Tuition Promise

	Resident Tuition	Non-Resident Tuition	University Fee	Student Council Fee	Dental Insurance*	Major Medical Insurance*	Total Charges (Resident Tuition)	Total Charges (Non-Resident Tuition)
9 or more credit hours	\$ 9,810.00	\$ 9,810.00	\$ 583.00	\$ 16.00	\$ 117.79	\$ 1,574.79	\$ 12,101.58	\$ 12,101.58
1 credit hour	\$ 1,090.00	\$ 1,090.00	\$ 346.00	\$ 0.00	\$ 117.79	\$ 1,574.79	\$ 3,128.58	\$ 3,128.58
2 credit hours	\$ 2,180.00	\$ 2,180.00	\$ 346.00	\$ 0.00	\$ 117.79	\$ 1,574.79	\$ 4,218.58	\$ 4,218.58
3 credit hours	\$ 3,270.00	\$ 3,270.00	\$ 346.00	\$ 0.00	\$ 117.79	\$ 1,574.79	\$ 5,308.58	\$ 5,308.58
4 credit hours	\$ 4,360.00	\$ 4,360.00	\$ 346.00	\$ 0.00	\$ 117.79	\$ 1,574.79	\$ 6,398.58	\$ 6,398.58
5 credit hours	\$ 5,450.00	\$ 5,450.00	\$ 346.00	\$ 0.00	\$ 117.79	\$ 1,574.79	\$ 7,488.58	\$ 7,488.58
6 credit hours	\$ 6,540.00	\$ 6,540.00	\$ 346.00	\$ 0.00	\$ 117.79	\$ 1,574.79	\$ 8,578.58	\$ 8,578.58
7 credit hours	\$ 7,630.00	\$ 7,630.00	\$ 346.00	\$ 0.00	\$ 117.79	\$ 1,574.79	\$ 9,668.58	\$ 9,668.58
8 credit hours	\$ 8,720.00	\$ 8,720.00	\$ 346.00	\$ 0.00	\$ 117.79	\$ 1,574.79	\$ 10,758.58	\$ 10,758.58
Per Credit Hour	\$ 1,090.00	\$ 1,090.00						

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 2020, students returning in Summer 2020 after a leave of absence or other lapse in enrollment, and students entering in Summer 2020 from an uninsured program will be charged \$1,212.59 (Major Medical) and \$95.85 (Dental) for Summer 2020 coverage. Coverage ends 9/21/2021 for students insured during Spring 2021.

Radiation Therapy Technology
2020-2021 Tuition & Fee Charges By Term

Draft 9/25/2020

Students Qualifying for the 2020-21 Tuition Promise

	Resident Tuition	Non-Resident Tuition	University Fee	Student Council Fee	Dental Insurance*	Major Medical Insurance*	Total Charges (Resident Tuition)	Total Charges (Non-Resident Tuition)
12-18 credit hours	\$ 5,748.00	\$ 6,912.00	\$ 583.00	\$ 16.00	\$ 117.79	\$ 1,574.79	\$ 8,039.58	\$ 9,203.58
1 credit hour	\$ 479.00	\$ 576.00	\$ 346.00	\$ 0.00	\$ 117.79	\$ 1,574.79	\$ 2,517.58	\$ 2,614.58
2 credit hours	\$ 958.00	\$ 1,152.00	\$ 346.00	\$ 0.00	\$ 117.79	\$ 1,574.79	\$ 2,996.58	\$ 3,190.58
3 credit hours	\$ 1,437.00	\$ 1,728.00	\$ 346.00	\$ 0.00	\$ 117.79	\$ 1,574.79	\$ 3,475.58	\$ 3,766.58
4 credit hours	\$ 1,916.00	\$ 2,304.00	\$ 346.00	\$ 0.00	\$ 117.79	\$ 1,574.79	\$ 3,954.58	\$ 4,342.58
5 credit hours	\$ 2,395.00	\$ 2,880.00	\$ 346.00	\$ 0.00	\$ 117.79	\$ 1,574.79	\$ 4,433.58	\$ 4,918.58
6 credit hours	\$ 2,874.00	\$ 3,456.00	\$ 346.00	\$ 0.00	\$ 117.79	\$ 1,574.79	\$ 4,912.58	\$ 5,494.58
7 credit hours	\$ 3,353.00	\$ 4,032.00	\$ 346.00	\$ 0.00	\$ 117.79	\$ 1,574.79	\$ 5,391.58	\$ 6,070.58
8 credit hours	\$ 3,832.00	\$ 4,608.00	\$ 346.00	\$ 0.00	\$ 117.79	\$ 1,574.79	\$ 5,870.58	\$ 6,646.58
9 credit hours	\$ 4,311.00	\$ 5,184.00	\$ 346.00	\$ 0.00	\$ 117.79	\$ 1,574.79	\$ 6,349.58	\$ 7,222.58
10 credit hours	\$ 4,790.00	\$ 5,760.00	\$ 346.00	\$ 0.00	\$ 117.79	\$ 1,574.79	\$ 6,828.58	\$ 7,798.58
11 credit hours	\$ 5,269.00	\$ 6,336.00	\$ 346.00	\$ 0.00	\$ 117.79	\$ 1,574.79	\$ 7,307.58	\$ 8,374.58
Each Additional Hour	\$ 479.00	\$ 576.00						

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

	Resident Tuition	Non-Resident Tuition	University Fee	Student Council Fee	Dental Insurance*	Major Medical Insurance*	Total Charges (Resident Tuition)	Total Charges (Non-Resident Tuition)
12-18 credit hours	\$ 5,640.00	\$ 6,780.00	\$ 583.00	\$ 16.00	\$ 117.79	\$ 1,574.79	\$ 7,931.58	\$ 9,071.58
1 credit hour	\$ 470.00	\$ 565.00	\$ 346.00	\$ 0.00	\$ 117.79	\$ 1,574.79	\$ 2,508.58	\$ 2,603.58
2 credit hours	\$ 940.00	\$ 1,130.00	\$ 346.00	\$ 0.00	\$ 117.79	\$ 1,574.79	\$ 2,978.58	\$ 3,168.58
3 credit hours	\$ 1,410.00	\$ 1,695.00	\$ 346.00	\$ 0.00	\$ 117.79	\$ 1,574.79	\$ 3,448.58	\$ 3,733.58
4 credit hours	\$ 1,880.00	\$ 2,260.00	\$ 346.00	\$ 0.00	\$ 117.79	\$ 1,574.79	\$ 3,918.58	\$ 4,298.58
5 credit hours	\$ 2,350.00	\$ 2,825.00	\$ 346.00	\$ 0.00	\$ 117.79	\$ 1,574.79	\$ 4,388.58	\$ 4,863.58
6 credit hours	\$ 2,820.00	\$ 3,390.00	\$ 346.00	\$ 0.00	\$ 117.79	\$ 1,574.79	\$ 4,858.58	\$ 5,428.58
7 credit hours	\$ 3,290.00	\$ 3,955.00	\$ 346.00	\$ 0.00	\$ 117.79	\$ 1,574.79	\$ 5,328.58	\$ 5,993.58
8 credit hours	\$ 3,760.00	\$ 4,520.00	\$ 346.00	\$ 0.00	\$ 117.79	\$ 1,574.79	\$ 5,798.58	\$ 6,558.58
9 credit hours	\$ 4,230.00	\$ 5,085.00	\$ 346.00	\$ 0.00	\$ 117.79	\$ 1,574.79	\$ 6,268.58	\$ 7,123.58
10 credit hours	\$ 4,700.00	\$ 5,650.00	\$ 346.00	\$ 0.00	\$ 117.79	\$ 1,574.79	\$ 6,738.58	\$ 7,688.58
11 credit hours	\$ 5,170.00	\$ 6,215.00	\$ 346.00	\$ 0.00	\$ 117.79	\$ 1,574.79	\$ 7,208.58	\$ 8,253.58
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 2020 will be charged \$684.74 (Major Medical) and \$50.35 (Dental) for Summer 2020 coverage. Students returning in Summer 2020 after a leave of absence or other lapse in enrollment and students entering in Summer 2020 from an uninsured program will be charged \$1,212.59 (Major Medical) and \$95.85 (Dental) for Summer 2020 coverage. Coverage ends 9/21/2021 for students insured during Spring 2021.

DMD or Graduate Dental
2020-2021 Tuition & Fee Charges by Term

Draft 9/25/2020

Doctor of Dental Medicine (DMD)

	Resident Tuition	Non-Resident Tuition	University Fee	Student Council Fee	Clinic Infrastructure Assessment Fee*	Dental Insurance**	Major Medical Insurance**	Total Charges (Resident Tuition)	Total Charges (Non-Resident Tuition)
1st Year	\$ 11,530.00	\$ 18,609.00	\$ 583.00	\$ 16.00	\$ 2,931.00	\$ 117.79	\$ 1,574.79	\$ 16,752.58	\$ 23,831.58
2nd Year	\$ 11,304.00	\$ 18,244.00	\$ 583.00	\$ 16.00	\$ 2,931.00	\$ 117.79	\$ 1,574.79	\$ 16,526.58	\$ 23,466.58
3rd Year	\$ 11,192.00	\$ 18,063.00	\$ 583.00	\$ 16.00	\$ 2,803.00	\$ 117.79	\$ 1,574.79	\$ 16,286.58	\$ 23,157.58
4th Year	\$ 11,081.00	\$ 17,884.00	\$ 583.00	\$ 16.00	\$ 2,775.00	\$ 117.79	\$ 1,574.79	\$ 16,147.58	\$ 22,950.58

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

	Resident Tuition	Non-Resident Tuition	University Fee	Student Council Fee	Clinic Infrastructure Assessment Fee*	Dental Insurance**	Major Medical Insurance**	Total Charges (Resident Tuition)	Total Charges (Non-Resident Tuition)
Endo 1st Year	\$ 11,317.00	\$ 13,479.00	\$ 583.00	\$ 16.00	\$ 2,831.00	\$ 117.79	\$ 1,574.79	\$ 16,439.58	\$ 18,601.58
Endo 2nd Year	\$ 11,317.00	\$ 13,479.00	\$ 583.00	\$ 16.00	\$ 2,831.00	\$ 117.79	\$ 1,574.79	\$ 16,439.58	\$ 18,601.58
Ortho 1st Year	\$ 11,317.00	\$ 13,479.00	\$ 583.00	\$ 16.00	\$ 2,831.00	\$ 117.79	\$ 1,574.79	\$ 16,439.58	\$ 18,601.58
Ortho 2nd Year	\$ 11,317.00	\$ 13,479.00	\$ 583.00	\$ 16.00	\$ 2,831.00	\$ 117.79	\$ 1,574.79	\$ 16,439.58	\$ 18,601.58
Ortho 3rd Year	\$ 11,317.00	\$ 13,479.00	\$ 583.00	\$ 16.00	\$ 4,205.00	\$ 117.79	\$ 1,574.79	\$ 17,813.58	\$ 19,975.58
Perio 1st Year	\$ 11,317.00	\$ 13,479.00	\$ 583.00	\$ 16.00	\$ 2,831.00	\$ 117.79	\$ 1,574.79	\$ 16,439.58	\$ 18,601.58
Perio 2nd Year	\$ 11,317.00	\$ 13,479.00	\$ 583.00	\$ 16.00	\$ 2,831.00	\$ 117.79	\$ 1,574.79	\$ 16,439.58	\$ 18,601.58
Perio 3rd Year	\$ 11,317.00	\$ 13,479.00	\$ 583.00	\$ 16.00	\$ 2,803.00	\$ 117.79	\$ 1,574.79	\$ 16,411.58	\$ 18,573.58

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 2020 will be charged \$684.74 (Major Medical) and \$50.35 (Dental) for Summer 2020 coverage. Students returning in Summer 2020 after a leave of absence or other lapse in enrollment, students entering in Summer 2020 from an uninsured program, and Graduate Dental students admitted Summer 2020 will be charged for \$1,212.59 (Major Medical) and \$95.85 (Dental) for Summer 2020 coverage. Coverage ends 9/21/2021 for students insured during Spring 2021.

MD or MD/MPH
2020-2021 Tuition & Fee Charges By Term

Draft 9/25/2020

Doctor of Medicine (MD)

	Resident Tuition	Non-Resident Tuition	University Fee	Student Council Fee	Dental Insurance*	Major Medical Insurance*	Total Charges (Resident Tuition)	Total Charges (Non-Resident Tuition)
1st Year	\$ 11,089.00	\$ 17,046.00	\$ 583.00	\$ 16.00	\$ 117.79	\$ 1,574.79	\$ 13,380.58	\$ 19,337.58
2nd Year	\$ 10,872.00	\$ 16,711.00	\$ 583.00	\$ 16.00	\$ 117.79	\$ 1,574.79	\$ 13,163.58	\$ 19,002.58
3rd Year	\$ 10,659.00	\$ 16,224.00	\$ 583.00	\$ 16.00	\$ 117.79	\$ 1,574.79	\$ 12,950.58	\$ 18,515.58
4th Year	\$ 10,399.00	\$ 15,675.00	\$ 583.00	\$ 16.00	\$ 117.79	\$ 1,574.79	\$ 12,690.58	\$ 17,966.58

Combined MD/MPH Admitted Summer 2016 or later

	Resident Tuition	Non-Resident Tuition	University Fee	Student Council Fee	Dental Insurance*	Major Medical Insurance*	Total Charges (Resident Tuition)	Total Charges (Non-Resident Tuition)
1st Year	\$ 10,210.00	\$ 15,668.00	\$ 583.00	\$ 16.00	\$ 117.79	\$ 1,574.79	\$ 12,501.58	\$ 17,959.58
2nd Year	\$ 10,012.00	\$ 15,361.00	\$ 583.00	\$ 16.00	\$ 117.79	\$ 1,574.79	\$ 12,303.58	\$ 17,652.58
3rd Year	\$ 9,782.00	\$ 14,882.00	\$ 583.00	\$ 16.00	\$ 117.79	\$ 1,574.79	\$ 12,073.58	\$ 17,173.58
4th Year	\$ 9,535.00	\$ 14,368.00	\$ 583.00	\$ 16.00	\$ 117.79	\$ 1,574.79	\$ 11,826.58	\$ 16,659.58
5th Year	\$ 9,260.00	\$ 13,786.00	\$ 583.00	\$ 16.00	\$ 117.79	\$ 1,574.79	\$ 11,551.58	\$ 16,077.58

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 2020 will be charged \$684.74 (Major Medical) and \$50.35 (Dental) for Summer 2020 coverage. Students returning in Summer 2020 after a leave of absence or other lapse in enrollment, students entering in Summer 2020 from an uninsured program, and MD/MPH students admitted Summer 2020 will be charged for \$1,212.59 (Major Medical) and \$95.85 (Dental) for Summer 2020 coverage. Students graduating from the MD program in Spring 2021 will be charged \$1,212.59 (Major Medical) and \$91.00 (Dental) in Spring 2021, with coverage ending on 6/30/2021. Coverage ends 9/21/2021 for all other students insured during Spring 2021.

School of Medicine PhD
2020-2021 Tuition & Fee Charges By Term

Draft 9/25/2020

	Resident Tuition*	Non-Resident Tuition*	University Fee	Student Council Fee	Dental Insurance**	Major Medical Insurance**	Total Charges (Resident Tuition)	Total Charges (Non-Resident Tuition)
9 credit hours	\$ 6,939.00	\$ 6,939.00	\$ 583.00	\$ 16.00	\$ 117.79	\$ 1,574.79	\$ 9,230.58	\$ 9,230.58
1 credit hour	\$ 964.00	\$ 964.00	\$ 346.00	\$ 0.00	\$ 117.79	\$ 1,574.79	\$ 3,002.58	\$ 3,002.58
2 credit hours	\$ 1,709.00	\$ 1,709.00	\$ 346.00	\$ 0.00	\$ 117.79	\$ 1,574.79	\$ 3,747.58	\$ 3,747.58
3 credit hours	\$ 2,454.00	\$ 2,454.00	\$ 346.00	\$ 0.00	\$ 117.79	\$ 1,574.79	\$ 4,492.58	\$ 4,492.58
4 credit hours	\$ 3,199.00	\$ 3,199.00	\$ 346.00	\$ 0.00	\$ 117.79	\$ 1,574.79	\$ 5,237.58	\$ 5,237.58
5 credit hours	\$ 3,944.00	\$ 3,944.00	\$ 346.00	\$ 0.00	\$ 117.79	\$ 1,574.79	\$ 5,982.58	\$ 5,982.58
6 credit hours	\$ 4,689.00	\$ 4,689.00	\$ 346.00	\$ 0.00	\$ 117.79	\$ 1,574.79	\$ 6,727.58	\$ 6,727.58
7 credit hours	\$ 5,434.00	\$ 5,434.00	\$ 346.00	\$ 0.00	\$ 117.79	\$ 1,574.79	\$ 7,472.58	\$ 7,472.58
8 credit hours	\$ 6,179.00	\$ 6,179.00	\$ 346.00	\$ 0.00	\$ 117.79	\$ 1,574.79	\$ 8,217.58	\$ 8,217.58
Each additional hour*	\$ 745.00	\$ 745.00						

*A tuition plateau of \$6,939 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 2020, students returning in Summer 2020 after a leave of absence or other lapse in enrollment, and students entering in Summer 2020 from an uninsured program will be charged \$1,212.59 (Major Medical) and \$95.85 (Dental) for Summer 2020 coverage. Coverage ends 9/21/2021 for students insured during Spring 2021.

Medical Physics
2020-2021 Tuition & Fee Charges By Term

Draft 9/25/2020

	Resident Tuition	Non-Resident Tuition	University Fee	Student Council Fee	Dental Insurance*	Major Medical Insurance*	Total Charges (Resident Tuition)	Total Charges (Non-Resident Tuition)
9 credit hours	\$ 5,508.00	\$ 8,784.00	\$ 583.00	\$ 16.00	\$ 117.79	\$ 1,574.79	\$ 7,799.58	\$ 11,075.58
1 credit hour	\$ 612.00	\$ 976.00	\$ 346.00	\$ 0.00	\$ 117.79	\$ 1,574.79	\$ 2,650.58	\$ 3,014.58
2 credit hours	\$ 1,224.00	\$ 1,952.00	\$ 346.00	\$ 0.00	\$ 117.79	\$ 1,574.79	\$ 3,262.58	\$ 3,990.58
3 credit hours	\$ 1,836.00	\$ 2,928.00	\$ 346.00	\$ 0.00	\$ 117.79	\$ 1,574.79	\$ 3,874.58	\$ 4,966.58
4 credit hours	\$ 2,448.00	\$ 3,904.00	\$ 346.00	\$ 0.00	\$ 117.79	\$ 1,574.79	\$ 4,486.58	\$ 5,942.58
5 credit hours	\$ 3,060.00	\$ 4,880.00	\$ 346.00	\$ 0.00	\$ 117.79	\$ 1,574.79	\$ 5,098.58	\$ 6,918.58
6 credit hours	\$ 3,672.00	\$ 5,856.00	\$ 346.00	\$ 0.00	\$ 117.79	\$ 1,574.79	\$ 5,710.58	\$ 7,894.58
7 credit hours	\$ 4,284.00	\$ 6,832.00	\$ 346.00	\$ 0.00	\$ 117.79	\$ 1,574.79	\$ 6,322.58	\$ 8,870.58
8 credit hours	\$ 4,896.00	\$ 7,808.00	\$ 346.00	\$ 0.00	\$ 117.79	\$ 1,574.79	\$ 6,934.58	\$ 9,846.58
Each additional hour	\$ 612.00	\$ 976.00						

*Insurance is charged Fall, Winter, and Spring for continuing students and students admitted in those terms. Students returning in Summer 2020 after a leave of absence or other lapse in enrollment, and students entering in Summer 2020 from an uninsured program will be charged \$1,212.59 (Major Medical) and \$95.85 (Dental) for Summer 2020 coverage. Coverage ends 9/21/2021 for students insured during Spring 2021.

Biomedical Informatics, Health & Clinical Informatics, or Bioinformatics & Computational Biomedicine

2020-2021 Tuition & Fee Charges By Term

Draft

9/25/2020

On-Campus Students

	Resident Tuition	Non-Resident Tuition	University Fee	Student Council Fee	Dental Insurance*	Major Medical Insurance*	Total Charges (Resident Tuition)	Total Charges (Non-Resident Tuition)
9 credit hours	\$ 6,306.00	\$ 7,539.00	\$ 583.00	\$ 16.00	\$ 117.79	\$ 1,574.79	\$ 8,597.58	\$ 9,830.58
1 credit hour	\$ 699.00	\$ 836.00	\$ 346.00	\$ 0.00	\$ 117.79	\$ 1,574.79	\$ 2,737.58	\$ 2,874.58
2 credit hours	\$ 1,398.00	\$ 1,672.00	\$ 346.00	\$ 0.00	\$ 117.79	\$ 1,574.79	\$ 3,436.58	\$ 3,710.58
3 credit hours	\$ 2,097.00	\$ 2,508.00	\$ 346.00	\$ 0.00	\$ 117.79	\$ 1,574.79	\$ 4,135.58	\$ 4,546.58
4 credit hours	\$ 2,796.00	\$ 3,344.00	\$ 346.00	\$ 0.00	\$ 117.79	\$ 1,574.79	\$ 4,834.58	\$ 5,382.58
5 credit hours	\$ 3,495.00	\$ 4,180.00	\$ 346.00	\$ 0.00	\$ 117.79	\$ 1,574.79	\$ 5,533.58	\$ 6,218.58
6 credit hours	\$ 4,194.00	\$ 5,016.00	\$ 346.00	\$ 0.00	\$ 117.79	\$ 1,574.79	\$ 6,232.58	\$ 7,054.58
7 credit hours	\$ 4,893.00	\$ 5,852.00	\$ 346.00	\$ 0.00	\$ 117.79	\$ 1,574.79	\$ 6,931.58	\$ 7,890.58
8 credit hours	\$ 5,592.00	\$ 6,688.00	\$ 346.00	\$ 0.00	\$ 117.79	\$ 1,574.79	\$ 7,630.58	\$ 8,726.58
Each additional hour	\$ 699.00	\$ 836.00						

Distance Learning Students

	Resident Tuition	Non-Resident Tuition	University Fee	Student Council Fee	Dental Insurance*	Major Medical Insurance*	Total Charges (Resident Tuition)	Total Charges (Non-Resident Tuition)
9 credit hours	\$ 6,994.00	\$ 8,254.00	\$ 346.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 7,340.00	\$ 8,600.00
1 credit hour	\$ 938.00	\$ 1,086.00	\$ 346.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 1,284.00	\$ 1,432.00
2 credit hours	\$ 1,695.00	\$ 1,982.00	\$ 346.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 2,041.00	\$ 2,328.00
3 credit hours	\$ 2,452.00	\$ 2,878.00	\$ 346.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 2,798.00	\$ 3,224.00
4 credit hours	\$ 3,209.00	\$ 3,774.00	\$ 346.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 3,555.00	\$ 4,120.00
5 credit hours	\$ 3,966.00	\$ 4,670.00	\$ 346.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 4,312.00	\$ 5,016.00
6 credit hours	\$ 4,723.00	\$ 5,566.00	\$ 346.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 5,069.00	\$ 5,912.00
7 credit hours	\$ 5,480.00	\$ 6,462.00	\$ 346.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 5,826.00	\$ 6,808.00
8 credit hours	\$ 6,237.00	\$ 7,358.00	\$ 346.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 6,583.00	\$ 7,704.00
Each additional hour	\$ 757.00	\$ 896.00						

*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 2020, on-campus students returning in Summer 2020 after a leave of absence or other lapse in enrollment, and on-campus students entering in Summer 2020 from an uninsured program will be charged \$1,212.59 (Major Medical) and \$95.85 (Dental) for Summer 2020 coverage. Coverage ends 9/21/2021 for on campus students insured during Spring 2021.

**Master of Clinical Research, Certificate in Human Investigations or Health Sciences
Technology Entrepreneurship Certificate
2020-2021 Tuition & Fee Charges By Term**

Draft

9/25/2020

	Resident Tuition*	Non-Resident Tuition*	University Fee	Student Council Fee	Total Charges (Resident Tuition)	Total Charges (Non-Resident Tuition)
9 credit hours	\$ 4,830.00	\$ 4,830.00	\$ 346.00	\$ 16.00	\$ 5,192.00	\$ 5,192.00
1 credit hour	\$ 535.00	\$ 535.00	\$ 346.00	\$ 0.00	\$ 881.00	\$ 881.00
2 credit hours	\$ 1,070.00	\$ 1,070.00	\$ 346.00	\$ 0.00	\$ 1,416.00	\$ 1,416.00
3 credit hours	\$ 1,605.00	\$ 1,605.00	\$ 346.00	\$ 0.00	\$ 1,951.00	\$ 1,951.00
4 credit hours	\$ 2,140.00	\$ 2,140.00	\$ 346.00	\$ 0.00	\$ 2,486.00	\$ 2,486.00
5 credit hours	\$ 2,675.00	\$ 2,675.00	\$ 346.00	\$ 0.00	\$ 3,021.00	\$ 3,021.00
6 credit hours	\$ 3,210.00	\$ 3,210.00	\$ 346.00	\$ 0.00	\$ 3,556.00	\$ 3,556.00
7 credit hours	\$ 3,745.00	\$ 3,745.00	\$ 346.00	\$ 0.00	\$ 4,091.00	\$ 4,091.00
8 credit hours	\$ 4,280.00	\$ 4,280.00	\$ 346.00	\$ 0.00	\$ 4,626.00	\$ 4,626.00
Each additional hour	\$ 535.00	\$ 535.00				

*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

2020-2021 Tuition & Fee Charges By Term

Draft

9/25/2020

	Resident Tuition	Non-Resident Tuition	University Fee	Student Council Fee	Dental Insurance*	Major Medical Insurance*	Total Charges (Resident Tuition)	Total Charges (Non-Resident Tuition)
9 credit hours	\$ 6,621.00	\$ 6,621.00	\$ 583.00	\$ 16.00	\$ 117.79	\$ 1,574.79	\$ 8,912.58	\$ 8,912.58
1 credit hour	\$ 734.00	\$ 734.00	\$ 346.00	\$ 0.00	\$ 117.79	\$ 1,574.79	\$ 2,772.58	\$ 2,772.58
2 credit hours	\$ 1,468.00	\$ 1,468.00	\$ 346.00	\$ 0.00	\$ 117.79	\$ 1,574.79	\$ 3,506.58	\$ 3,506.58
3 credit hours	\$ 2,202.00	\$ 2,202.00	\$ 346.00	\$ 0.00	\$ 117.79	\$ 1,574.79	\$ 4,240.58	\$ 4,240.58
4 credit hours	\$ 2,936.00	\$ 2,936.00	\$ 346.00	\$ 0.00	\$ 117.79	\$ 1,574.79	\$ 4,974.58	\$ 4,974.58
5 credit hours	\$ 3,670.00	\$ 3,670.00	\$ 346.00	\$ 0.00	\$ 117.79	\$ 1,574.79	\$ 5,708.58	\$ 5,708.58
6 credit hours	\$ 4,404.00	\$ 4,404.00	\$ 346.00	\$ 0.00	\$ 117.79	\$ 1,574.79	\$ 6,442.58	\$ 6,442.58
7 credit hours	\$ 5,138.00	\$ 5,138.00	\$ 346.00	\$ 0.00	\$ 117.79	\$ 1,574.79	\$ 7,176.58	\$ 7,176.58
8 credit hours	\$ 5,872.00	\$ 5,872.00	\$ 346.00	\$ 0.00	\$ 117.79	\$ 1,574.79	\$ 7,910.58	\$ 7,910.58
Each additional hour	\$ 734.00	\$ 734.00						

*Insurance is charged Fall, Winter, and Spring for continuing students and students admitted in those terms. Students admitted Summer 2020, students returning in Summer 2020 after a leave of absence or other lapse in enrollment, and students entering in Summer 2020 from an uninsured program will be charged \$1,212.59 (Major Medical) and \$95.85 (Dental) for Summer 2020 coverage. Coverage ends 9/21/2021 for students insured during Spring 2021.

**Master of Science in Healthcare Management, Certificate in Healthcare Management or Master of Business
Administration in Healthcare Management**

2020-2021 Tuition & Fee Charges By Term

Draft

9/25/2020

	Resident Tuition	Non-Resident Tuition	University Fee	Student Council Fee	Total Charges (Resident Tuition)	Total Charges (Non-Resident Tuition)
9 credit hours	\$ 5,514.00	\$ 5,514.00	\$ 346.00	\$ 16.00	\$ 5,876.00	\$ 5,876.00
1 credit hour	\$ 611.00	\$ 611.00	\$ 346.00	\$ 0.00	\$ 957.00	\$ 957.00
2 credit hours	\$ 1,222.00	\$ 1,222.00	\$ 346.00	\$ 0.00	\$ 1,568.00	\$ 1,568.00
3 credit hours	\$ 1,833.00	\$ 1,833.00	\$ 346.00	\$ 0.00	\$ 2,179.00	\$ 2,179.00
4 credit hours	\$ 2,444.00	\$ 2,444.00	\$ 346.00	\$ 0.00	\$ 2,790.00	\$ 2,790.00
5 credit hours	\$ 3,055.00	\$ 3,055.00	\$ 346.00	\$ 0.00	\$ 3,401.00	\$ 3,401.00
6 credit hours	\$ 3,666.00	\$ 3,666.00	\$ 346.00	\$ 0.00	\$ 4,012.00	\$ 4,012.00
7 credit hours	\$ 4,277.00	\$ 4,277.00	\$ 346.00	\$ 0.00	\$ 4,623.00	\$ 4,623.00
8 credit hours	\$ 4,888.00	\$ 4,888.00	\$ 346.00	\$ 0.00	\$ 5,234.00	\$ 5,234.00
Each additional hour	\$ 611.00	\$ 611.00				

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

2020-2021 Tuition & Fee Charges By Term

Draft

9/25/2020

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

	Resident Tuition	Non-Resident Tuition	University Fee	Student Council Fee	Dental Insurance*	Major Medical Insurance*	Total Charges (Resident Tuition)	Total Charges (Non-Resident Tuition)
9 credit hours	\$ 3,978.00	\$ 6,057.00	\$ 583.00	\$ 16.00	\$ 117.79	\$ 1,574.79	\$ 6,269.58	\$ 8,348.58
1 credit hour	\$ 442.00	\$ 673.00	\$ 346.00	\$ 0.00	\$ 117.79	\$ 1,574.79	\$ 2,480.58	\$ 2,711.58
2 credit hours	\$ 884.00	\$ 1,346.00	\$ 346.00	\$ 0.00	\$ 117.79	\$ 1,574.79	\$ 2,922.58	\$ 3,384.58
3 credit hours	\$ 1,326.00	\$ 2,019.00	\$ 346.00	\$ 0.00	\$ 117.79	\$ 1,574.79	\$ 3,364.58	\$ 4,057.58
4 credit hours	\$ 1,768.00	\$ 2,692.00	\$ 346.00	\$ 0.00	\$ 117.79	\$ 1,574.79	\$ 3,806.58	\$ 4,730.58
5 credit hours	\$ 2,210.00	\$ 3,365.00	\$ 346.00	\$ 0.00	\$ 117.79	\$ 1,574.79	\$ 4,248.58	\$ 5,403.58
6 credit hours	\$ 2,652.00	\$ 4,038.00	\$ 346.00	\$ 0.00	\$ 117.79	\$ 1,574.79	\$ 4,690.58	\$ 6,076.58
7 credit hours	\$ 3,094.00	\$ 4,711.00	\$ 346.00	\$ 0.00	\$ 117.79	\$ 1,574.79	\$ 5,132.58	\$ 6,749.58
8 credit hours	\$ 3,536.00	\$ 5,384.00	\$ 346.00	\$ 0.00	\$ 117.79	\$ 1,574.79	\$ 5,574.58	\$ 7,422.58

Each additional hour \$ 442.00 \$ 673.00

School of Public Health PhD

	Resident Tuition	Non-Resident Tuition	University Fee	Student Council Fee	Dental Insurance*	Major Medical Insurance*	Total Charges (Resident Tuition)	Total Charges (Non-Resident Tuition)
9 credit hours	\$ 5,148.00	\$ 6,003.00	\$ 583.00	\$ 16.00	\$ 117.79	\$ 1,574.79	\$ 7,439.58	\$ 8,294.58
1 credit hour	\$ 572.00	\$ 667.00	\$ 346.00	\$ 0.00	\$ 117.79	\$ 1,574.79	\$ 2,610.58	\$ 2,705.58
2 credit hours	\$ 1,144.00	\$ 1,334.00	\$ 346.00	\$ 0.00	\$ 117.79	\$ 1,574.79	\$ 3,182.58	\$ 3,372.58
3 credit hours	\$ 1,716.00	\$ 2,001.00	\$ 346.00	\$ 0.00	\$ 117.79	\$ 1,574.79	\$ 3,754.58	\$ 4,039.58
4 credit hours	\$ 2,288.00	\$ 2,668.00	\$ 346.00	\$ 0.00	\$ 117.79	\$ 1,574.79	\$ 4,326.58	\$ 4,706.58
5 credit hours	\$ 2,860.00	\$ 3,335.00	\$ 346.00	\$ 0.00	\$ 117.79	\$ 1,574.79	\$ 4,898.58	\$ 5,373.58
6 credit hours	\$ 3,432.00	\$ 4,002.00	\$ 346.00	\$ 0.00	\$ 117.79	\$ 1,574.79	\$ 5,470.58	\$ 6,040.58
7 credit hours	\$ 4,004.00	\$ 4,669.00	\$ 346.00	\$ 0.00	\$ 117.79	\$ 1,574.79	\$ 6,042.58	\$ 6,707.58
8 credit hours	\$ 4,576.00	\$ 5,336.00	\$ 346.00	\$ 0.00	\$ 117.79	\$ 1,574.79	\$ 6,614.58	\$ 7,374.58

Each additional hour \$ 572.00 \$ 667.00

*All new MPH students matriculating in 2020-2021 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 2020, students returning in Summer 2020 after a leave of absence or other lapse in enrollment, and students entering in Summer 2020 from an uninsured program will be charged \$1,212.59 (Major Medical) and \$95.85 (Dental) for Summer 2020 coverage. Coverage ends 9/21/2021 for students insured during Spring 2021.

Master of Public Health or Certificate in Public Health - Online

2020-2021 Tuition & Fee Charges By Term

Draft

9/25/2020

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

	Resident Tuition*	Non-Resident Tuition*	University Fee	Dental Insurance**	Major Medical Insurance**	Total Charges (Resident Tuition)	Total Charges (Non-Resident Tuition)
9 credit hours	\$ 5,256.00	\$ 6,786.00	\$ 346.00	\$ 117.79	\$ 1,574.79	\$ 7,294.58	\$ 8,824.58
1 credit hour	\$ 584.00	\$ 754.00	\$ 346.00	\$ 117.79	\$ 1,574.79	\$ 2,622.58	\$ 2,792.58
2 credit hours	\$ 1,168.00	\$ 1,508.00	\$ 346.00	\$ 117.79	\$ 1,574.79	\$ 3,206.58	\$ 3,546.58
3 credit hours	\$ 1,752.00	\$ 2,262.00	\$ 346.00	\$ 117.79	\$ 1,574.79	\$ 3,790.58	\$ 4,300.58
4 credit hours	\$ 2,336.00	\$ 3,016.00	\$ 346.00	\$ 117.79	\$ 1,574.79	\$ 4,374.58	\$ 5,054.58
5 credit hours	\$ 2,920.00	\$ 3,770.00	\$ 346.00	\$ 117.79	\$ 1,574.79	\$ 4,958.58	\$ 5,808.58
6 credit hours	\$ 3,504.00	\$ 4,524.00	\$ 346.00	\$ 117.79	\$ 1,574.79	\$ 5,542.58	\$ 6,562.58
7 credit hours	\$ 4,088.00	\$ 5,278.00	\$ 346.00	\$ 117.79	\$ 1,574.79	\$ 6,126.58	\$ 7,316.58
8 credit hours	\$ 4,672.00	\$ 6,032.00	\$ 346.00	\$ 117.79	\$ 1,574.79	\$ 6,710.58	\$ 8,070.58

Each Additional Hour	\$ 584.00	\$ 754.00
----------------------	-----------	-----------

Online Graduate Certificate in Public Health

	Resident Tuition*	Non-Resident Tuition*	University Fee	Dental Insurance**	Major Medical Insurance**	Total Charges (Resident Tuition)	Total Charges (Non-Resident Tuition)
9 credit hours	\$ 5,256.00	\$ 6,786.00	\$ 346.00	\$ 0.00	\$ 0.00	\$ 5,602.00	\$ 7,132.00
1 credit hour	\$ 584.00	\$ 754.00	\$ 346.00	\$ 0.00	\$ 0.00	\$ 930.00	\$ 1,100.00
2 credit hours	\$ 1,168.00	\$ 1,508.00	\$ 346.00	\$ 0.00	\$ 0.00	\$ 1,514.00	\$ 1,854.00
3 credit hours	\$ 1,752.00	\$ 2,262.00	\$ 346.00	\$ 0.00	\$ 0.00	\$ 2,098.00	\$ 2,608.00
4 credit hours	\$ 2,336.00	\$ 3,016.00	\$ 346.00	\$ 0.00	\$ 0.00	\$ 2,682.00	\$ 3,362.00
5 credit hours	\$ 2,920.00	\$ 3,770.00	\$ 346.00	\$ 0.00	\$ 0.00	\$ 3,266.00	\$ 4,116.00
6 credit hours	\$ 3,504.00	\$ 4,524.00	\$ 346.00	\$ 0.00	\$ 0.00	\$ 3,850.00	\$ 4,870.00
7 credit hours	\$ 4,088.00	\$ 5,278.00	\$ 346.00	\$ 0.00	\$ 0.00	\$ 4,434.00	\$ 5,624.00
8 credit hours	\$ 4,672.00	\$ 6,032.00	\$ 346.00	\$ 0.00	\$ 0.00	\$ 5,018.00	\$ 6,378.00

Each Additional Hour	\$ 584.00	\$ 754.00
----------------------	-----------	-----------

*All new MPH students matriculating in 2020-2021 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 2020, online MPH students returning in Summer 2020 after a leave of absence or other lapse in enrollment, and online MPH students entering in Summer 2020 from an uninsured program will be charged \$1,212.59 (Major Medical) and \$95.85 (Dental) for Summer 2020 coverage. Coverage ends 9/21/2021 for online MPH students insured during Spring 2021.

Undergraduate Nursing Accelerated Bachelor of Science - Regional Campuses (Ashland)

2020-2021 Tuition & Fee Charges By Term

Draft

9/25/2020

Students Qualifying for the 2020-21 Tuition Promise

	Resident Tuition*	Non-Resident Tuition*	Dental Insurance**	Major Medical Insurance**	Total Charges (Resident Tuition)	Total Charges (Non-Resident Tuition)
12 credit hours	\$ 6,660.00	\$ 8,892.00	\$ 117.79	\$ 1,574.79	\$ 8,352.58	\$ 10,584.58
1 credit hour	\$ 555.00	\$ 741.00	\$ 117.79	\$ 1,574.79	\$ 2,247.58	\$ 2,433.58
2 credit hours	\$ 1,110.00	\$ 1,482.00	\$ 117.79	\$ 1,574.79	\$ 2,802.58	\$ 3,174.58
3 credit hours	\$ 1,665.00	\$ 2,223.00	\$ 117.79	\$ 1,574.79	\$ 3,357.58	\$ 3,915.58
4 credit hours	\$ 2,220.00	\$ 2,964.00	\$ 117.79	\$ 1,574.79	\$ 3,912.58	\$ 4,656.58
5 credit hours	\$ 2,775.00	\$ 3,705.00	\$ 117.79	\$ 1,574.79	\$ 4,467.58	\$ 5,397.58
6 credit hours	\$ 3,330.00	\$ 4,446.00	\$ 117.79	\$ 1,574.79	\$ 5,022.58	\$ 6,138.58
7 credit hours	\$ 3,885.00	\$ 5,187.00	\$ 117.79	\$ 1,574.79	\$ 5,577.58	\$ 6,879.58
8 credit hours	\$ 4,440.00	\$ 5,928.00	\$ 117.79	\$ 1,574.79	\$ 6,132.58	\$ 7,620.58
9 credit hours	\$ 4,995.00	\$ 6,669.00	\$ 117.79	\$ 1,574.79	\$ 6,687.58	\$ 8,361.58
10 credit hours	\$ 5,550.00	\$ 7,410.00	\$ 117.79	\$ 1,574.79	\$ 7,242.58	\$ 9,102.58
11 credit hours	\$ 6,105.00	\$ 8,151.00	\$ 117.79	\$ 1,574.79	\$ 7,797.58	\$ 9,843.58
Each Additional Hour	\$ 555.00	\$ 741.00				

Students Qualifying for the 2019-20 Tuition Promise

	Resident Tuition*	Non-Resident Tuition*	Dental Insurance**	Major Medical Insurance**	Total Charges (Resident Tuition)	Total Charges (Non-Resident Tuition)
12 credit hours	\$ 6,540.00	\$ 8,724.00	\$ 117.79	\$ 1,574.79	\$ 8,232.58	\$ 10,416.58
1 credit hour	\$ 545.00	\$ 727.00	\$ 117.79	\$ 1,574.79	\$ 2,237.58	\$ 2,419.58
2 credit hours	\$ 1,090.00	\$ 1,454.00	\$ 117.79	\$ 1,574.79	\$ 2,782.58	\$ 3,146.58
3 credit hours	\$ 1,635.00	\$ 2,181.00	\$ 117.79	\$ 1,574.79	\$ 3,327.58	\$ 3,873.58
4 credit hours	\$ 2,180.00	\$ 2,908.00	\$ 117.79	\$ 1,574.79	\$ 3,872.58	\$ 4,600.58
5 credit hours	\$ 2,725.00	\$ 3,635.00	\$ 117.79	\$ 1,574.79	\$ 4,417.58	\$ 5,327.58
6 credit hours	\$ 3,270.00	\$ 4,362.00	\$ 117.79	\$ 1,574.79	\$ 4,962.58	\$ 6,054.58
7 credit hours	\$ 3,815.00	\$ 5,089.00	\$ 117.79	\$ 1,574.79	\$ 5,507.58	\$ 6,781.58
8 credit hours	\$ 4,360.00	\$ 5,816.00	\$ 117.79	\$ 1,574.79	\$ 6,052.58	\$ 7,508.58
9 credit hours	\$ 4,905.00	\$ 6,543.00	\$ 117.79	\$ 1,574.79	\$ 6,597.58	\$ 8,235.58
10 credit hours	\$ 5,450.00	\$ 7,270.00	\$ 117.79	\$ 1,574.79	\$ 7,142.58	\$ 8,962.58
11 credit hours	\$ 5,995.00	\$ 7,997.00	\$ 117.79	\$ 1,574.79	\$ 7,687.58	\$ 9,689.58
Each Additional Hour	\$ 545.00	\$ 727.00				

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 2020, students returning in Summer 2020 after a leave of absence or other lapse in enrollment, and students entering in Summer 2020 from an uninsured program will be charged \$1,212.59 (Major Medical) and \$95.85 (Dental) for Summer 2020 coverage. Coverage ends 9/21/2021 for students insured during Spring 2021.

Undergraduate Nursing Accelerated Bachelor of Science - Portland

2020-2021 Tuition & Fee Charges By Term

Draft

9/25/2020

Students Qualifying for the 2020-21 Tuition Promise

	Resident Tuition*	Non-Resident Tuition*	University Fee	Student Council Fee	Dental Insurance**	Major Medical Insurance**	Total Charges (Resident Tuition)	Total Charges (Non-Resident Tuition)
12 credit hours	\$ 6,660.00	\$ 8,892.00	\$ 583.00	\$ 16.00	\$ 117.79	\$ 1,574.79	\$ 8,951.58	\$ 11,183.58
1 credit hour	\$ 555.00	\$ 741.00	\$ 346.00	\$ 0.00	\$ 117.79	\$ 1,574.79	\$ 2,593.58	\$ 2,779.58
2 credit hours	\$ 1,110.00	\$ 1,482.00	\$ 346.00	\$ 0.00	\$ 117.79	\$ 1,574.79	\$ 3,148.58	\$ 3,520.58
3 credit hours	\$ 1,665.00	\$ 2,223.00	\$ 346.00	\$ 0.00	\$ 117.79	\$ 1,574.79	\$ 3,703.58	\$ 4,261.58
4 credit hours	\$ 2,220.00	\$ 2,964.00	\$ 346.00	\$ 0.00	\$ 117.79	\$ 1,574.79	\$ 4,258.58	\$ 5,002.58
5 credit hours	\$ 2,775.00	\$ 3,705.00	\$ 346.00	\$ 0.00	\$ 117.79	\$ 1,574.79	\$ 4,813.58	\$ 5,743.58
6 credit hours	\$ 3,330.00	\$ 4,446.00	\$ 346.00	\$ 0.00	\$ 117.79	\$ 1,574.79	\$ 5,368.58	\$ 6,484.58
7 credit hours	\$ 3,885.00	\$ 5,187.00	\$ 346.00	\$ 0.00	\$ 117.79	\$ 1,574.79	\$ 5,923.58	\$ 7,225.58
8 credit hours	\$ 4,440.00	\$ 5,928.00	\$ 346.00	\$ 0.00	\$ 117.79	\$ 1,574.79	\$ 6,478.58	\$ 7,966.58
9 credit hours	\$ 4,995.00	\$ 6,669.00	\$ 346.00	\$ 0.00	\$ 117.79	\$ 1,574.79	\$ 7,033.58	\$ 8,707.58
10 credit hours	\$ 5,550.00	\$ 7,410.00	\$ 346.00	\$ 0.00	\$ 117.79	\$ 1,574.79	\$ 7,588.58	\$ 9,448.58
11 credit hours	\$ 6,105.00	\$ 8,151.00	\$ 346.00	\$ 0.00	\$ 117.79	\$ 1,574.79	\$ 8,143.58	\$ 10,189.58
Each Additional Hour	\$ 555.00	\$ 741.00						

Students Qualifying for the 2019-20 Tuition Promise

	Resident Tuition*	Non-Resident Tuition*	University Fee	Student Council Fee	Dental Insurance**	Major Medical Insurance**	Total Charges (Resident Tuition)	Total Charges (Non-Resident Tuition)
12 credit hours	\$ 6,540.00	\$ 8,724.00	\$ 583.00	\$ 16.00	\$ 117.79	\$ 1,574.79	\$ 8,831.58	\$ 11,015.58
1 credit hour	\$ 545.00	\$ 727.00	\$ 346.00	\$ 0.00	\$ 117.79	\$ 1,574.79	\$ 2,583.58	\$ 2,765.58
2 credit hours	\$ 1,090.00	\$ 1,454.00	\$ 346.00	\$ 0.00	\$ 117.79	\$ 1,574.79	\$ 3,128.58	\$ 3,492.58
3 credit hours	\$ 1,635.00	\$ 2,181.00	\$ 346.00	\$ 0.00	\$ 117.79	\$ 1,574.79	\$ 3,673.58	\$ 4,219.58
4 credit hours	\$ 2,180.00	\$ 2,908.00	\$ 346.00	\$ 0.00	\$ 117.79	\$ 1,574.79	\$ 4,218.58	\$ 4,946.58
5 credit hours	\$ 2,725.00	\$ 3,635.00	\$ 346.00	\$ 0.00	\$ 117.79	\$ 1,574.79	\$ 4,763.58	\$ 5,673.58
6 credit hours	\$ 3,270.00	\$ 4,362.00	\$ 346.00	\$ 0.00	\$ 117.79	\$ 1,574.79	\$ 5,308.58	\$ 6,400.58
7 credit hours	\$ 3,815.00	\$ 5,089.00	\$ 346.00	\$ 0.00	\$ 117.79	\$ 1,574.79	\$ 5,853.58	\$ 7,127.58
8 credit hours	\$ 4,360.00	\$ 5,816.00	\$ 346.00	\$ 0.00	\$ 117.79	\$ 1,574.79	\$ 6,398.58	\$ 7,854.58
9 credit hours	\$ 4,905.00	\$ 6,543.00	\$ 346.00	\$ 0.00	\$ 117.79	\$ 1,574.79	\$ 6,943.58	\$ 8,581.58
10 credit hours	\$ 5,450.00	\$ 7,270.00	\$ 346.00	\$ 0.00	\$ 117.79	\$ 1,574.79	\$ 7,488.58	\$ 9,308.58
11 credit hours	\$ 5,995.00	\$ 7,997.00	\$ 346.00	\$ 0.00	\$ 117.79	\$ 1,574.79	\$ 8,033.58	\$ 10,035.58
Each Additional Hour	\$ 545.00	\$ 727.00						

*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 2020, students returning in Summer 2020 after a leave of absence or other lapse in enrollment, and students entering in Summer 2020 from an uninsured program will be charged \$1,212.59 (Major Medical) and \$95.85 (Dental) for Summer 2020 coverage. Coverage ends 9/21/2021 for students insured during Spring 2021.

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

2020-2021 Tuition & Fee Charges By Term

Students Qualifying for the 2020-21 Tuition Promise

Draft

9/25/2020

	Resident Tuition	Non-Resident Tuition	Dental Insurance*	Major Medical Insurance*	Total Charges (Resident Tuition)	Total Charges (Non-Resident Tuition)
12 credit hours	\$ 4,824.00	\$ 8,844.00	\$ 117.79	\$ 1,574.79	\$ 6,516.58	\$ 10,536.58
1 credit hour	\$ 402.00	\$ 737.00	\$ 117.79	\$ 1,574.79	\$ 2,094.58	\$ 2,429.58
2 credit hours	\$ 804.00	\$ 1,474.00	\$ 117.79	\$ 1,574.79	\$ 2,496.58	\$ 3,166.58
3 credit hours	\$ 1,206.00	\$ 2,211.00	\$ 117.79	\$ 1,574.79	\$ 2,898.58	\$ 3,903.58
4 credit hours	\$ 1,608.00	\$ 2,948.00	\$ 117.79	\$ 1,574.79	\$ 3,300.58	\$ 4,640.58
5 credit hours	\$ 2,010.00	\$ 3,685.00	\$ 117.79	\$ 1,574.79	\$ 3,702.58	\$ 5,377.58
6 credit hours	\$ 2,412.00	\$ 4,422.00	\$ 117.79	\$ 1,574.79	\$ 4,104.58	\$ 6,114.58
7 credit hours	\$ 2,814.00	\$ 5,159.00	\$ 117.79	\$ 1,574.79	\$ 4,506.58	\$ 6,851.58
8 credit hours	\$ 3,216.00	\$ 5,896.00	\$ 117.79	\$ 1,574.79	\$ 4,908.58	\$ 7,588.58
9 credit hours	\$ 3,618.00	\$ 6,633.00	\$ 117.79	\$ 1,574.79	\$ 5,310.58	\$ 8,325.58
10 credit hours	\$ 4,020.00	\$ 7,370.00	\$ 117.79	\$ 1,574.79	\$ 5,712.58	\$ 9,062.58
11 credit hours	\$ 4,422.00	\$ 8,107.00	\$ 117.79	\$ 1,574.79	\$ 6,114.58	\$ 9,799.58
Each Additional Hour	\$ 402.00	\$ 737.00				

Students Qualifying for the 2019-20 Tuition Promise

	Resident Tuition	Non-Resident Tuition	Dental Insurance*	Major Medical Insurance*	Total Charges (Resident Tuition)	Total Charges (Non-Resident Tuition)
12 credit hours	\$ 4,740.00	\$ 8,676.00	\$ 117.79	\$ 1,574.79	\$ 6,432.58	\$ 10,368.58
1 credit hour	\$ 395.00	\$ 723.00	\$ 117.79	\$ 1,574.79	\$ 2,087.58	\$ 2,415.58
2 credit hours	\$ 790.00	\$ 1,446.00	\$ 117.79	\$ 1,574.79	\$ 2,482.58	\$ 3,138.58
3 credit hours	\$ 1,185.00	\$ 2,169.00	\$ 117.79	\$ 1,574.79	\$ 2,877.58	\$ 3,861.58
4 credit hours	\$ 1,580.00	\$ 2,892.00	\$ 117.79	\$ 1,574.79	\$ 3,272.58	\$ 4,584.58
5 credit hours	\$ 1,975.00	\$ 3,615.00	\$ 117.79	\$ 1,574.79	\$ 3,667.58	\$ 5,307.58
6 credit hours	\$ 2,370.00	\$ 4,338.00	\$ 117.79	\$ 1,574.79	\$ 4,062.58	\$ 6,030.58
7 credit hours	\$ 2,765.00	\$ 5,061.00	\$ 117.79	\$ 1,574.79	\$ 4,457.58	\$ 6,753.58
8 credit hours	\$ 3,160.00	\$ 5,784.00	\$ 117.79	\$ 1,574.79	\$ 4,852.58	\$ 7,476.58
9 credit hours	\$ 3,555.00	\$ 6,507.00	\$ 117.79	\$ 1,574.79	\$ 5,247.58	\$ 8,199.58
10 credit hours	\$ 3,950.00	\$ 7,230.00	\$ 117.79	\$ 1,574.79	\$ 5,642.58	\$ 8,922.58
11 credit hours	\$ 4,345.00	\$ 7,953.00	\$ 117.79	\$ 1,574.79	\$ 6,037.58	\$ 9,645.58
Each Additional Hour	\$ 395.00	\$ 723.00				

Students Qualifying for the 2018-19 Tuition Promise

	Resident Tuition	Non-Resident Tuition	Dental Insurance*	Major Medical Insurance*	Total Charges (Resident Tuition)	Total Charges (Non-Resident Tuition)
12 credit hours	\$ 4,644.00	\$ 8,508.00	\$ 117.79	\$ 1,574.79	\$ 6,247.64	\$ 10,111.64
1 credit hour	\$ 387.00	\$ 709.00	\$ 117.79	\$ 1,574.79	\$ 1,990.64	\$ 2,312.64
2 credit hours	\$ 774.00	\$ 1,418.00	\$ 117.79	\$ 1,574.79	\$ 2,377.64	\$ 3,021.64
3 credit hours	\$ 1,161.00	\$ 2,127.00	\$ 117.79	\$ 1,574.79	\$ 2,764.64	\$ 3,730.64
4 credit hours	\$ 1,548.00	\$ 2,836.00	\$ 117.79	\$ 1,574.79	\$ 3,151.64	\$ 4,439.64
5 credit hours	\$ 1,935.00	\$ 3,545.00	\$ 117.79	\$ 1,574.79	\$ 3,538.64	\$ 5,148.64
6 credit hours	\$ 2,322.00	\$ 4,254.00	\$ 117.79	\$ 1,574.79	\$ 3,925.64	\$ 5,857.64
7 credit hours	\$ 2,709.00	\$ 4,963.00	\$ 117.79	\$ 1,574.79	\$ 4,312.64	\$ 6,566.64
8 credit hours	\$ 3,096.00	\$ 5,672.00	\$ 117.79	\$ 1,574.79	\$ 4,699.64	\$ 7,275.64
9 credit hours	\$ 3,483.00	\$ 6,381.00	\$ 117.79	\$ 1,574.79	\$ 5,086.64	\$ 7,984.64
10 credit hours	\$ 3,870.00	\$ 7,090.00	\$ 117.79	\$ 1,574.79	\$ 5,473.64	\$ 8,693.64
11 credit hours	\$ 4,257.00	\$ 7,799.00	\$ 117.79	\$ 1,574.79	\$ 5,860.64	\$ 9,402.64
Each Additional Hour	\$ 387.00	\$ 709.00				

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 2020 after a leave of absence or other lapse in enrollment, and students entering in Summer 2020 from an uninsured program will be charged \$1,212.59 (Major Medical) and \$95.85 (Dental) for Summer 2020 coverage. Coverage ends 9/21/2021 for students insured during Spring 2021.

Undergraduate Nursing - Portland

2020-2021 Tuition & Fee Charges By Term

Students Qualifying for the 2020-21 Tuition Promise

Draft

9/25/2020

	Resident Tuition	Non-Resident Tuition	University Fee	Student Council Fee	Dental Insurance*	Major Medical Insurance*	Total Charges (Resident Tuition)	Total Charges (Non-Resident Tuition)
12 credit hours	\$ 4,824.00	\$ 8,844.00	\$ 583.00	\$ 16.00	\$ 117.79	\$ 1,574.79	\$ 7,115.58	\$ 11,135.58
1 credit hour	\$ 402.00	\$ 737.00	\$ 346.00	\$ 0.00	\$ 117.79	\$ 1,574.79	\$ 2,440.58	\$ 2,775.58
2 credit hours	\$ 804.00	\$ 1,474.00	\$ 346.00	\$ 0.00	\$ 117.79	\$ 1,574.79	\$ 2,842.58	\$ 3,512.58
3 credit hours	\$ 1,206.00	\$ 2,211.00	\$ 346.00	\$ 0.00	\$ 117.79	\$ 1,574.79	\$ 3,244.58	\$ 4,249.58
4 credit hours	\$ 1,608.00	\$ 2,948.00	\$ 346.00	\$ 0.00	\$ 117.79	\$ 1,574.79	\$ 3,646.58	\$ 4,986.58
5 credit hours	\$ 2,010.00	\$ 3,685.00	\$ 346.00	\$ 0.00	\$ 117.79	\$ 1,574.79	\$ 4,048.58	\$ 5,723.58
6 credit hours	\$ 2,412.00	\$ 4,422.00	\$ 346.00	\$ 0.00	\$ 117.79	\$ 1,574.79	\$ 4,450.58	\$ 6,460.58
7 credit hours	\$ 2,814.00	\$ 5,159.00	\$ 346.00	\$ 0.00	\$ 117.79	\$ 1,574.79	\$ 4,852.58	\$ 7,197.58
8 credit hours	\$ 3,216.00	\$ 5,896.00	\$ 346.00	\$ 0.00	\$ 117.79	\$ 1,574.79	\$ 5,254.58	\$ 7,934.58
9 credit hours	\$ 3,618.00	\$ 6,633.00	\$ 346.00	\$ 16.00	\$ 117.79	\$ 1,574.79	\$ 5,672.58	\$ 8,687.58
10 credit hours	\$ 4,020.00	\$ 7,370.00	\$ 346.00	\$ 16.00	\$ 117.79	\$ 1,574.79	\$ 6,074.58	\$ 9,424.58
11 credit hours	\$ 4,422.00	\$ 8,107.00	\$ 346.00	\$ 16.00	\$ 117.79	\$ 1,574.79	\$ 6,476.58	\$ 10,161.58
Each Additional Hour	\$ 402.00	\$ 737.00						

Students Qualifying for the 2019-20 Tuition Promise

	Resident Tuition	Non-Resident Tuition	University Fee	Student Council Fee	Dental Insurance*	Major Medical Insurance*	Total Charges (Resident Tuition)	Total Charges (Non-Resident Tuition)
12 credit hours	\$ 4,740.00	\$ 8,676.00	\$ 583.00	\$ 16.00	\$ 117.79	\$ 1,574.79	\$ 7,031.58	\$ 10,967.58
1 credit hour	\$ 395.00	\$ 723.00	\$ 346.00	\$ 0.00	\$ 117.79	\$ 1,574.79	\$ 2,433.58	\$ 2,761.58
2 credit hours	\$ 790.00	\$ 1,446.00	\$ 346.00	\$ 0.00	\$ 117.79	\$ 1,574.79	\$ 2,828.58	\$ 3,484.58
3 credit hours	\$ 1,185.00	\$ 2,169.00	\$ 346.00	\$ 0.00	\$ 117.79	\$ 1,574.79	\$ 3,223.58	\$ 4,207.58
4 credit hours	\$ 1,580.00	\$ 2,892.00	\$ 346.00	\$ 0.00	\$ 117.79	\$ 1,574.79	\$ 3,618.58	\$ 4,930.58
5 credit hours	\$ 1,975.00	\$ 3,615.00	\$ 346.00	\$ 0.00	\$ 117.79	\$ 1,574.79	\$ 4,013.58	\$ 5,653.58
6 credit hours	\$ 2,370.00	\$ 4,338.00	\$ 346.00	\$ 0.00	\$ 117.79	\$ 1,574.79	\$ 4,408.58	\$ 6,376.58
7 credit hours	\$ 2,765.00	\$ 5,061.00	\$ 346.00	\$ 0.00	\$ 117.79	\$ 1,574.79	\$ 4,803.58	\$ 7,099.58
8 credit hours	\$ 3,160.00	\$ 5,784.00	\$ 346.00	\$ 0.00	\$ 117.79	\$ 1,574.79	\$ 5,198.58	\$ 7,822.58
9 credit hours	\$ 3,555.00	\$ 6,507.00	\$ 346.00	\$ 16.00	\$ 117.79	\$ 1,574.79	\$ 5,609.58	\$ 8,561.58
10 credit hours	\$ 3,950.00	\$ 7,230.00	\$ 346.00	\$ 16.00	\$ 117.79	\$ 1,574.79	\$ 6,004.58	\$ 9,284.58
11 credit hours	\$ 4,345.00	\$ 7,953.00	\$ 346.00	\$ 16.00	\$ 117.79	\$ 1,574.79	\$ 6,399.58	\$ 10,007.58
Each Additional Hour	\$ 395.00	\$ 723.00						

Students Qualifying for the 2018-19 Tuition Promise & Post-AAS Students

	Resident Tuition	Non-Resident Tuition	University Fee	Student Council Fee	Dental Insurance*	Major Medical Insurance*	Total Charges (Resident Tuition)	Total Charges (Non-Resident Tuition)
12 credit hours	\$ 4,644.00	\$ 8,508.00	\$ 583.00	\$ 16.00	\$ 117.79	\$ 1,574.79	\$ 6,935.58	\$ 10,799.58
1 credit hour	\$ 387.00	\$ 709.00	\$ 346.00	\$ 0.00	\$ 117.79	\$ 1,574.79	\$ 2,425.58	\$ 2,747.58
2 credit hours	\$ 774.00	\$ 1,418.00	\$ 346.00	\$ 0.00	\$ 117.79	\$ 1,574.79	\$ 2,812.58	\$ 3,456.58
3 credit hours	\$ 1,161.00	\$ 2,127.00	\$ 346.00	\$ 0.00	\$ 117.79	\$ 1,574.79	\$ 3,199.58	\$ 4,165.58
4 credit hours	\$ 1,548.00	\$ 2,836.00	\$ 346.00	\$ 0.00	\$ 117.79	\$ 1,574.79	\$ 3,586.58	\$ 4,874.58
5 credit hours	\$ 1,935.00	\$ 3,545.00	\$ 346.00	\$ 0.00	\$ 117.79	\$ 1,574.79	\$ 3,973.58	\$ 5,583.58
6 credit hours	\$ 2,322.00	\$ 4,254.00	\$ 346.00	\$ 0.00	\$ 117.79	\$ 1,574.79	\$ 4,360.58	\$ 6,292.58
7 credit hours	\$ 2,709.00	\$ 4,963.00	\$ 346.00	\$ 0.00	\$ 117.79	\$ 1,574.79	\$ 4,747.58	\$ 7,001.58
8 credit hours	\$ 3,096.00	\$ 5,672.00	\$ 346.00	\$ 0.00	\$ 117.79	\$ 1,574.79	\$ 5,134.58	\$ 7,710.58
9 credit hours	\$ 3,483.00	\$ 6,381.00	\$ 346.00	\$ 16.00	\$ 117.79	\$ 1,574.79	\$ 5,537.58	\$ 8,435.58
10 credit hours	\$ 3,870.00	\$ 7,090.00	\$ 346.00	\$ 16.00	\$ 117.79	\$ 1,574.79	\$ 5,924.58	\$ 9,144.58
11 credit hours	\$ 4,257.00	\$ 7,799.00	\$ 346.00	\$ 16.00	\$ 117.79	\$ 1,574.79	\$ 6,311.58	\$ 9,853.58
Each Additional Hour	\$ 387.00	\$ 709.00						

*Insurance is charged Fall, Winter, and Spring for continuing students and students admitted in those terms. Students returning in Summer 2020 after a leave of absence or other lapse in enrollment, and students entering in Summer 2020 from an uninsured program will be charged \$1,212.59 (Major Medical) and \$95.85 (Dental) for Summer 2020 coverage. Coverage ends 9/21/2021 for students insured during Spring 2021.

Undergraduate Nursing RN/BS
2020-2021 Tuition & Fee Charges By Term

Draft

9/25/2020

12 credit hours

Resident Tuition	Non-Resident Tuition	University Fee	Total Charges (Resident Tuition)	Total Charges (Non-Resident Tuition)
\$ 3,516.00	\$ 3,516.00	\$ 346.00	\$ 3,862.00	\$ 3,862.00

1 credit hour

\$ 293.00	\$ 293.00	\$ 346.00	\$ 639.00	\$ 639.00
-----------	-----------	-----------	-----------	-----------

2 credit hours

\$ 586.00	\$ 586.00	\$ 346.00	\$ 932.00	\$ 932.00
-----------	-----------	-----------	-----------	-----------

3 credit hours

\$ 879.00	\$ 879.00	\$ 346.00	\$ 1,225.00	\$ 1,225.00
-----------	-----------	-----------	-------------	-------------

4 credit hours

\$ 1,172.00	\$ 1,172.00	\$ 346.00	\$ 1,518.00	\$ 1,518.00
-------------	-------------	-----------	-------------	-------------

5 credit hours

\$ 1,465.00	\$ 1,465.00	\$ 346.00	\$ 1,811.00	\$ 1,811.00
-------------	-------------	-----------	-------------	-------------

6 credit hours

\$ 1,758.00	\$ 1,758.00	\$ 346.00	\$ 2,104.00	\$ 2,104.00
-------------	-------------	-----------	-------------	-------------

7 credit hours

\$ 2,051.00	\$ 2,051.00	\$ 346.00	\$ 2,397.00	\$ 2,397.00
-------------	-------------	-----------	-------------	-------------

8 credit hours

\$ 2,344.00	\$ 2,344.00	\$ 346.00	\$ 2,690.00	\$ 2,690.00
-------------	-------------	-----------	-------------	-------------

9 credit hours

\$ 2,637.00	\$ 2,637.00	\$ 346.00	\$ 2,983.00	\$ 2,983.00
-------------	-------------	-----------	-------------	-------------

10 credit hours

\$ 2,930.00	\$ 2,930.00	\$ 346.00	\$ 3,276.00	\$ 3,276.00
-------------	-------------	-----------	-------------	-------------

11 credit hours

\$ 3,223.00	\$ 3,223.00	\$ 346.00	\$ 3,569.00	\$ 3,569.00
-------------	-------------	-----------	-------------	-------------

Each Additional Hour

\$ 293.00	\$ 293.00
-----------	-----------

Doctor of Nursing Practice, Master of Nursing or Post-Master Certificate in an Advanced Practice Nursing Specialty
2020-2021 Tuition & Fee Charges By Term

Students Qualifying for the 2020-21 Tuition Promise

Draft 9/25/2020

	Resident Tuition	Non-Resident Tuition	University Fee	Student Council Fee	Dental Insurance*	Major Medical Insurance*	Total Charges (Resident Tuition)	Total Charges (Non-Resident Tuition)
9 credit hours	\$ 5,832.00	\$ 7,569.00	\$ 583.00	\$ 16.00	\$ 117.79	\$ 1,574.79	\$ 8,123.58	\$ 9,860.58
1 credit hour	\$ 648.00	\$ 841.00	\$ 346.00	\$ 0.00	\$ 117.79	\$ 1,574.79	\$ 2,686.58	\$ 2,879.58
2 credit hours	\$ 1,296.00	\$ 1,682.00	\$ 346.00	\$ 0.00	\$ 117.79	\$ 1,574.79	\$ 3,334.58	\$ 3,720.58
3 credit hours	\$ 1,944.00	\$ 2,523.00	\$ 346.00	\$ 0.00	\$ 117.79	\$ 1,574.79	\$ 3,982.58	\$ 4,561.58
4 credit hours	\$ 2,592.00	\$ 3,364.00	\$ 346.00	\$ 0.00	\$ 117.79	\$ 1,574.79	\$ 4,630.58	\$ 5,402.58
5 credit hours	\$ 3,240.00	\$ 4,205.00	\$ 346.00	\$ 0.00	\$ 117.79	\$ 1,574.79	\$ 5,278.58	\$ 6,243.58
6 credit hours	\$ 3,888.00	\$ 5,046.00	\$ 346.00	\$ 0.00	\$ 117.79	\$ 1,574.79	\$ 5,926.58	\$ 7,084.58
7 credit hours	\$ 4,536.00	\$ 5,887.00	\$ 346.00	\$ 0.00	\$ 117.79	\$ 1,574.79	\$ 6,574.58	\$ 7,925.58
8 credit hours	\$ 5,184.00	\$ 6,728.00	\$ 346.00	\$ 0.00	\$ 117.79	\$ 1,574.79	\$ 7,222.58	\$ 8,766.58
Each Additional Hour	\$ 648.00	\$ 841.00						

Students Qualifying for the 2019-20 Tuition Promise

	Resident Tuition	Non-Resident Tuition	University Fee	Student Council Fee	Dental Insurance*	Major Medical Insurance*	Total Charges (Resident Tuition)	Total Charges (Non-Resident Tuition)
9 credit hours	\$ 5,724.00	\$ 7,425.00	\$ 583.00	\$ 16.00	\$ 117.79	\$ 1,574.79	\$ 8,015.58	\$ 9,716.58
1 credit hour	\$ 636.00	\$ 825.00	\$ 346.00	\$ 0.00	\$ 117.79	\$ 1,574.79	\$ 2,674.58	\$ 2,863.58
2 credit hours	\$ 1,272.00	\$ 1,650.00	\$ 346.00	\$ 0.00	\$ 117.79	\$ 1,574.79	\$ 3,310.58	\$ 3,688.58
3 credit hours	\$ 1,908.00	\$ 2,475.00	\$ 346.00	\$ 0.00	\$ 117.79	\$ 1,574.79	\$ 3,946.58	\$ 4,513.58
4 credit hours	\$ 2,544.00	\$ 3,300.00	\$ 346.00	\$ 0.00	\$ 117.79	\$ 1,574.79	\$ 4,582.58	\$ 5,338.58
5 credit hours	\$ 3,180.00	\$ 4,125.00	\$ 346.00	\$ 0.00	\$ 117.79	\$ 1,574.79	\$ 5,218.58	\$ 6,163.58
6 credit hours	\$ 3,816.00	\$ 4,950.00	\$ 346.00	\$ 0.00	\$ 117.79	\$ 1,574.79	\$ 5,854.58	\$ 6,988.58
7 credit hours	\$ 4,452.00	\$ 5,775.00	\$ 346.00	\$ 0.00	\$ 117.79	\$ 1,574.79	\$ 6,490.58	\$ 7,813.58
8 credit hours	\$ 5,088.00	\$ 6,600.00	\$ 346.00	\$ 0.00	\$ 117.79	\$ 1,574.79	\$ 7,126.58	\$ 8,638.58
Each Additional Hour	\$ 636.00	\$ 825.00						

Students Qualifying for the 2018-19 Tuition Promise

	Resident Tuition	Non-Resident Tuition	University Fee	Student Council Fee	Dental Insurance*	Major Medical Insurance*	Total Charges (Resident Tuition)	Total Charges (Non-Resident Tuition)
9 credit hours	\$ 5,616.00	\$ 7,281.00	\$ 583.00	\$ 16.00	\$ 117.79	\$ 1,574.79	\$ 7,907.58	\$ 9,572.58
1 credit hour	\$ 624.00	\$ 809.00	\$ 346.00	\$ 0.00	\$ 117.79	\$ 1,574.79	\$ 2,662.58	\$ 2,847.58
2 credit hours	\$ 1,248.00	\$ 1,618.00	\$ 346.00	\$ 0.00	\$ 117.79	\$ 1,574.79	\$ 3,286.58	\$ 3,656.58
3 credit hours	\$ 1,872.00	\$ 2,427.00	\$ 346.00	\$ 0.00	\$ 117.79	\$ 1,574.79	\$ 3,910.58	\$ 4,465.58
4 credit hours	\$ 2,496.00	\$ 3,236.00	\$ 346.00	\$ 0.00	\$ 117.79	\$ 1,574.79	\$ 4,534.58	\$ 5,274.58
5 credit hours	\$ 3,120.00	\$ 4,045.00	\$ 346.00	\$ 0.00	\$ 117.79	\$ 1,574.79	\$ 5,158.58	\$ 6,083.58
6 credit hours	\$ 3,744.00	\$ 4,854.00	\$ 346.00	\$ 0.00	\$ 117.79	\$ 1,574.79	\$ 5,782.58	\$ 6,892.58
7 credit hours	\$ 4,368.00	\$ 5,663.00	\$ 346.00	\$ 0.00	\$ 117.79	\$ 1,574.79	\$ 6,406.58	\$ 7,701.58
8 credit hours	\$ 4,992.00	\$ 6,472.00	\$ 346.00	\$ 0.00	\$ 117.79	\$ 1,574.79	\$ 7,030.58	\$ 8,510.58
Each Additional Hour	\$ 624.00	\$ 809.00						

*Insurance is charged Fall, Winter, and Spring for continuing students and students admitted in those terms. Students admitted Summer 2020, students returning in Summer 2020 after a leave of absence or other lapse in enrollment, and students entering in Summer 2020 from an uninsured program will be charged \$1,212.59 (Major Medical) and \$95.85 (Dental) for Summer 2020 coverage. Coverage ends 9/21/2021 for students insured during Spring 2021.

PhD or Doctor of Nursing Practice in Nursing
2020-2021 Tuition & Fee Charges By Term

Draft

9/25/2020

	Resident Tuition	Non-Resident Tuition	University Fee	Student Council Fee	Dental Insurance*	Major Medical Insurance*	Total Charges (Resident Tuition)	Total Charges (Non-Resident Tuition)
9 credit hours	\$ 5,733.00	\$ 7,425.00	\$ 583.00	\$ 16.00	\$ 117.79	\$ 1,574.79	\$ 8,024.58	\$ 9,716.58
1 credit hour	\$ 637.00	\$ 825.00	\$ 346.00	\$ 0.00	\$ 117.79	\$ 1,574.79	\$ 2,675.58	\$ 2,863.58
2 credit hours	\$ 1,274.00	\$ 1,650.00	\$ 346.00	\$ 0.00	\$ 117.79	\$ 1,574.79	\$ 3,312.58	\$ 3,688.58
3 credit hours	\$ 1,911.00	\$ 2,475.00	\$ 346.00	\$ 0.00	\$ 117.79	\$ 1,574.79	\$ 3,949.58	\$ 4,513.58
4 credit hours	\$ 2,548.00	\$ 3,300.00	\$ 346.00	\$ 0.00	\$ 117.79	\$ 1,574.79	\$ 4,586.58	\$ 5,338.58
5 credit hours	\$ 3,185.00	\$ 4,125.00	\$ 346.00	\$ 0.00	\$ 117.79	\$ 1,574.79	\$ 5,223.58	\$ 6,163.58
6 credit hours	\$ 3,822.00	\$ 4,950.00	\$ 346.00	\$ 0.00	\$ 117.79	\$ 1,574.79	\$ 5,860.58	\$ 6,988.58
7 credit hours	\$ 4,459.00	\$ 5,775.00	\$ 346.00	\$ 0.00	\$ 117.79	\$ 1,574.79	\$ 6,497.58	\$ 7,813.58
8 credit hours	\$ 5,096.00	\$ 6,600.00	\$ 346.00	\$ 0.00	\$ 117.79	\$ 1,574.79	\$ 7,134.58	\$ 8,638.58
Each Additional Hour	\$ 637.00	\$ 825.00						

*Insurance is charged Fall, Winter, and Spring for continuing students and students admitted in those terms. Students admitted Summer 2020, students returning in Summer 2020 after a leave of absence or other lapse in enrollment, and students entering in Summer 2020 from an uninsured program will be charged \$1,212.59 (Major Medical) and \$95.85 (Dental) for Summer 2020 coverage. Coverage ends 9/21/2021 for students insured during Spring 2021.

Nurse Anesthesia

2020-2021 Tuition & Fee Charges By Term

Students Qualifying for the 2020-21 Tuition Promise

Draft

9/25/2020

	Resident Tuition	Non-Resident Tuition	University Fee	Student Council Fee	Dental Insurance*	Major Medical Insurance*	Total Charges (Resident Tuition)	Total Charges (Non-Resident Tuition)
9 credit hours	\$ 7,263.00	\$ 7,569.00	\$ 583.00	\$ 16.00	\$ 117.79	\$ 1,574.79	\$ 9,554.58	\$ 9,860.58
1 credit hour	\$ 807.00	\$ 841.00	\$ 346.00	\$ 0.00	\$ 117.79	\$ 1,574.79	\$ 2,845.58	\$ 2,879.58
2 credit hours	\$ 1,614.00	\$ 1,682.00	\$ 346.00	\$ 0.00	\$ 117.79	\$ 1,574.79	\$ 3,652.58	\$ 3,720.58
3 credit hours	\$ 2,421.00	\$ 2,523.00	\$ 346.00	\$ 0.00	\$ 117.79	\$ 1,574.79	\$ 4,459.58	\$ 4,561.58
4 credit hours	\$ 3,228.00	\$ 3,364.00	\$ 346.00	\$ 0.00	\$ 117.79	\$ 1,574.79	\$ 5,266.58	\$ 5,402.58
5 credit hours	\$ 4,035.00	\$ 4,205.00	\$ 346.00	\$ 0.00	\$ 117.79	\$ 1,574.79	\$ 6,073.58	\$ 6,243.58
6 credit hours	\$ 4,842.00	\$ 5,046.00	\$ 346.00	\$ 0.00	\$ 117.79	\$ 1,574.79	\$ 6,880.58	\$ 7,084.58
7 credit hours	\$ 5,649.00	\$ 5,887.00	\$ 346.00	\$ 0.00	\$ 117.79	\$ 1,574.79	\$ 7,687.58	\$ 7,925.58
8 credit hours	\$ 6,456.00	\$ 6,728.00	\$ 346.00	\$ 0.00	\$ 117.79	\$ 1,574.79	\$ 8,494.58	\$ 8,766.58
Each Additional Hour	\$ 807.00	\$ 841.00						

Students Qualifying for the 2019-20 Tuition Promise

	Resident Tuition	Non-Resident Tuition	University Fee	Student Council Fee	Dental Insurance*	Major Medical Insurance*	Total Charges (Resident Tuition)	Total Charges (Non-Resident Tuition)
9 credit hours	\$ 7,128.00	\$ 7,425.00	\$ 583.00	\$ 16.00	\$ 117.79	\$ 1,574.79	\$ 9,419.58	\$ 9,716.58
1 credit hour	\$ 792.00	\$ 825.00	\$ 346.00	\$ 0.00	\$ 117.79	\$ 1,574.79	\$ 2,830.58	\$ 2,863.58
2 credit hours	\$ 1,584.00	\$ 1,650.00	\$ 346.00	\$ 0.00	\$ 117.79	\$ 1,574.79	\$ 3,622.58	\$ 3,688.58
3 credit hours	\$ 2,376.00	\$ 2,475.00	\$ 346.00	\$ 0.00	\$ 117.79	\$ 1,574.79	\$ 4,414.58	\$ 4,513.58
4 credit hours	\$ 3,168.00	\$ 3,300.00	\$ 346.00	\$ 0.00	\$ 117.79	\$ 1,574.79	\$ 5,206.58	\$ 5,338.58
5 credit hours	\$ 3,960.00	\$ 4,125.00	\$ 346.00	\$ 0.00	\$ 117.79	\$ 1,574.79	\$ 5,998.58	\$ 6,163.58
6 credit hours	\$ 4,752.00	\$ 4,950.00	\$ 346.00	\$ 0.00	\$ 117.79	\$ 1,574.79	\$ 6,790.58	\$ 6,988.58
7 credit hours	\$ 5,544.00	\$ 5,775.00	\$ 346.00	\$ 0.00	\$ 117.79	\$ 1,574.79	\$ 7,582.58	\$ 7,813.58
8 credit hours	\$ 6,336.00	\$ 6,600.00	\$ 346.00	\$ 0.00	\$ 117.79	\$ 1,574.79	\$ 8,374.58	\$ 8,638.58
Each Additional Hour	\$ 792.00	\$ 825.00						

Students Qualifying for the 2018-19 Tuition Promise

	Resident Tuition	Non-Resident Tuition	University Fee	Student Council Fee	Dental Insurance*	Major Medical Insurance*	Total Charges (Resident Tuition)	Total Charges (Non-Resident Tuition)
9 credit hours	\$ 6,984.00	\$ 7,281.00	\$ 583.00	\$ 16.00	\$ 117.79	\$ 1,574.79	\$ 9,275.58	\$ 9,572.58
1 credit hour	\$ 776.00	\$ 809.00	\$ 346.00	\$ 0.00	\$ 117.79	\$ 1,574.79	\$ 2,814.58	\$ 2,847.58
2 credit hours	\$ 1,552.00	\$ 1,618.00	\$ 346.00	\$ 0.00	\$ 117.79	\$ 1,574.79	\$ 3,590.58	\$ 3,656.58
3 credit hours	\$ 2,328.00	\$ 2,427.00	\$ 346.00	\$ 0.00	\$ 117.79	\$ 1,574.79	\$ 4,366.58	\$ 4,465.58
4 credit hours	\$ 3,104.00	\$ 3,236.00	\$ 346.00	\$ 0.00	\$ 117.79	\$ 1,574.79	\$ 5,142.58	\$ 5,274.58
5 credit hours	\$ 3,880.00	\$ 4,045.00	\$ 346.00	\$ 0.00	\$ 117.79	\$ 1,574.79	\$ 5,918.58	\$ 6,083.58
6 credit hours	\$ 4,656.00	\$ 4,854.00	\$ 346.00	\$ 0.00	\$ 117.79	\$ 1,574.79	\$ 6,694.58	\$ 6,892.58
7 credit hours	\$ 5,432.00	\$ 5,663.00	\$ 346.00	\$ 0.00	\$ 117.79	\$ 1,574.79	\$ 7,470.58	\$ 7,701.58
8 credit hours	\$ 6,208.00	\$ 6,472.00	\$ 346.00	\$ 0.00	\$ 117.79	\$ 1,574.79	\$ 8,246.58	\$ 8,510.58
Each Additional Hour	\$ 776.00	\$ 809.00						

*Insurance is charged Fall, Winter, and Spring for continuing students and students admitted in those terms. Students admitted Summer 2020, students returning in Summer 2020 after a leave of absence or other lapse in enrollment, and students entering in Summer 2020 from an uninsured program will be charged \$1,212.59 (Major Medical) and \$95.85 (Dental) for Summer 2020 coverage. Coverage ends 9/21/2021 for students insured during Spring 2021.

Nursing Education and Health Systems & Organizational Leadership

2020-2021 Tuition & Fee Charges By Term

Draft

9/25/2020

	Resident Tuition	Non-Resident Tuition	University Fee	Total Charges (Resident Tuition)	Total Charges (Non-Resident Tuition)
9 credit hours	\$ 5,733.00	\$ 7,425.00	\$ 346.00	\$ 6,079.00	\$ 7,771.00
Per Credit					
1 credit hour	\$ 637.00	\$ 825.00	\$ 346.00	\$ 983.00	\$ 1,171.00
2 credit hours	\$ 1,274.00	\$ 1,650.00	\$ 346.00	\$ 1,620.00	\$ 1,996.00
3 credit hours	\$ 1,911.00	\$ 2,475.00	\$ 346.00	\$ 2,257.00	\$ 2,821.00
4 credit hours	\$ 2,548.00	\$ 3,300.00	\$ 346.00	\$ 2,894.00	\$ 3,646.00
5 credit hours	\$ 3,185.00	\$ 4,125.00	\$ 346.00	\$ 3,531.00	\$ 4,471.00
6 credit hours	\$ 3,822.00	\$ 4,950.00	\$ 346.00	\$ 4,168.00	\$ 5,296.00
7 credit hours	\$ 4,459.00	\$ 5,775.00	\$ 346.00	\$ 4,805.00	\$ 6,121.00
8 credit hours	\$ 5,096.00	\$ 6,600.00	\$ 346.00	\$ 5,442.00	\$ 6,946.00
Each Additional Hour	\$ 637.00	\$ 825.00			

Pharm.D.
2020-2021 Tuition & Fee Charges By Term*

Draft

9/25/2020

	University Fee	Student Council Fee	Dental Insurance**	Major Medical Insurance**	Total Charges*
1st Year	\$ 0.00	\$ 0.00	\$ 117.79	\$ 1,574.79	\$ 1,692.58
2nd Year	\$ 0.00	\$ 0.00	\$ 117.79	\$ 1,574.79	\$ 1,692.58
3rd Year	\$ 583.00	\$ 16.00	\$ 117.79	\$ 1,574.79	\$ 2,291.58
4th Year	\$ 346.00	\$ 16.00	\$ 117.79	\$ 1,574.79	\$ 2,054.58

*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 2020 after a leave of absence or other lapse in enrollment, and students entering in Summer 2020 from an uninsured program will be charged \$1,212.59 (Major Medical) and \$95.85 (Dental) for Summer 2020 coverage. Coverage ends 9/21/2021 for students insured during Spring 2021.

OHSU 2020-21 Percentage Change in Per Term Full-Time Tuition

Draft 9/25/2020

	Approx. Terms of Attendance	2019-20 Resident Tuition	2020-21 Resident Tuition	Dollar Increase	Percent Increase	2019-20 Non-Res Tuition	2020-21 Non-Res Tuition	Dollar Increase	Percent Increase
Returning Tuition Promise Programs									
MD 2nd Year	4	\$10,872	\$10,872	\$0	0.00%	\$16,711	\$16,711	\$0	0.00%
MD 3rd Year	4	\$10,659	\$10,659	\$0	0.00%	\$16,224	\$16,224	\$0	0.00%
MD 4th Year	4	\$10,399	\$10,399	\$0	0.00%	\$15,675	\$15,675	\$0	0.00%
MD/MPH 2nd Year	4	\$10,012	\$10,012	\$0	0.00%	\$15,361	\$15,361	\$0	0.00%
MD/MPH 3rd Year	4	\$9,782	\$9,782	\$0	0.00%	\$14,882	\$14,882	\$0	0.00%
MD/MPH 4th Year	4	\$9,535	\$9,535	\$0	0.00%	\$14,368	\$14,368	\$0	0.00%
MD/MPH 5th Year	4	\$9,260	\$9,260	\$0	0.00%	\$13,786	\$13,786	\$0	0.00%
DMD 2nd Year	4	\$11,304	\$11,304	\$0	0.00%	\$18,244	\$18,244	\$0	0.00%
DMD 3rd Year	4	\$11,192	\$11,192	\$0	0.00%	\$18,063	\$18,063	\$0	0.00%
DMD 4th Year	4	\$11,081	\$11,081	\$0	0.00%	\$17,884	\$17,884	\$0	0.00%
Human Nutrition	4	\$6,750	\$6,750	\$0	0.00%	\$6,750	\$6,750	\$0	0.00%
Physician Assistant	4	\$10,008	\$10,008	\$0	0.00%	\$10,008	\$10,008	\$0	0.00%
Radiation Therapy	4	\$5,640	\$5,640	\$0	0.00%	\$6,780	\$6,780	\$0	0.00%
UG Nursing Accelerated Bacc	2	\$6,540	\$6,540	\$0	0.00%	\$8,724	\$8,724	\$0	0.00%
UG Nursing OCNE 2nd Year	3	\$4,740	\$4,740	\$0	0.00%	\$8,676	\$8,676	\$0	0.00%
UG Nursing OCNE 3rd Year	3	\$4,644	\$4,644	\$0	0.00%	\$8,508	\$8,508	\$0	0.00%
Graduate Nurse Practitioner	4	\$5,724	\$5,724	\$0	0.00%	\$7,425	\$7,425	\$0	0.00%
Graduate Nurse Anesthesia	4	\$7,128	\$7,128	\$0	0.00%	\$7,425	\$7,425	\$0	0.00%

2020-21 Tuition Promise Programs

MD 1st Year	4	\$10,872	\$11,089	\$217	2.00%	\$16,711	\$17,046	\$335	2.00%
MD/MPH 1st Year	4	\$10,012	\$10,210	\$198	1.98%	\$15,361	\$15,668	\$307	2.00%
DMD 1st Year	4	\$11,304	\$11,530	\$226	2.00%	\$18,244	\$18,609	\$365	2.00%
Human Nutrition	4	\$6,750	\$6,885	\$135	2.00%	\$6,750	\$6,885	\$135	2.00%
Physician Assistant	4	\$10,008	\$10,206	\$198	1.98%	\$10,008	\$10,206	\$198	1.98%
Radiation Therapy	4	\$5,640	\$5,748	\$108	1.91%	\$6,780	\$6,912	\$132	1.95%
UG Nursing Accelerated Bacc	3	\$6,540	\$6,660	\$120	1.83%	\$8,724	\$8,892	\$168	1.93%
UG Nursing OCNE	3	\$4,740	\$4,824	\$84	1.77%	\$8,676	\$8,844	\$168	1.94%
Graduate Nurse Practitioner	3	\$5,724	\$5,832	\$108	1.89%	\$7,425	\$7,569	\$144	1.94%
Graduate Nurse Anesthesia	3	\$7,128	\$7,263	\$135	1.89%	\$7,425	\$7,569	\$144	1.94%

Non Tuition Promise Programs

Dental Graduate	4	\$11,095	\$11,317	\$222	2.00%	\$13,215	\$13,479	\$264	2.00%
Dietetic Internship	4	\$6,750	\$6,885	\$135	2.00%	\$6,750	\$6,885	\$135	2.00%
Food Systems & Society	3	\$6,075	\$6,192	\$117	1.93%	\$6,075	\$6,192	\$117	1.93%
SoM PhD	3	\$6,804	\$6,939	\$135	1.98%	\$6,804	\$6,939	\$135	1.98%
Biomedical Informatics On Campus	3	\$6,189	\$6,306	\$117	1.89%	\$7,395	\$7,539	\$144	1.95%
Biomedical Informatics Distance Learning	3	\$6,865	\$6,994	\$129	1.88%	\$8,095	\$8,254	\$159	1.96%
Clinical Research or Human Investigations	3	\$4,740	\$4,830	\$90	1.90%	\$4,740	\$4,830	\$90	1.90%
Computer Science & Engineering or Electrical Engineering	3	\$6,495	\$6,621	\$126	1.94%	\$6,495	\$6,621	\$126	1.94%
MBA, MS or Certificate in Healthcare Management	3	\$5,406	\$5,514	\$108	2.00%	\$5,406	\$5,514	\$108	2.00%
Medical Physics	3	\$5,400	\$5,508	\$108	2.00%	\$8,613	\$8,784	\$171	1.99%
UG Nursing RN/BS	3	\$3,456	\$3,516	\$60	1.74%	\$3,456	\$3,516	\$60	1.74%
Nursing PhD, DNP in Nursing, Hlth Sys Org Leadership, Nursing Ed	3	\$5,625	\$5,733	\$108	1.92%	\$7,281	\$7,425	\$144	1.98%
Online MPH or Certificate in Public Health	3	\$5,157	\$5,256	\$99	1.92%	\$6,660	\$6,786	\$126	1.89%
On-Campus MPH or Programs in Biostatistics	3	\$3,906	\$3,978	\$72	1.84%	\$5,940	\$6,057	\$117	1.97%
SPH PhD	3	\$5,049	\$5,148	\$99	1.96%	\$5,886	\$6,003	\$117	1.99%

OHSU 2020-21 Percentage Change in Per Term Full-Time Tuition

Draft 9/25/2020

	Approx. Terms of Attendance	2019-20 Resident Tuition	2020-21 Resident Tuition	Dollar Increase	Percent Increase	2019-20 Non-Res Tuition	2020-21 Non-Res Tuition	Dollar Increase	Percent Increase
MD, MD/MPH & DMD									
MD 1st Year	4	\$10,872	\$11,089	\$217	2.00%	\$16,711	\$17,046	\$335	2.00%
MD 2nd Year (Returning Tuition Promise Students)	4	\$10,872	\$10,872	\$0	0.00%	\$16,711	\$16,711	\$0	0.00%
MD 3rd Year (Returning Tuition Promise Students)	4	\$10,659	\$10,659	\$0	0.00%	\$16,224	\$16,224	\$0	0.00%
MD 4th Year (Returning Tuition Promise Students)	4	\$10,399	\$10,399	\$0	0.00%	\$15,675	\$15,675	\$0	0.00%
MD/MPH 1st Year	4	\$10,012	\$10,210	\$198	1.98%	\$15,361	\$15,668	\$307	2.00%
MD/MPH 2nd Year (Returning Tuition Promise Students)	4	\$10,012	\$10,012	\$0	0.00%	\$15,361	\$15,361	\$0	0.00%
MD/MPH 3rd Year (Returning Tuition Promise Students)	4	\$9,782	\$9,782	\$0	0.00%	\$14,882	\$14,882	\$0	0.00%
MD/MPH 4th Year (Returning Tuition Promise Students)	4	\$9,535	\$9,535	\$0	0.00%	\$14,368	\$14,368	\$0	0.00%
MD/MPH 5th Year (Returning Tuition Promise Students)	4	\$9,260	\$9,260	\$0	0.00%	\$13,786	\$13,786	\$0	0.00%
DMD 1st Year	4	\$11,304	\$11,530	\$226	2.00%	\$18,244	\$18,609	\$365	2.00%
DMD 2nd Year (Returning Tuition Promise Students)	4	\$11,304	\$11,304	\$0	0.00%	\$18,244	\$18,244	\$0	0.00%
DMD 3rd Year (Returning Tuition Promise Students)	4	\$11,192	\$11,192	\$0	0.00%	\$18,063	\$18,063	\$0	0.00%
DMD 4th Year (Returning Tuition Promise Students)	4	\$11,081	\$11,081	\$0	0.00%	\$17,884	\$17,884	\$0	0.00%

All Other Programs

Dental Graduate	4	\$11,095	\$11,317	\$222	2.00%	\$13,215	\$13,479	\$264	2.00%
Human Nutrition, (Returning Tuition Promise Students)	4	\$6,750	\$6,750	\$0	0.00%	\$6,750	\$6,750	\$0	0.00%
Dietetic Intern, Human Nutrition (New Students)	4	\$6,750	\$6,885	\$135	2.00%	\$6,750	\$6,885	\$135	2.00%
Food Systems & Society	3	\$6,075	\$6,192	\$117	1.93%	\$6,075	\$6,192	\$117	1.93%
Physician Assistant (Returning Tuition Promise Students)	4	\$10,008	\$10,008	\$0	0.00%	\$10,008	\$10,008	\$0	0.00%
Physician Assistant (New Students)	4	\$10,008	\$10,206	\$198	1.98%	\$10,008	\$10,206	\$198	1.98%
Radiation Therapy (Returning Tuition Promise Students)	4	\$5,640	\$5,640	\$0	0.00%	\$6,780	\$6,780	\$0	0.00%
Radiation Therapy (New Students)	4	\$5,640	\$5,748	\$108	1.91%	\$6,780	\$6,912	\$132	1.95%
SoM PhD	3	\$6,804	\$6,939	\$135	1.98%	\$6,804	\$6,939	\$135	1.98%
Biomedical Informatics On Campus	3	\$6,189	\$6,306	\$117	1.89%	\$7,395	\$7,539	\$144	1.95%
Biomedical Informatics Distance Learning	3	\$6,865	\$6,994	\$129	1.88%	\$8,095	\$8,254	\$159	1.96%
Clinical Research or Human Investigations	3	\$4,740	\$4,830	\$90	1.90%	\$4,740	\$4,830	\$90	1.90%
Computer Science & Engineering or Electrical Engineering	3	\$6,495	\$6,621	\$126	1.94%	\$6,495	\$6,621	\$126	1.94%
MBA, MS or Certificate in Healthcare Management	3	\$5,406	\$5,514	\$108	2.00%	\$5,406	\$5,514	\$108	2.00%
Medical Physics	3	\$5,400	\$5,508	\$108	2.00%	\$8,613	\$8,784	\$171	1.99%
UG Nursing Accelerated Bacc (Returning Tuition Promise Students)	2	\$6,540	\$6,540	\$0	0.00%	\$8,724	\$8,724	\$0	0.00%
UG Nursing Accelerated Bacc (New Students)	3	\$6,540	\$6,660	\$120	1.83%	\$8,724	\$8,892	\$168	1.93%
UG Nursing 2nd Year OCNE (Returning Tuition Promise Students)	3	\$4,740	\$4,740	\$0	0.00%	\$8,676	\$8,676	\$0	0.00%
UG Nursing 3rd Year OCNE (Returning Tuition Promise Students)	3	\$4,644	\$4,644	\$0	0.00%	\$8,508	\$8,508	\$0	0.00%
UG Nursing OCNE (New Students)	3	\$4,740	\$4,824	\$84	1.77%	\$8,676	\$8,844	\$168	1.94%
UG Nursing RN/BS	3	\$3,456	\$3,516	\$60	1.74%	\$3,456	\$3,516	\$60	1.74%
Graduate Nurse Practitioner (Returning Tuition Promise Students)	4	\$5,724	\$5,724	\$0	0.00%	\$7,425	\$7,425	\$0	0.00%
Graduate Nurse Practitioner (New Students)	3	\$5,724	\$5,832	\$108	1.89%	\$7,425	\$7,569	\$144	1.94%
Graduate Nurse Anesthesia (Returning Tuition Promise Students)	4	\$7,128	\$7,128	\$0	0.00%	\$7,425	\$7,425	\$0	0.00%
Graduate Nurse Anesthesia (New Students)	4	\$7,128	\$7,263	\$135	1.89%	\$7,425	\$7,569	\$144	1.94%
Nursing PhD, DNP in Nursing, Hlth Sys Org Leadership, Nursing Ed	3	\$5,625	\$5,733	\$108	1.92%	\$7,281	\$7,425	\$144	1.98%
Online MPH or Certificate in Public Health	3	\$5,157	\$5,256	\$99	1.92%	\$6,660	\$6,786	\$126	1.89%
On-Campus MPH or Programs in Biostatistics	3	\$3,906	\$3,978	\$72	1.84%	\$5,940	\$6,057	\$117	1.97%
SPH PhD	3	\$5,049	\$5,148	\$99	1.96%	\$5,886	\$6,003	\$117	1.99%



**RESOLUTION NO. 2020-09-04
OREGON HEALTH AND SCIENCE UNIVERSITY
BOARD OF DIRECTORS**

(Revised Operating Budget, Capital Budget, and Academic Year Tuition and Fees)

WHEREAS, by Resolution 2020-06-02, the Board approved the Oregon Health and Science University (“OHSU”) operating budget for fiscal year 2020-21 as shown in the FY 20-21 Operating Budget for OHSU included in the Board docket accompanying the resolution;

WHEREAS, by Resolution 2020-06-02, the Board approved the capital budget for OHSU for fiscal year 2020-21 as shown in the FY 20-21 Capital Budget included in the Board docket accompanying the resolution;

WHEREAS, by Resolution 2020-06-02, the Board also approved tuition and fees for academic year 2020-21 as shown in the OHSU Academic Year Tuition and Fee Book 2020-21 that was included in the Board docket accompanying the resolution;

WHEREAS, in developing and approving Resolution 2020-06-02, Management and the Board assumed that due to the COVID-19 pandemic and the economic impacts thereof OHSU’s revenues and the appropriation to be made by the Oregon Legislature for the benefit of OHSU would both be significantly reduced;

WHEREAS, based on data gathered since the adoption of the FY 20-21 budget, key financial indicators appear to be more favorable than those projected and underlying the FY 20-21 budgets adopted in July of 2020.

WHEREAS, during its legislative session in July 2020, the Oregon Legislature did not reduce OHSU’s appropriation.

WHEREAS, Management has developed and has provided to the Board for its review a revised FY 20-21 Operating Budget (“Revised Operating Budget”), a revised FY 20-21 Capital Budget (“Revised Capital Budget”), and a revised OHSU Academic Year Tuition and Fee Book 2020-21 (“Revised Tuition and Fee Book”) that are all included in the Board docket accompanying Resolution 2020-09-04; and

WHEREAS, the Board believes that OHSU’s adoption of the Revised Operating Budget, the Revised Capital Budget and the Revised Tuition and Fee Book are all in the best interests of OHSU.

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

The FY 20-21 operating budget, capital budget, and tuition and fees for the academic year 2020-21 as shown in the Revised Operating Budget, the Revised Capital Budget and the Revised Tuition and Fee Book are hereby approved and adopted.

This Resolution is adopted this 25th day of September, 2020.

_____ Yeas

_____ Nays

_____ Abstentions

Signed by the Secretary of the Board on September 25, 2020.

Connie Seeley
Board Secretary



Date: September 25, 2020

To: OHSU Board of Directors

From: Office of the Provost

RE: Assessment Update

WHAT:

Assessment for Student Learning is essentially “what do we want our students to know and be able to do and how do we know they got it?” This presentation is to make the OHSU Board aware of our institutional assessment activities over the past year.

The OHSU assessment process was established in 2011 through the Office of the Provost. The process focuses on local faculty-driven improvements that are documented and well aligned to the institutional core competencies. The OHSU Assessment Council then uses an institutional rubric to annually evaluate each program’s assessment activity plan and report and provide feedback for continuous improvement. This rigorous process continues to redefine and improve our current understanding of our institutional learning outcomes.

WHY:

This presentation is to make the OHSU Board aware of our institutional activities since last year’s update. Annual review of institutional assessment activities by the OHSU Board is an expectation of our regional accreditors.

Assessment of Student Learning: A Continuous Improvement Process

OHSU Board
September 25, 2020

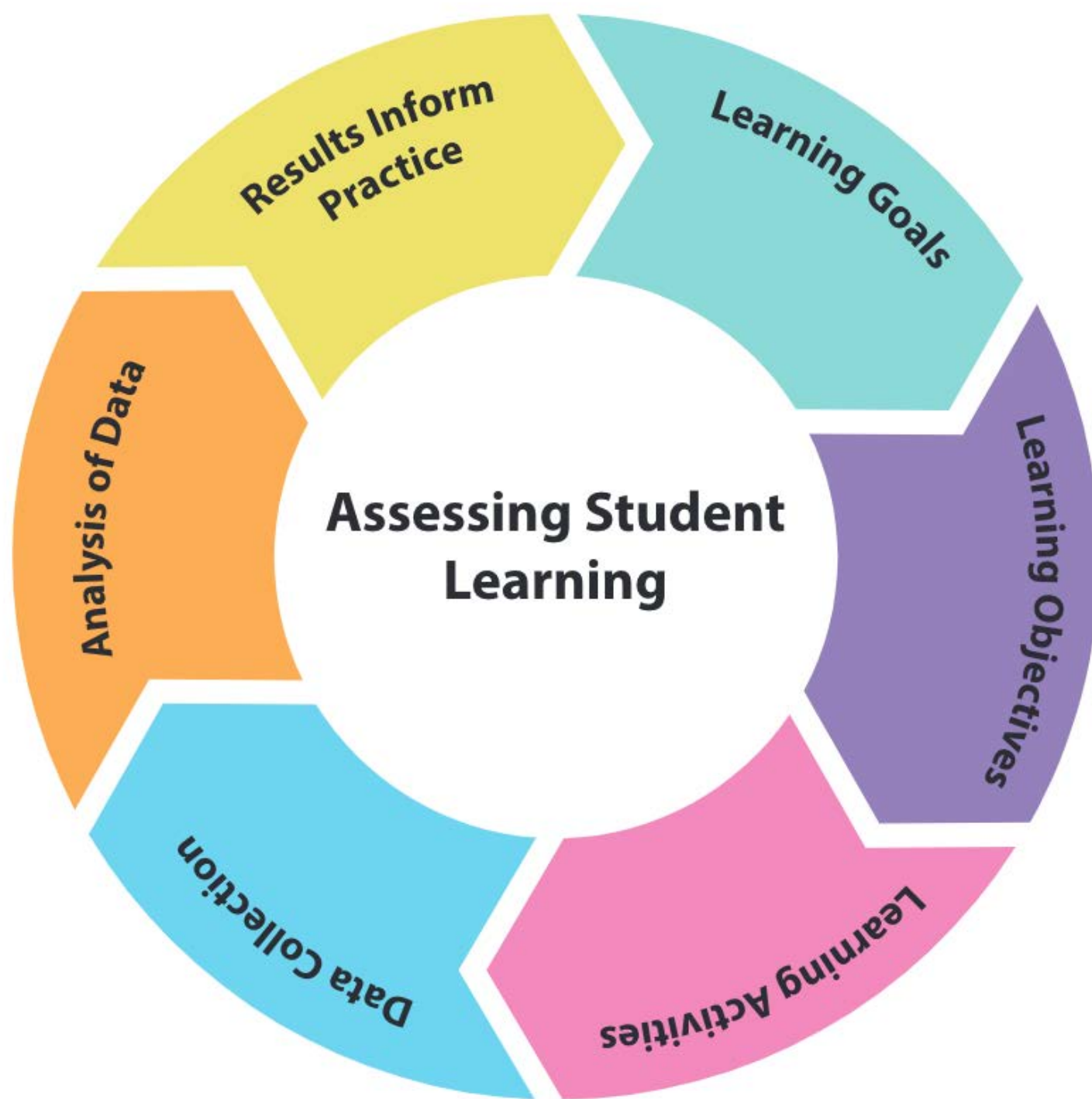


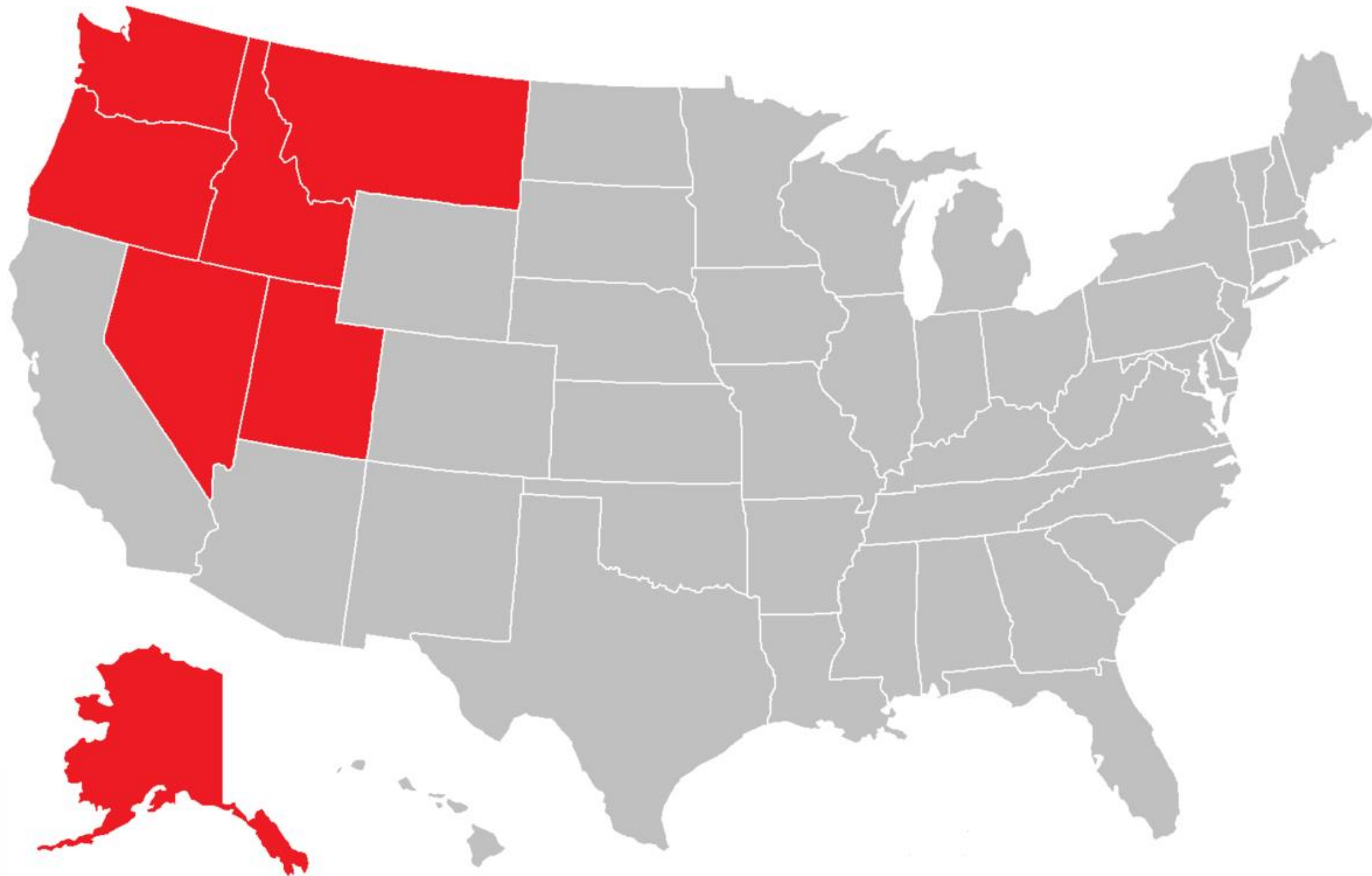
Assessment for Student Learning

What do we want our students to know and be able to do and how do we know they got it?

Why Assessment Matters:

1. Document quality
2. Reinforces equitable student experiences
3. Ensure alignment
4. Differentiate ourselves regionally and nationally



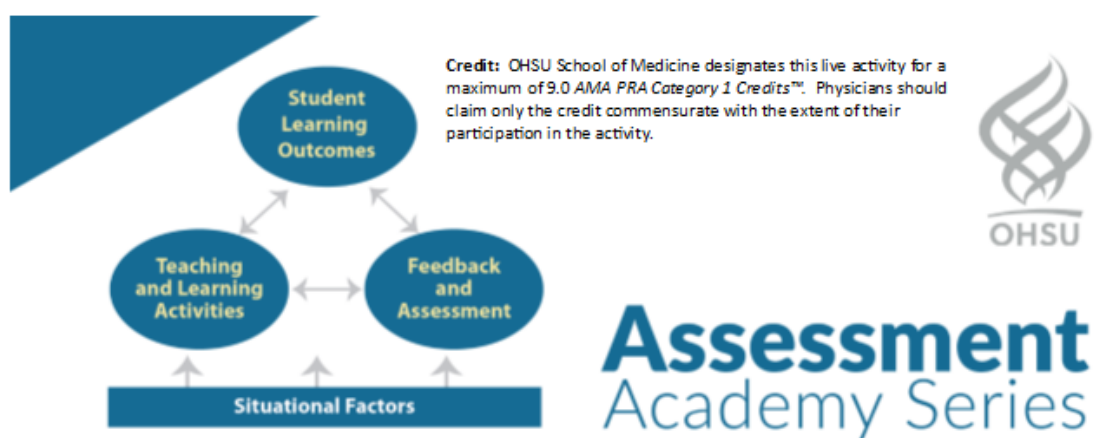


Year Seven *Mission Fulfillment and Sustainability* Evaluation

Fall 2015

**Oregon Health & Science University
Recommendations**

1. While the evaluation committee recognizes that the institution in recent years has made substantial progress toward developing an infrastructure that supports assessment of student learning, the committee recommends that the institution take steps necessary to ensure comprehensive assessment of student learning outcomes and use the resulting information to strengthen academic programs (Standard 4.A.3 and 4.B.2).



The OHSU Assessment Academy Series workshops are intended to provide opportunities for participants to improve practice-based skills through participation in effective educational activities that promote life-long learning.

Learning Outcome: Workshop participants will demonstrate an increase in their knowledge of assessment, improvement in their practice and strategies in educational pedagogy, and effective utilization of data to improve student learning and program effectiveness. Please contact Janet Wheeler at wheelerjan@ohsu.edu or 503-346-3550 for more information.

SESSION TITLES	DATE	TIME	LOCATION	FACILITATOR(S)	AUDIENCE
One-on-one consultation (no CME credit for this activity)	Ongoing	By app't only	Baird 1036A	Constance Tucker, Ph.D.	All
Orientation to Assessment of Student Learning: Four Questions Every Academic Program Should Answer	9/20/2017	2—3pm	CLS B 1A007	Lisa Hatfield, Ed.D. Judy Bowen, M.D.	Faculty
Assessment Planning Working Brown Bag	09/26/2017 10/26/2017 11/29/2017	11—Noon 11—Noon 11—Noon	KPV 14000D KPV 14000D BRB 381	Constance Tucker, Ph.D. Janet Wheeler, M.Ed.	Directors and Faculty
Test Item Writing Workshop	10/17/2017 12/5/2017	Noon—1pm Noon—1pm	KPV 14000D KPV 14000D	Sarah Jacobs, M.Ed. Pat Kenney-Moore, Ed.D.	Faculty
Helping Your Department Advance and Implement Effective Assessment Plans: A Workshop for Administrative Coordinators	10/19/2017 11/16/2017	Noon—1pm Noon—1pm	MAC 1115 CLS B 1A007	Constance Tucker, Ph.D. Janet Wheeler, M.Ed.	Administrative Coordinators
Mapping Your Curriculum	10/25/2017	Noon—1pm	BRB 381	Janet Wheeler, M.Ed. Lisa Hatfield, Ed.D.	Directors and Faculty
Revising and Improving Your Overall Assessment Plan	11/9/2017	Noon—1pm	MAC 1115	Patty Carney, Ph.D.	Administrators and Faculty
Using Xitracs: Tricks to Help Departments Track and Report on Assessment of Student Learning	10/16/2017	Noon—1pm	BICC 120 Computer Lab	TBD	Directors
Developing Program Mission and Student Learning Outcomes/Meaningful Assessments	11/28/2017	Noon—1pm	CLS B 1A005	Janet Wheeler, M.Ed.	Directors and Faculty
Planning Assessment with Publication in Mind	12/4/2017	Noon—1pm	CLS B 25012	Patty Carney, Ph.D.	Faculty

Accreditation: Oregon Health & Science University School of Medicine is accredited by the Accreditation Council for Continuing Medical Education to provide continuing medical education for physicians.

Log In
Bookmark this page : A-Z Index : Smart Web : Text Resize: A A A

Intranet Quick Links

Educational Improvement and Innovation

- Home
- Transforming Teaching
- Teach and Learn
- Assess Learning
- Develop Professionally
- Access EdTech
- Foster Equity
- Contribute to Scholarship
- Meet the Team
- Recognize the Team

Announcements

New! Transforming Teaching Webpage

The "Transforming Teaching" website was created to bring key resources together in one place so that faculty can migrate courses to an online format. This site provides concise, practical resources and strategies for moving part or all of a course to remote learning to help you keep teaching.

- Trainings and Webinars
- Innovation with Education Mini-Grants
- Activate your NCFDD Account

Educational Improvement and Innovation

Through interprofessional faculty development, student learning assessment and quality educational services, we promote and advance the reflective, scholarly and innovative endeavor of teaching and learning at OHSU and beyond.

A message from Constance Tucker

At OHSU, we strive for excellence in education. In an effort to accomplish our mission, Educational Improvement and Innovation endeavors to support and strengthen institutional faculty development initiatives, the Teaching and Learning center and quality assessment of student learning.

If we can support your professional growth as a developing scholar of teaching and learning, please don't hesitate to connect with us.

Constance Tucker, Ph.D., M.A.
Vice Provost, Educational Improvement and Innovation
tuckeco@ohsu.edu

Professional Development Opportunities

2020 - VIRTUAL
Register on Compass by searching "POS"

PROFESSIONAL DEVELOPMENT SERIES

- CLASSROOM PEDAGOGY AND EDUCATION SCHOLARSHIP: Thurs, Sept 10 | 9AM-12PM | WebEx
- CLINICAL PEDAGOGY AND SCHOLARSHIP: Wed, Sept 23 | 9AM-12PM | WebEx
- PROMOTION AND TENURE: Mon, Oct 12 | 9AM-12PM | WebEx
- RESEARCH AND PUBLISHING: Thurs, Oct 22 | 9AM-12PM | WebEx
- STRATEGIES AND TOOLS FOR PROMOTING YOUR WORK: Tue, Nov 3 | 9AM-12PM | WebEx
- PROFESSIONAL GROWTH AND MENTORSHIP: Fri, Dec 11 | 9AM-12PM | WebEx

Need information, questions, or assistance? edim@ohsu.edu

OHSU Education

Interprofessional Education

What is Interprofessional Education?

Interprofessional education occurs when learners from two or more professions learn about, from, and with each other in order to enable effective collaboration. Current faculty interested in learning more about the curriculum or participating as a facilitator can [log in to O2](#) (OHSU ID required).

- Educators Collaborative

Service Areas

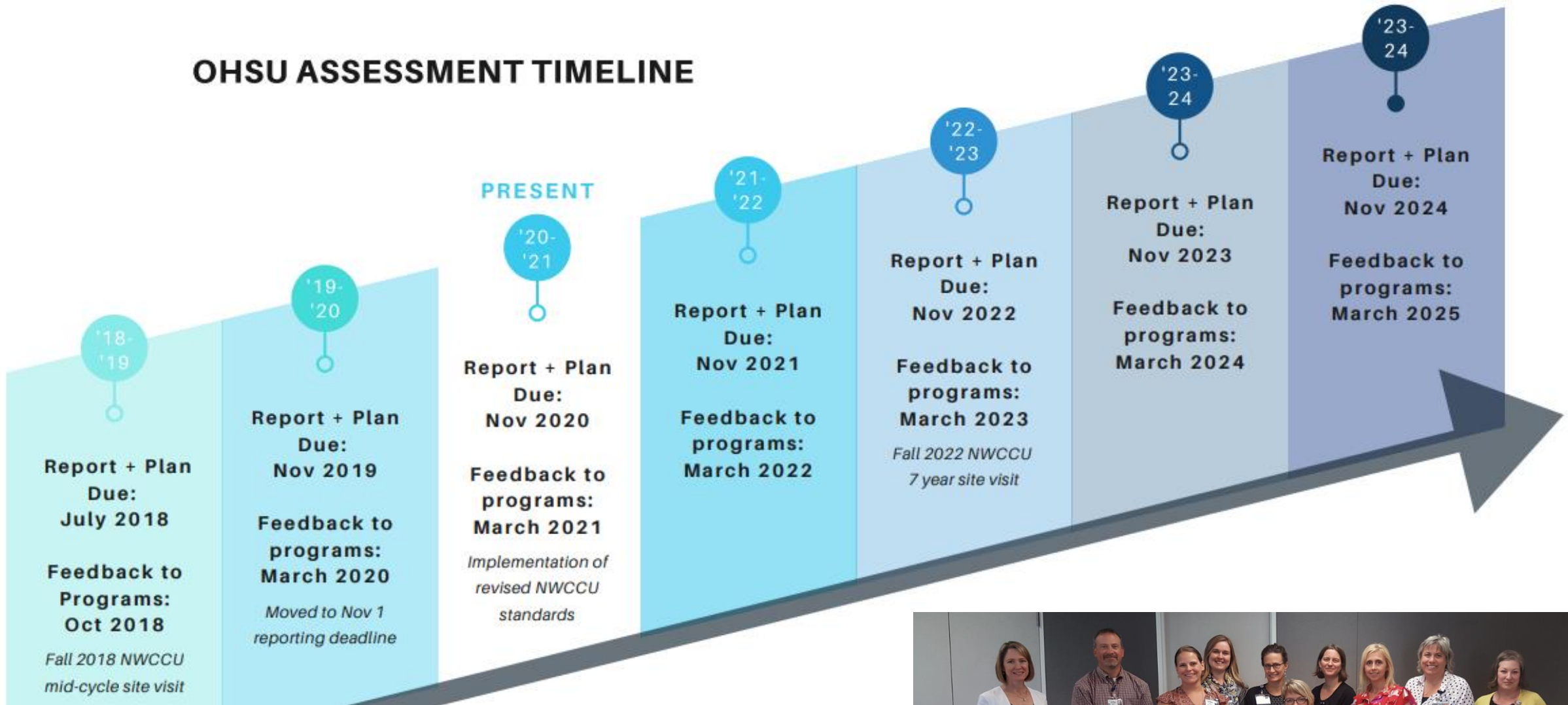
- Teaching and Learning Center (TLC)
- Educational Communications (EdCOMM)
- Assessment
- Professional Development
- Other

Faculty Development Opportunities

With this intentional infrastructure, the institution is on track to provide data on assessment activities and student achievement of program learning goals and institutional core competencies, based on several cycles of student learning outcomes assessment, by the time of their Year Seven Report.

Thus, OHSU appears to be on track to meet the NWCCU standards for student learning outcome assessment. Equally important, OHSU appears prepared to maintain the trajectory toward a “culture of assessment” that it has established in this regard.

OHSU ASSESSMENT TIMELINE



News & Events

NWCCU Membership Approves 2020 Eligibility Requirements and Standards for Accreditation

Aug. 22, 2019 · Categories: [NWCCU](#), [Policies](#), [Standards](#), [USDE](#)

August 22, 2019 – Redmond, WA – The chief executive officers of 158 eligible member institutions were availed the opportunity to vote on adoption of the Northwest Commission on Colleges and Universities' 2020 Eligibility Requirements and Standards for Accreditation. Of the 134 who voted, 129 voted Yes to adopt the new ERs, and Standards, four voted No not to adopt, and one Abstained. The 2020 ERs and Standards will take effect on January 1, 2020.



"The revised Eligibility Requirements and Standards reflect the iterative and concerted efforts of thousands of our stakeholders, commissioners, and staff," said Sonny Ramaswamy, president of NWCCU. "We look forward to instituting these new Eligibility Requirements and Standards to promote student success at our member institutions."

NWCCU Staff will hold a series of online and in-person training sessions throughout fall 2020 to answer questions and provide resources. Additionally, the 2020 Handbook of Accreditation will provide explanations, models, templates, and rubrics to institutions and Evaluation Teams. All resources will be made available on the Tools and Resources pages on the NWCCU website (<https://www.nwccu.org/tools-resources/>).

"The Commission is pleased with the degree to which member institutions engaged in the intensive process of reviewing the Standards and Eligibility Requirements. We believe that the outcome will result in streamlined processes and a distinctive focus on student success," said Thayne McCulloh, president of Gonzaga University and Chair of the Commission.

The NWCCU is grateful to the thousands of stakeholders who participated in the year-long process and who helped create a model for the Commission's future work that places Student Success at the center of every conversation.

Institutional
Effectiveness

Student
Learning

Student
Achievement

Student
Support
Services

Revision of the OHSU Graduation Core Competencies

This revision is focused on:

1. Reducing the number of the OHSU Core Competencies
2. Updating them to more meaningful (measurable and specific) competencies

"All graduates demonstrate competency in ..."

Professional
knowledge and skills

Reasoning and
judgment

Evidence-based
practice and research

Lifelong learning

Communication

Professionalism and
ethics

Teamwork

Safety and quality
improvement

Systems

Patient and client-
centered care

OHSU Graduation Core Competencies

2012-2020

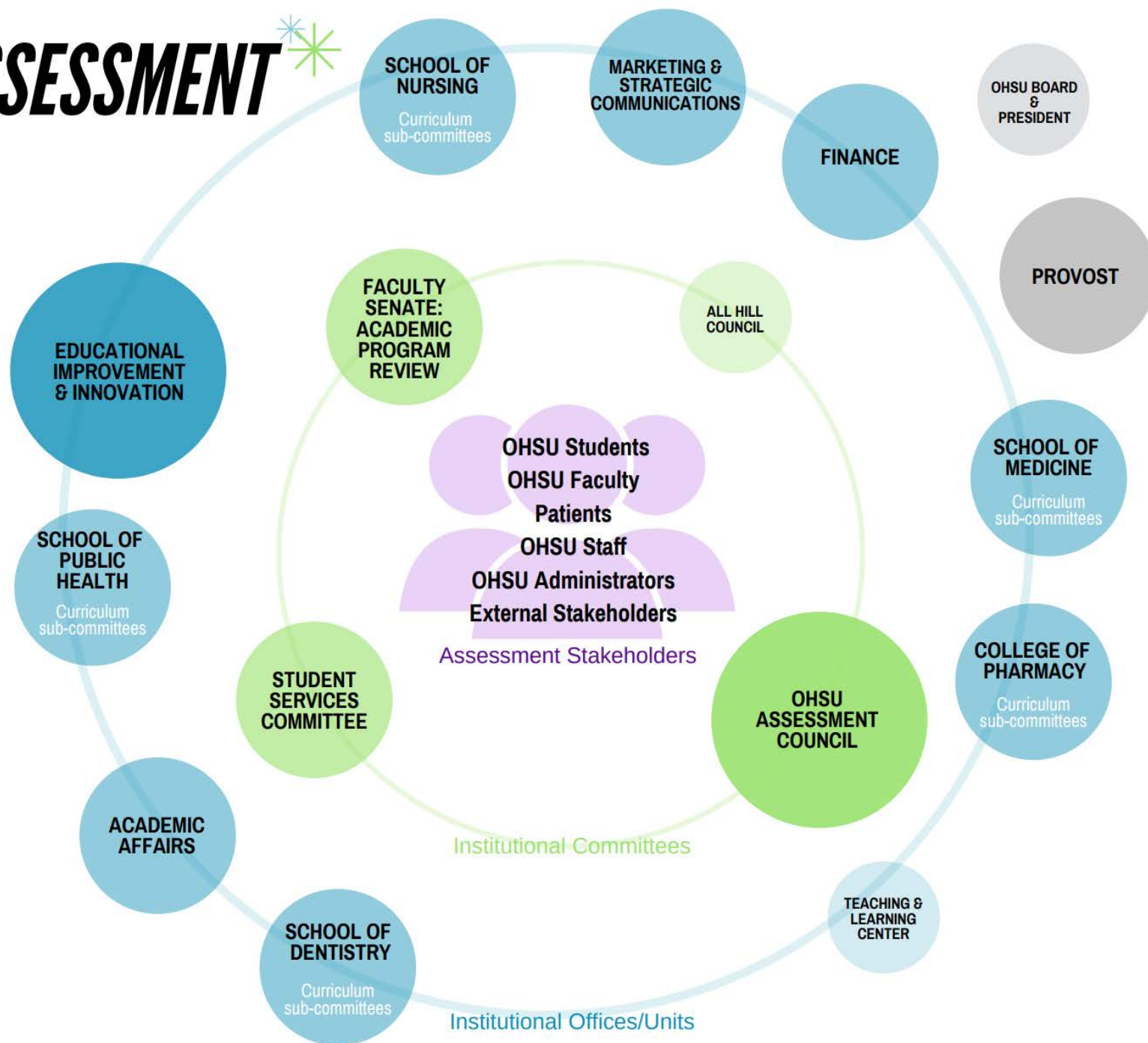
- Professional Knowledge and Skills
- Teamwork
- Communication
- Patient/client-centered Care
- Evidence-based Practice and Research
- Lifelong Learning
- Reasoning and Judgement
- Professionalism and Ethics
- Safety and Quality Improvement
- Systems

OHSU Graduation Core Competencies

Proposed starting Sept 2020

- Professional Knowledge and Skills
- Teamwork
- Communication
- Patient Centered Care
- Information Literacy
- Professional Identity
- Community Engagement, Social Justice, and Equity

OHSU ASSESSMENT





Oregon Health & Science University

Oregon Health & Science University (OHSU) is committed to a culture of evidence-based decision making and is moving towards becoming a national leader in health and science innovation. Substantial progress has been made in growing the assessment enterprise including contributing to assessment scholarship, and drawing on their own data and existing research to guide change. Likewise, OHSU's updated Assessment Academy trainings highlight current trends in the assessment world including communicating and sharing assessment results and reports. Finally, OHSU incorporates a more nuanced data collection of stakeholder engagement, which highlights the various levels at which stakeholders can be engaged in student learning.





Date: September 25, 2020

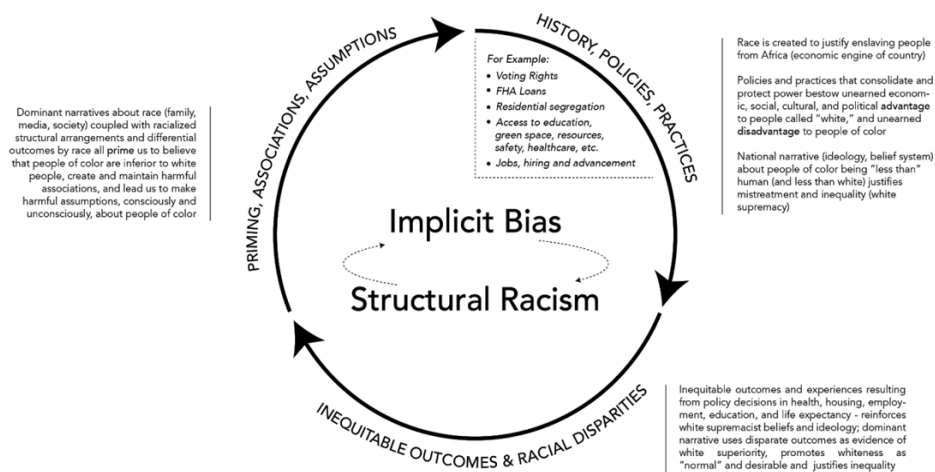
To: OHSU Board of Directors

From: Derick Du Vivier, MD

RE: Path toward Anti-Racism

On January 20, 2020, the first known case of Covid19 in the United States was identified.¹ It was followed by the first documented Covid-19 death in the United States on February 6, 2020.² Since then, approximately 6.8 million Americans have been diagnosed with Covid-19 and almost 200,000 Americans have died from it. During this period of time, communities of color including Black, LatinX, Pacific Islander and Indigenous communities have borne the brunt of the ravages of Covid19. In Oregon, the LatinX community makes up approximately 13% of the state's population but makes up almost 40% of the number of Covid19 cases. It is widely accepted that this disparity of Covid19 disease burden in marginalized communities of color is a result of "... long existing and well documented structures, systems, and policies that create social and economic conditions that lead to health disparities, poor health outcomes, and lower life expectancy."³ On May 25th, the recorded death of George Floyd at the hands of Minneapolis police shocked the world and sparked a civil rights action that elevated the Black Lives Matter movement and the historical and systematic devaluation of Black lives into the national consciousness. What these events highlight is that racism is a public health crisis. On May 31st, OHSU President Dr. Danny Jacobs made a clarion call to the OHSU community to join the university on its transformative journey to becoming an anti-racist institution: "This crisis demands the attention of us all—we cannot permit the loss of any more lives by sitting idly by and simply hoping for change. We must shatter the structural racism that perpetuates these cruel acts against people of color. The time to end racist-fueled discrimination and brutality is now."⁴

As a result of this call to action, the university is challenged to define itself through a process of self-examination and analysis using tools like the "Continuum on Becoming an Anti-Racist, Multicultural Institution" (attached). Such an analysis will enable us to create a vision of the university that combines foundational work that is currently being done like implicit bias training and new anti-racism work that is currently underway or in the process of being defined and developed. The following diagram from the National Museum of African American History and Culture (<https://nmaahc.si.edu/learn/talking-about-race/topics/being-antiracist>) demonstrates the relationship between implicit bias and structural racism.



The journey to becoming a multiracial, antiracist institution will only be successful if the institution and its members are held accountable to itself and the communities we serve. In turn, this accountability will be facilitated by the adoption of shared definitions of racism, anti-racism, power differential, privilege, disparities, diversity, justice and equity. Readily available and already adopted definitions can be used. For instance, the following definition of health equity established by the Oregon State Health Equity Committee can be used as an institutional guiding principle.

Oregon will have established a health system that creates health equity when all people can reach their full health potential and well-being and are not disadvantaged by their race, ethnicity, language, disability, gender, gender identity, sexual orientation, social class, intersections among these communities or identities, or other socially determined circumstances.

Achieving health equity requires the ongoing collaboration of all regions and sectors of the state, including tribal governments to address:

- *The equitable distribution or redistributing of resources and power; and*
- *Recognizing, reconciling and rectifying historical and contemporary injustices.*⁵

In sum, OHSU is at an inflection point. The confluence of the Covid19 pandemic and the public health crisis of racism has brought to the forefront the leadership role that anchor institutions like OHSU must take. The fulfillment of our responsibility to maintain the well-being and health of all Oregonians is dependent upon it. By combining the work of implicit bias education and the dismantling of structural racism through anti-racist activities and shared accountability, we can achieve a more equitable and just outcome for all Oregonians.

1,2 – “First Case of 2019 Novel Coronavirus in the United States”; N Engl J Med 2020; 382:929-936

3 – “AAMC Statement on Police Brutality and Racism in America and Their Impact on Health”; <https://www.aamc.org/news-insights/press-releases/aamc-statement-police-brutality-and-racism-america-and-their-impact-health>

4 – “Standing up against structural racism”; <https://news.ohsu.edu/2020/05/31/standing-up-against-structural-racism>

5 -- <https://www.oregon.gov/oha/OEI/Pages/Health-Equity-Committee.aspx>

Continuum on Becoming an Anti-Racist, Multicultural Institution

MONOCULTURAL		MULTICULTURAL		ANTI-RACIST		ANTI-RACIST MULTICULTURAL	
Racial and Cultural Differences Seen as Defects		Tolerant of Racial and Cultural Differences		Racial and Cultural Differences Seen as Assets			
1. Exclusive A Segregated Institution	2. Passive A “Club” Institution	3. Symbolic Change A Multicultural Institution	4. Identity Change An Anti-Racist Institution	5. Structural Change A Transforming Institution	6. Fully Inclusive A Transformed Institution in a Transformed Society		
<ul style="list-style-type: none"> Intentionally and publicly excludes or segregates African Americans, Native Americans, Latinos and Asian Americans Intentionally and publicly enforces the racist status quo throughout institution Institutionalization of racism includes formal policies and practices, teachings and decision-making on all levels Usually has similar intentional policies and practices toward other socially oppressed groups, such as women, disabled, elderly and children, lesbians and gays, Third World citizens, etc. 	<ul style="list-style-type: none"> Tolerant of a limited number of People of Color with “proper” perspective and credentials May still secretly limit or exclude People of Color in contradiction to public policies Continues to intentionally maintain white power and privilege through its formal policies and practices, teachings and decision-making on all levels of institutional life Often declares, “We don’t have a problem.” 	<ul style="list-style-type: none"> Makes official policy pronouncements regarding multicultural diversity Sees itself as “non-racist” institution with open doors to People of Color Carries out intentional inclusiveness efforts, recruiting “someone of color” on committees or office staff Expanding view of diversity includes other socially oppressed groups, such as women, disabled, elderly and children, lesbians and gays, Third World citizens, etc. <p>But . . .</p> <ul style="list-style-type: none"> “Not those who make waves” Little or no contextual change in culture, policies and decision-making Is still relatively unaware of continuing patterns of privilege, paternalism and control 	<ul style="list-style-type: none"> Growing understanding of racism as barrier to effective diversity Develops analysis of systemic racism Sponsors programs of anti-racism training New consciousness of institutionalized white power and privilege Develops intentional identity as an “anti-racist” institution Begins to develop accountability to racially oppressed communities Increasing commitment to dismantle racism and eliminate inherent white advantage <p>But . . .</p> <ul style="list-style-type: none"> Institutional structures and culture that maintain white power and privilege still intact and relatively untouched 	<ul style="list-style-type: none"> Commits to process of intentional institutional restructuring, based on anti-racist analysis and identity Audits and restructures all aspects of institutional life to ensure full participation of People of Color, including their worldview, culture and lifestyles Implements structures, policies and practices with inclusive decision-making and other forms of power sharing on all levels of the institution’s life and work Commits to struggle to dismantle racism in the wider community, and builds clear lines of accountability to racially oppressed communities Anti-racist multicultural diversity becomes an institutionalized asset Redefines and rebuilds all relationships and activities in society, based on anti-racist commitments 	<ul style="list-style-type: none"> Future vision of an institution and wider community that has overcome systemic racism Institution’s life reflects full participation and shared power with diverse racial, cultural and economic groups in determining its mission, structure, constituency, policies and practices Full participation in decisions that shape the institution, and inclusion of diverse cultures, lifestyles and interests A sense of restored community and mutual caring Allies with others in combating all forms of social oppression 		

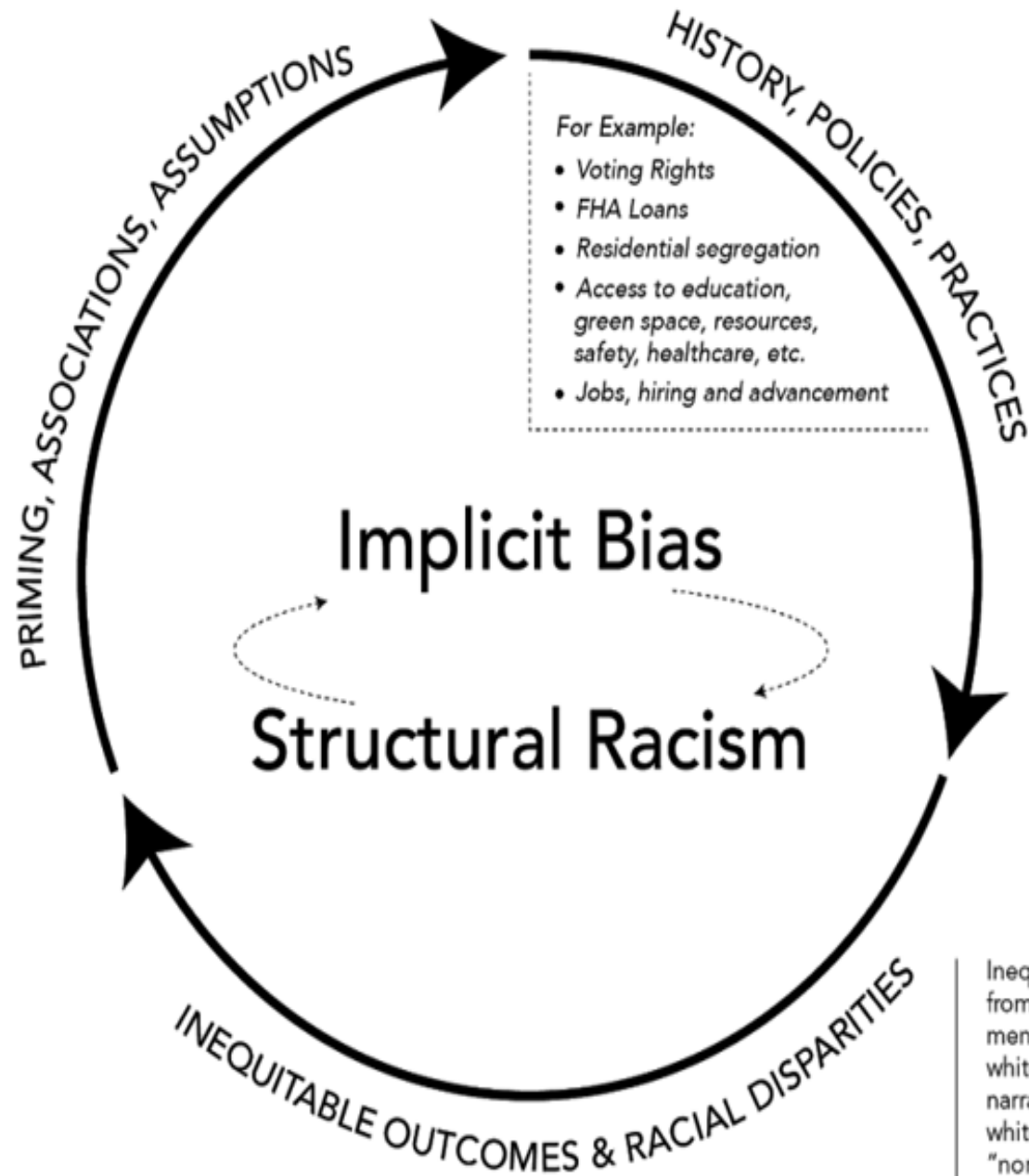
© By Crossroads Ministry:
Adapted from original concept
by Bailey Jackson and Rita
Hardiman, and further developed
by Andrea Avazian and
Ronice Branding.



Transitioning to an Anti-Racist Organization

Derick Du Vivier MD, MBA, Senior Vice President Diversity, Equity and Inclusion
September 25, 2020

Dominant narratives about race (family, media, society) coupled with racialized structural arrangements and differential outcomes by race all **prime** us to believe that people of color are inferior to white people, create and maintain harmful associations, and lead us to make harmful assumptions, consciously and unconsciously, about people of color



Race is created to justify enslaving people from Africa (economic engine of country)

Policies and practices that consolidate and protect power bestow unearned economic, social, cultural, and political **advantage** to people called "white," and unearned **disadvantage** to people of color

National narrative (ideology, belief system) about people of color being "less than" human (and less than white) justifies mistreatment and inequality (white supremacy)

Inequitable outcomes and experiences resulting from policy decisions in health, housing, employment, education, and life expectancy - reinforces white supremacist beliefs and ideology; dominant narrative uses disparate outcomes as evidence of white superiority, promotes whiteness as "normal" and desirable and justifies inequality

Continuum on Becoming an Anti-Racist, Multicultural Institution

MONOCULTURAL		MULTICULTURAL		ANTI-RACIST		ANTI-RACIST MULTICULTURAL	
Racial and Cultural Differences Seen as Defects		Tolerant of Racial and Cultural Differences		Racial and Cultural Differences Seen as Assets			
1. Exclusive A Segregated Institution	2. Passive A "Club" Institution	3. Symbolic Change A Multicultural Institution	4. Identity Change An Anti-Racist Institution	5. Structural Change A Transforming Institution	6. Fully Inclusive A Transformed Institution in a Transformed Society		
<ul style="list-style-type: none"> Intentionally and publicly excludes or segregates African Americans, Native Americans, Latinos and Asian Americans Intentionally and publicly enforces the racist status quo throughout institution Institutionalization of racism includes formal policies and practices, teachings and decision-making on all levels Usually has similar intentional policies and practices toward other socially oppressed groups, such as women, disabled, elderly and children, lesbians and gays, Third World citizens, etc. 	<ul style="list-style-type: none"> Tolerant of a limited number of People of Color with "proper" perspective and credentials May still secretly limit or exclude People of Color in contradiction to public policies Continues to intentionally maintain white power and privilege through its formal policies and practices, teachings and decision-making on all levels of institutional life Often declares, "We don't have a problem." 	<ul style="list-style-type: none"> Makes official policy pronouncements regarding multicultural diversity Sees itself as "non-racist" institution with open doors to People of Color Carries out intentional inclusiveness efforts, recruiting "someone of color" on committees or office staff Expanding view of diversity includes other socially oppressed groups, such as women, disabled, elderly and children, lesbians and gays, Third World citizens, etc. <p>But . . .</p> <ul style="list-style-type: none"> "Not those who make waves" Little or no contextual change in culture, policies and decision-making Is still relatively unaware of continuing patterns of privilege, paternalism and control 	<ul style="list-style-type: none"> Growing understanding of racism as barrier to effective diversity Develops analysis of systemic racism Sponsors programs of anti-racism training New consciousness of institutionalized white power and privilege Develops intentional identity as an "anti-racist" institution Begins to develop accountability to racially oppressed communities Increasing commitment to dismantle racism and eliminate inherent white advantage <p>But . . .</p> <ul style="list-style-type: none"> Institutional structures and culture that maintain white power and privilege still intact and relatively untouched 	<ul style="list-style-type: none"> Commits to process of intentional institutional restructuring, based on anti-racist analysis and identity Audits and restructures all aspects of institutional life to ensure full participation of People of Color, including their worldview, culture and lifestyles Implements structures, policies and practices with inclusive decision-making and other forms of power sharing on all levels of the institution's life and work Commits to struggle to dismantle racism in the wider community, and builds clear lines of accountability to racially oppressed communities Anti-racist multicultural diversity becomes an institutionalized asset Redefines and rebuilds all relationships and activities in society, based on anti-racist commitments 	<ul style="list-style-type: none"> Future vision of an institution and wider community that has overcome systemic racism Institution's life reflects full participation and shared power with diverse racial, cultural and economic groups in determining its mission, structure, constituency, policies and practices Full participation in decisions that shape the institution, and inclusion of diverse cultures, lifestyles and interests A sense of restored community and mutual caring Allies with others in combating all forms of social oppression 		

© By Crossroads Ministry:
Adapted from original concept
by Bailly Jackson and Rita
Hardiman, and further devel-
oped by Andrea Avazian and
Ronice Branding.

Center for Diversity and Inclusion

- *T* - train
- *E* - educate
- *A* - activate and advocate
- *M* - monitor

TEAM



Unconscious Bias Training Dashboard
Total Employees Trained - Prior 12 Months *

Data Refreshed On : Sep-20-2020

Total Trained *
Prior 12 Months

2183

Total Trained
All Years

9211

Total Registered
Unconscious Bias Foundations

159

Total Registered
Hiring Managers & Search
Comm

10

Month	Unconscious Bias Foundations	Unconscious Bias for Hiring Managers & Search Committee
Oct-2019	297	11
Nov-2019	132	9
Dec-2019	139	8
Jan-2020	226	18
Feb-2020	133	34
Mar-2020	162	14
Apr-2020	64	7
May-2020	16	0
Jun-2020	112	105
Jul-2020	142	43
Aug-2020	293	20
Sep-2020	174	13

	Oct-2019	Nov-2019	Dec-2019	Jan-2020	Feb-2020	Mar-2020	Apr-2020	May-2020	Jun-2020	Jul-2020	Aug-2020	Sep-2020	Total	
Unconscious Bias Foundations	Central Services - CFO	11	3	8	8	1	2		2				35	
	Central Services - Chief of Staff	3	3	2	3	2	2			1			16	
	Healthcare	206	77	95	144	76	70	16	5	80	99	228	131	1227
	Provost Office	6	2	2	1	3	1	1		1	2	3	7	29
	Research	43	17	10	3	7	63	41	1	1	3	6	3	198
	School of Medicine	28	30	22	67	44	26	4	5	28	37	56	33	380
	Total	297	132	139	226	133	162	64	11	112	142	293	174	1885
Unconscious Bias for Hiring Managers & Search Committees	Central Services - CFO					1							1	
	Central Services - Chief of Staff				1	1		3	5	1			11	
	Healthcare	2	9		11	14	1	6	66	9	9	4	131	
	Provost Office			2			1	1	3	9	1	5	24	
	Research				1	1			7	2	1	2	15	
	School of Medicine	9		6	5	18	11	5	4	18	30	5	5	116
	Total	11	9	8	18	34	14	7	16	105	43	20	13	298
Summary	308	141	147	244	167	176	71	27	217	185	313	187	2183	

	Oct-2019	Nov-2019	Dec-2019	Jan-2020	Feb-2020	Mar-2020	Apr-2020	May-2020	Jun-2020	Jul-2020	Aug-2020	Sep-2020	Total	
Unconscious Bias Foundations	AFSCME	75	42	52	137	38	46	17	9	19	28	92	44	599
	External	1	2	1	4	4		1		1		3	1	18
	Faculty	28	8	6	24	12	23	8		13	23	20	18	183
	Fellow	2	4	2	5	5	11	4			1		1	35
	House Officer	2	1				19			66	20	41		149
	ONA	134	38	16	17	37	11	2		2	53	95	86	491
	Research	31	24	18	26	20	45	24	1	8	4	15	13	229
	Student	1	2	1	1							8		13
	Unclass Admin	23	11	43	12	17	7	8	1	3	13	19	11	168
	Total	297	132	139	226	133	162	64	11	112	142	293	174	1885
Unconscious Bias for Hiring Managers & Search Committees	AFSCME			1	2	1		1		4	2	3		14
	External						1			1				2
	Faculty	2		4	4	14	6	2	2	19	20	4	5	82
	House Officer									3				3
	ONA				3	1				1				5
	Research	6		3	1	1	7	1	1	3	4	2	3	32
	Unclass Admin	3	9		8	17	1	2	13	76	15	11	5	160
	Total	11	9	8	18	34	14	7	16	105	43	20	13	298
Summary	308	141	147	244	167	176	71	27	217	185	313	187	2183	

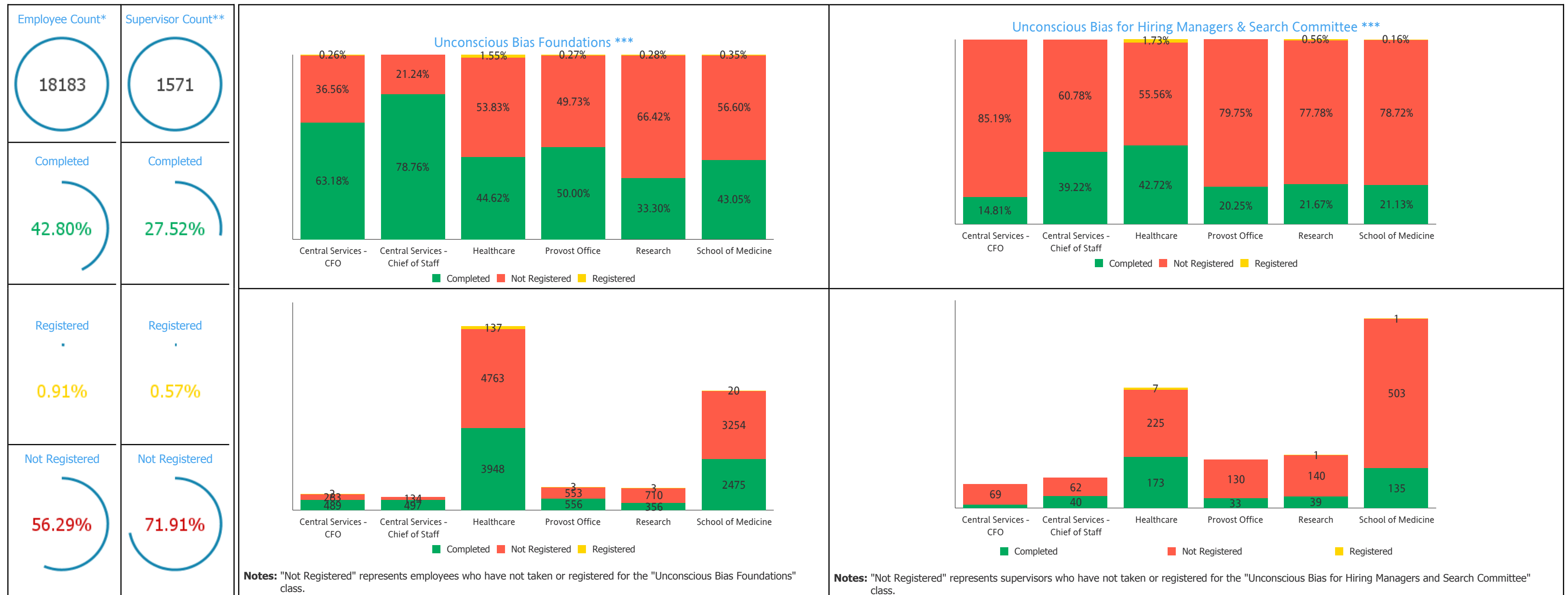
* Represents count of all employees (Active or Termed) by UB class



Unconscious Bias Training Dashboard

Current Employee Population

Data Refreshed On : Sep-20-2020



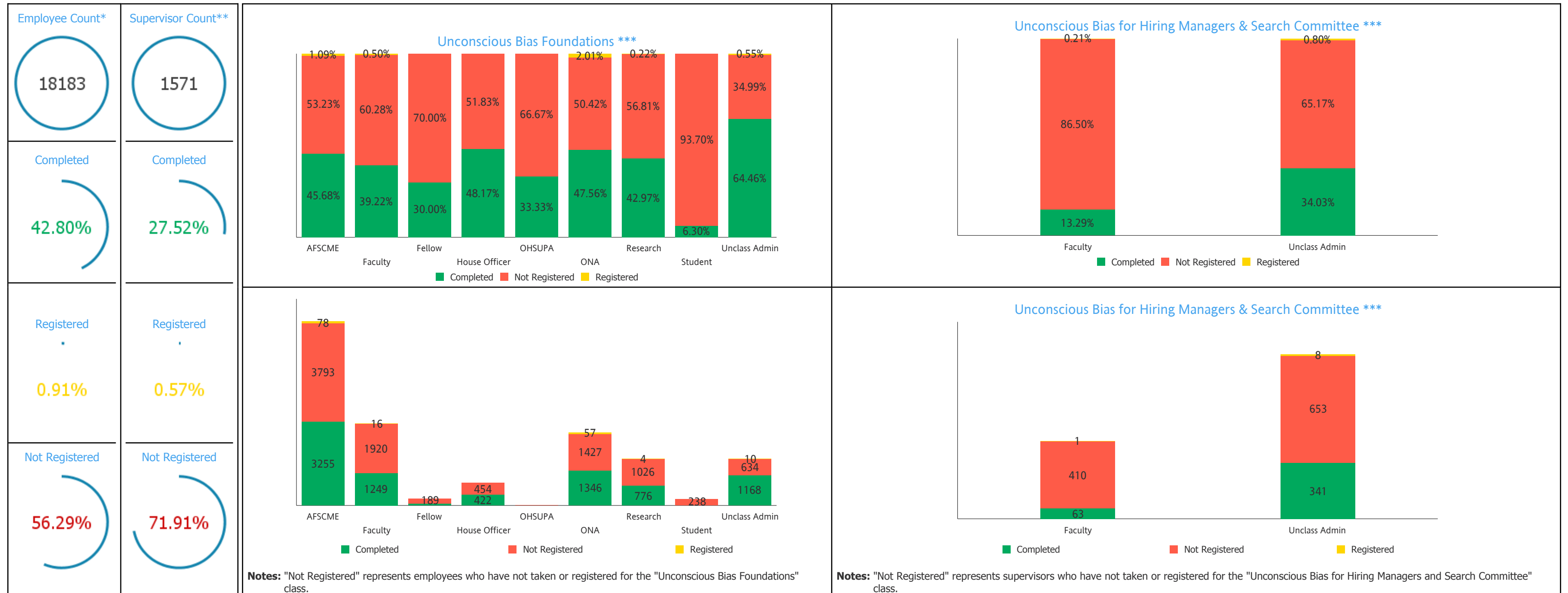
* Represents distinct count of current active employees
** Represents distinct count of current active supervisors
*** Based on all current active employees per class. e.g. if you've taken both classes you will appear in both charts.



Unconscious Bias Training Dashboard

Current Employee Population

Data Refreshed On : Sep-20-2020



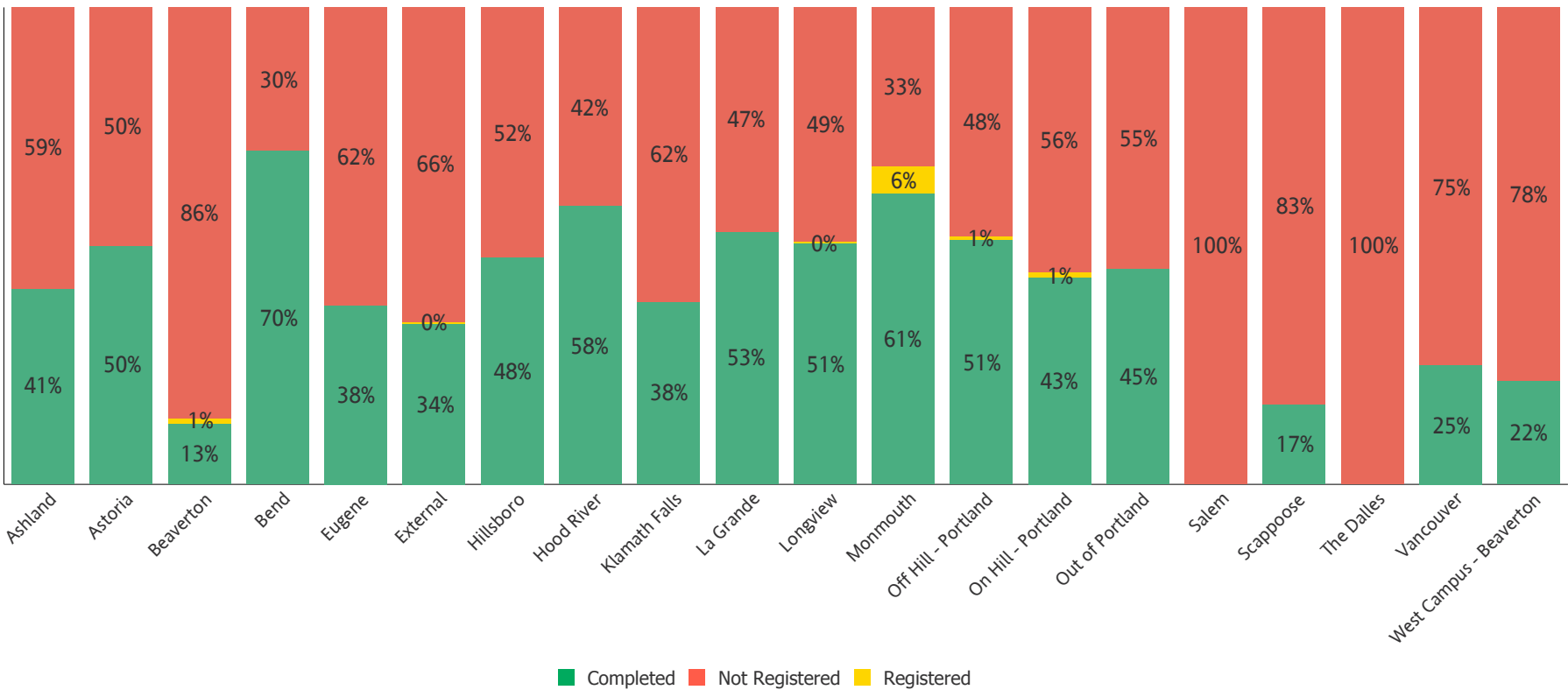
* Represents distinct count of current active employees
** Represents distinct count of current active supervisors
*** Based on all current active employees per class. e.g. if you've taken both classes you will appear in both charts.



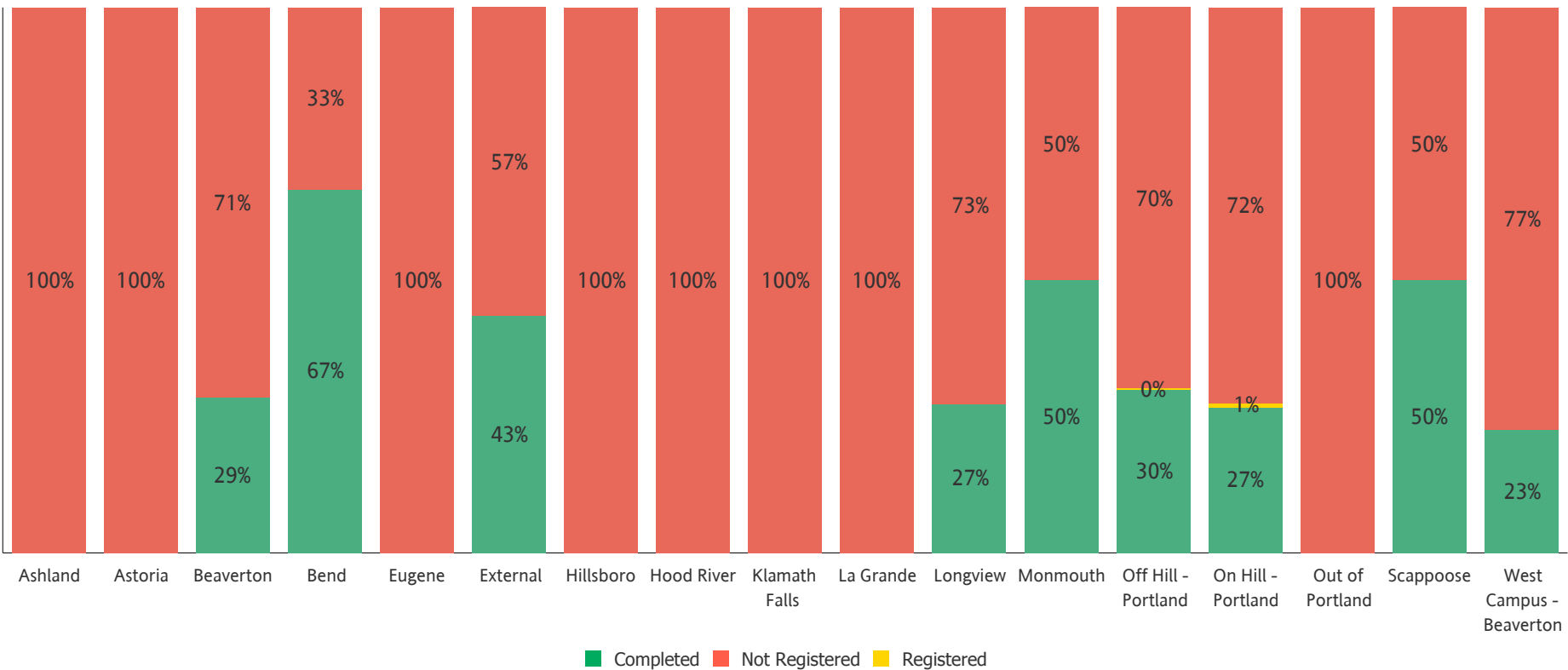
Unconscious Bias Training Dashboard
Current Employee Population

Data Refreshed On : Sep-20-2020

Unconscious Bias Foundations Training by Location *



Hiring Managers & Search Committee Training by Location *



Training by Location

	Unconscious Bias Foundations				Unconscious Bias for Hiring Managers & Search Committees			
	Completed	Registered	Not Registered	Total	Completed	Registered	Not Registered	Total
Ashland	18		24	42			2	2
Astoria	5		4	9			1	1
Beaverton	10	1	76	87	2		5	7
Bend	5		2	7	2		1	3
Eugene	12		17	29			3	3
External	165	1	329	495	10		13	23
Hillsboro	39		39	78			4	4
Hood River	7		4	11			1	1
Klamath Falls	18		28	46			1	1
La Grande	18		14	32			2	2
Longview	221	2	194	417	12		32	44
Monmouth	10	1	5	16	1		1	2
Off Hill - Portland	2398	31	2054	4483	137	1	319	457
On Hill - Portland	5250	129	6373	11752	242	8	659	909
Out of Portland	14		16	30			1	1
Salem			1	1				
Scappoose	10		58	68	2		2	4
The Dalles			21	21				
Vancouver	1		3	4				
West Campus - Beaverton	120		435	555	24		82	106
Summary	8321	165	9697	18183	432	9	1129	1570

Notes : "Not Registered" represents all employees who have not taken the "Unconscious Bias Foundations" class.
Notes : "Not Registered" represents supervisors who have not taken the "Unconscious Bias for Hiring Managers and Search Committee" class.

* Based on all current active employees per class. e.g. if you've taken both classes you will appear in both charts.



Date: Sept. 25, 2020

To: OHSU Board of Directors

From: Peter Barr-Gillespie, PhD

RE: Making OHSU an Anti-Racist Organization

I strongly believe that in order to make OHSU an anti-racist organization, we will need not only institutional- level policies and programs, but also grassroots changes among the members. We have many institutional- level programs, but we still have a diversity and equity problem at OHSU—we can't just paper over broader problems by launching initiative after initiative, but we have to find ways to engage the members of the university. Regardless, I strongly support Derick Du Vivier and his institutional-level approaches, but I am also trying to prepare the ground for him, at least in the research mission, by engaging the research community.

Communication

I am trying to reach the many people, mostly white, who may accept that our society has a problem but don't see themselves as part of it. I have been using our twice-weekly research messages, instituted with the COVID-19 emergency, to communicate topics of importance to the research community in an honest, open, and vulnerable manner. I have tried to humanize leadership (i.e., me) in a way that doesn't always come across in OHSU messages. People understand that I write these messages and that they reflect what I think, and they are not a consensus message from many contributors.

Beginning with the murder of George Floyd, I have spoken out on the need for racial justice in no uncertain terms. I have called out my own white privilege and indeed white fragility when it appears, and have spoken bluntly about how many white people like me have been blind to the way in which white supremacy permeates our culture. I have pointed out that it is liberating to accept these terms, no matter what feelings they elicit, as it helps me understand what I had been blind to in the past. I am sure that these words resonate with some who are in similar places (or farther ahead) on their journeys towards racial justice and understanding, but those are not the people who I am trying to reach.

Communications are important to set the tone, but communications do not solve our diversity, equity, and inclusion challenges.

Racial equity and inclusion center pilot

Action is important too. The Board heard from the group Alliance for Visible Diversity in Science (AVDS) about their proposal to replace the Center for Diversity and Inclusion (CDI) with *“Racial Equity and Inclusion Centers.”* I appreciate the Board listening to their proposal, but I also understand that the Board appropriately thought that implementing this program was not a Board-level action.

Nevertheless, I have been impressed with the passion and dedication of members of AVDS, and have decided to implement a REI Center pilot program to allow them to demonstrate whether their approach to anti-racism at OHSU can be a success. I will sponsor a small program that will begin in the Vollum Institute, which has expressed strong desire to participate in DEI initiatives, and will expand to one or more centers as the program evolves. It is a test program, and freeing up resources will depend on the staff meeting certain milestones. The program will be reviewed at the end of a year to determine whether to continue it, either at the pilot level or in an expanded state.

We will work closely with Dr. Du Vivier to ensure that this pilot program also serves the broader institutional anti-racism goals.

Motivating research groups to do anti-racism work

First, I lead by example, and the messages are part of that. (As are my blunt comments in research town halls.) Second, we took advantage of our requirement in June that each research group develop a research restart plan—we added another question (question #12), which asked each group to describe how *“...will your lab engage in work that improves your research program’s or department’s culture regarding race?”*

We analyzed a subset of these questions (there were ~500 restart plans), and found a responses that ranged from incredibly insightful to worrisome. We developed a guide for research groups to try to implement anti- racism discussions and approaches within each lab (included in the Board materials—*“Research D&I suggestions.pdf”*). We presented the approach exemplified by this guide in a Research Town Hall held on August 13. The town hall was a partial success; we were criticized (rightly) for being three white people presenting the work, but we have found it difficult to get people of color to contribute to these presentations. They are understandably tired of presenting their untenable personal stories but never seeing change. Still ,there were also many positive comments too, as people were glad that we were continuing to speak out, and some community members have volunteered to help us with future town halls. The town hall was a learning experience for us, and we are still trying to act on what we learned.

My principal worry is that the town halls engage those who are ready to be engaged, and the people we are trying to reach never come to these forums. We have another anti-racism town hall scheduled for the middle of October, with the topic being developed now. Our principal goal is to stimulate and facilitate anti-racism discussions in the majority of research groups at OHSU—but we have a long way to go.

Overview

1. **Promote, encourage, and get involved with diversity, equity, and inclusion (DEI) events, seminars, and groups**
2. **Unconscious Bias Foundations training**
Require the Unconscious Bias Foundations training for all lab members (and add to your onboarding checklist for new members).
3. **Unconscious Bias for Hiring Managers**
Require hiring managers in the lab to complete the Unconscious Bias for Hiring Managers training.
4. **Inclusion Ambassador program through the CDI**
Have a lab member enroll in the Inclusion Ambassador program.
5. **Lab Culture**
Discuss and revise lab culture and standards.
6. **PIs and lab managers: Have open conversations with all lab members**
During one-on-one conversations, managers routinely ask lab members about their experience with discrimination and harassment in the lab and at OHSU.
7. **Diversity, Equity, and Inclusion (DEI) Discussions**
We recommend regularly having regularly scheduled DEI discussions (at least quarterly).
8. **Internship Programs for URMs**
Participate and partner with internship programs that seek to provide opportunities for URMs in STEM.

Acronyms used in this document

- AAEO: Affirmative Action and Equal Opportunity (AAEO)
- ASE: Apprenticeship in Science & Engineering
- AVDS: Alliance for Visible Diversity in Science
- CDI: OHSU's Center for Diversity and Inclusion
- DEI: Diversity, Equity, and Inclusion
- HERC: Higher Education Recruitment Center
 - OHSU has a membership with HERC, login with OHSU credentials via HERCONNECT
- URM: Underrepresented Minorities

Build Your Vocabulary: common words/phrases and their meaning

- **Bias** is a preference in favor of, or against a person, group of people, or thing. Biases are part of being human. Once we know and accept we have bias, we can begin to recognize our own patterns of thinking. With awareness and a conscious effort, we have the power to change how we think and to challenge the negative or harmful biases within ourselves.
- **Explicit Bias** Biases that you are consciously aware of, and that you admit to yourself and potentially others.
- **Unconscious Bias** Also known as implicit social cognition, implicit bias refers to the attitudes or stereotypes that affect our understanding, actions, and decisions in an unconscious manner. These biases, which encompass both favorable and unfavorable assessments, are activated involuntarily and without an individual's awareness or intentional control.
- **Microaggressions** are brief and commonplace daily verbal, behavioral or environmental indignities, whether intentional or unintentional, that communicate hostile, derogatory or negative racial slights and insults toward people of color. Perpetrators are often unaware that they engage in such communications.
- **Racism = Racial Prejudice + Power**
- **Racial Prejudice** we mean: a set of discriminatory or derogatory attitudes based on assumptions deriving from perceptions about race/skin color.
- **Power** we mean: the authority granted through social structures and conventions—possibly supported by force or the threat of force—and access to means of communications and resources, to reinforce racial prejudice, regardless of the falsity of the underlying prejudiced assumption. Basically, all power is relational, and the different relationships either reinforce or disrupt one another.
- **Antiracism** the **active process** of identifying and eliminating racism by changing systems, organizational structures, policies and practices and attitudes, so that power is redistributed and shared equitably.
- **Individual racism** refers to the beliefs, attitudes, and actions of individuals that support or perpetuate racism in conscious and unconscious ways. The U.S. cultural narrative about racism typically focuses on individual racism and fails to recognize systemic racism. (retrieved from <https://nmaahc.si.edu/learn/talking-about-race/topics/being-antiracist>)
- **Interpersonal racism** occurs between individuals. These are public expressions of racism, often involving slurs, biases, or hateful words or actions. (retrieved from <https://nmaahc.si.edu/learn/talking-about-race/topics/being-antiracist>)
- **Institutional racism** occurs in an organization. These are discriminatory treatments, unfair policies, or biased practices based on race that result in inequitable outcomes for whites over people of color and extend considerably beyond prejudice. These institutional policies

often never mention any racial group, but the intent is to create advantages. (retrieved from <https://nmaahc.si.edu/learn/talking-about-race/topics/being-antiracist>)

- **Structural racism** is the overarching system of racial bias across institutions and society. These systems give privileges to white people resulting in disadvantages to people of color. (retrieved from <https://nmaahc.si.edu/learn/talking-about-race/topics/being-antiracist>)
- **Oppression** refers to a combination of prejudice and institutional power (link is external) that creates a system that regularly and severely discriminates against some groups and benefits other groups.
- **Systems of Oppression (the -isms)** the historical and organized patterns of mistreatment.
- **Intersectionality** the interconnected nature of social categorizations such as race, class, and gender as they apply to a given individual or group, regarded as creating overlapping and interdependent systems of discrimination or disadvantage.
- **White Fragility** discomfort and defensiveness on the part of a white person when confronted by information about racial inequality and injustice.
- **White Privilege** inherent advantages possessed by a white person on the basis of their race in a society characterized by racial inequality and injustice.
- **White Supremacy** The idea (ideology) that white people and the ideas, thoughts, beliefs, and actions of white people are superior to People of Color and their ideas, thoughts, beliefs, and actions. While most people associate white supremacy with extremist groups like the Ku Klux Klan and the neo-Nazis, white supremacy is ever present in our institutional and cultural assumptions that assign value, morality, goodness, and humanity to the white group while casting people and communities of color as worthless (worth less), immoral, bad, and inhuman and "undeserving." Drawing from critical race theory, the term "white supremacy" also refers to a political or socio-economic system where white people enjoy structural advantage and rights that other racial and ethnic groups do not, both at a collective and an individual level. (from <https://www.dismantlingracism.org/racism-defined.html>)

1. Promote, encourage, and get involved with diversity, equity, and inclusion (DEI) events, seminars, and group

- a. Sign up for the [CDI newsletter](#) to learn about upcoming events
- b. Get involved and participate in the [Alliance for Visible Diversity in Science \(AVDS\)](#)
- c. Promote and participate in [Employee Resource Groups \(ERGS\) at OHSU](#)

2. Unconscious Bias Foundations training

Training for all lab members (and during onboarding for new members). OHSU members can sign up for the training via [Compass](#). For large groups, consider reaching out to the Center for Diversity and Inclusion (CDI) to schedule a training.

- a. *Note: This is available as a virtual training during modified operations.*

3. Unconscious Bias for Hiring Managers

Hiring manager in the lab completes the training. Review and revise hiring practices after the training based on suggestions from the training. OHSU members can sign up for the training via Compass. *Bonus: additional people involved in the hiring process can participate in the training, participants do not have to be a manager.*

- a. *Note: Recruitment efforts must include retention efforts, which includes changes to the lab environment and culture to create a safe, supportive, and inclusive workspace [see information on Lab culture below]*
- b. Recruitment resources: OHSU is a member of the Higher Education Recruitment Consortium (HERC), use OHSU credentials to login via HERCONNECT. Please review the [Search Committee Training Toolkit](#) and the [OHSU Recruitment Manual](#) and talk with your lab about how you can incorporate this tool in all hiring searches.
 - i. HERC: [Search Committee Training resource page](#)
 - ii. [How Faculty Hiring Committees Reproduce Whiteness and Practical Suggestions for How They Can Change](#)
- c. Retention resources: Remember, retention efforts are important!
 - i. HERC Resource List: [Retention Resources](#)
 - ii. HERC Resource List: [Workplace Inclusion](#)

4. Inclusion Ambassador Program through the CDI

Enroll a lab member in the Inclusion Ambassador program. The Inclusion Ambassador program provides guidance and resources to help ambassadors work with their team to continue the conversation from the Unconscious Bias Foundation training.

- a. If you are a small lab, consider teaming up with other labs in your department, or ask your department to have an inclusion ambassador
- b. *Note: The Inclusion Ambassador Program is currently on hold right now as the CDI is reorganizing the program. Individuals interested in the program can still reach out to the CDI to be placed on a waitlist.*

5. Lab Culture

Discuss and revise lab culture and standards. Have lab members identify the unspoken rules of the lab, are these effective? Identify ways to shift the culture to be more inclusive, accessible, and equitable. Allow flexibility that can support all lab members.

- a. Resources:
 - i. [Ten Simple Rules for Building an Anti-Racist Lab \(pre-print\)](#)

ii. [White Supremacy Culture](#)

1. [Characteristics of White Supremacy Culture](#)

b. Questions that PIs are asking about their lab culture:

- i. How do the qualities of white supremacy show up in our jobs on a daily basis?
- ii. How can I slow down so that more voices are heard during decision making?
- iii. What are the elements of our lab culture that might dissuade BIPOC from joining (or staying in) the lab? What can be changed?
- iv. How can I be less goal oriented and more community oriented?
- v. How can I make and communicate manageable deadlines?
- vi. How can I be less critical and more appreciative?
- vii. How can I encourage the team to take care of their minds, body and spirit and not allow them to dehumanize themselves in order to achieve success in the lab?

6. **PIs and lab managers: Have open conversations with all lab members**

During one-on-one conversations, managers should routinely ask lab members about their experience with discrimination and harassment in the lab and at OHSU. Do not rely on lab members to come to you with issues, reach out to them.

- a. Be prepared to respond to discrimination, harassment, and bullying, including reporting to Affirmative Action and Equal Opportunity (AAEO)
- b. Place informational posters, brochures, pamphlets, and magnets in the lab space, office environment, or on the x drive for staff to easily access
- c. OHSU AAEO Resources:
 - i. [Responding to Concerns](#)
 - ii. [Confidential reports, advice and resources](#)
 - iii. [Submit a report](#)
 - iv. [OHSU's Affirmative Action Planning Resources and Strategies](#)

7. **Diversity, Equity, and Inclusion (DEI) Discussions**

We recommend having discussions at least quarterly. These discussions can be woven into already established meetings (lab meeting, journal clubs, etc.), a new meeting specifically dedicated to DEI work, or both! *Note: The Inclusion Ambassador program provides guidance and resources to help ambassadors work with their team to continue the conversation after completing the Unconscious Bias Foundations training.*

- a. Topics for discussions can vary regarding anti-racism, diversity, equity, and inclusion
- b. **If you are unsure where to start, this is a great place!** Discuss racial and health inequities in regards to the research topics covered in the lab (especially at the beginning of a new project, but also throughout). Begin thinking about your research and how it has impacted systemic racism or benefitted from systemic racism and discrimination (What is the racist history of your field? What are the racial health inequities in your research topic? Who are your research participants? Who are you citing? Who are you collaborating with?). Shining a light on racism in science and research should be an ongoing discussion.
- c. Resources:
 - i. HERC Webinar (OHSU has a membership with HERC): [I Don't Know How to Talk About That: Preparing for Conversations about Race](#)

OHSU Research: Suggestions to actively work on diversity, equity, and inclusion

- ii. [OHSU CDI Anti-racist Resources](#)
- iii. [OHSU Resources on Race, Racism, and Health Disparities](#)
 - 1. [History of race and racism in Oregon](#)
 - 2. [History of race and medicine in Oregon and the U.S.](#)
- iv. [Racial Microaggression in Everyday Life](#)
- v. [University of Oregon Anti-racism resource list](#)
 - 1. [Racism in Science](#)
- vi. [Doing antiracist academic work](#)
- d. *Note: if you are unsure where to start or how to begin these discussions, please reach out to Dr. Bonnie Nagel (nagelb@ohsu.edu) for additional resources*

8. Internship Programs for URMs

Participate and partner with internship programs that seek to provide opportunities for URMs in STEM.

- a. [OHSU Equity Research Program](#)
- b. [BUILD EXITO](#)
- c. [Apprenticeships in Science & Engineering \(ASE\) program](#)



**RESOLUTION 2020-09-05
OREGON HEALTH & SCIENCE UNIVERSITY
BOARD OF DIRECTORS**

(Approval of Board Committee Appointments)

WHEREAS, the Board wishes to identify and appoint Board members to serve on each of the Board Committees and on the Integrity Program Oversight Council and the University Health System Board.

NOW, THEREFORE, BE IT RESOLVED:

The following persons shall be appointed to the following committees and shall serve at the pleasure of the Board of Directors:

Finance and Audit Committee

Steve Zika (Chair)
Stacy Chamberlain
Wayne Monfries
Chad Paulson

Human Resources Committee

Ruth Beyer (Chair)
Wayne Monfries
Chad Paulson

Governance Committee

Chad Paulson (Chair)
Prashant Dubey
Amy Tykeson

**Board Members Appointed to Integrity Program Oversight
Council**

Stacy Chamberlain
Prashant Dubey
Lubna Khan

Board Members Appointed to University Health System Board

Ruth Beyer
Lubna Khan
Steve Zika

This Resolution is adopted this 25th day of September, 2020.

_____ Yeas

_____ Nays

_____ Abstentions

Signed by the Secretary of the Board on September 25, 2020.

Connie Seeley
Board Secretary

Information for Board Packet Only



Date: September 25, 2020

To: OHSU Board of Directors

From: Greg Moawad, Interim Vice President for Human Resources

RE: FY20 Performance Indicator Closeout

Memo:

In FY18, OHSU developed and started reporting on five key components of OHSU's mission: People, Healthcare, Research, Education, and Finance. Each of these key components have objectives assigned which help bring focus to our efforts.

This report summarizes our FY20 objectives and depicts our struggles to achieve some of our planned year-end results. We had a number of unanticipated challenges this year, which forced us to reprioritize new work over some indicators and tested our ability to meet our goals in others.

Due to the very full agenda on more pressing items, and the cancelation of the OHSU Incentive Plan in FY20 and FY21, we will not be presenting this Closeout report during the September meeting.

As we begin to reimplement OHSU 2025 and reimagine appropriate indicators under that framework, we will return to the Human Resources Committee in January with both a revised incentive plan proposal, and a model of a new OHSU Incentive Plan that seeks to better focus our efforts. We are also evaluating how the design of that plan can more equitably reward all individuals that contribute to our overall success.

PERFORMANCE INDICATORS



Fiscal Year 2020 results

PEOPLE

FLEXIBLE WORK AND TELECOMMUTE	TIME AWAY FROM WORK	UNCONSCIOUS BIAS	PAY EQUITY PROGRAM
104,052 telecommutes, 237 daily Scoop rides <hr/> 30,000 telecommute days; 225 daily Scoop rides	65.4% >120 hrs; 80.7% >80 hrs; 91.4% >40 hrs <hr/> 75% of employees take 120+ hours of PTO	365 managers; 508 students <hr/> 300 hiring managers and 500 students trained	73.8% <hr/> 75% of workforce reviewed

HEALTHCARE

ACCESS	OBSERVED MORTALITY	PATIENT EXPERIENCE NET PROMOTER SCORE	TRANSFERS
155,803 <hr/> 16,000 virtual visits	2.56% <hr/> 2.23%	78.6 <hr/> 78.6	98.8 <hr/> 98

RESEARCH

GRANTS AWARDED	AWARD \$	PUBLICATIONS	TURNAROUND TIME
1,676 <hr/> 1,550	\$549,856,413 <hr/> \$469,803,708	3,534 <hr/> 3,505	60 <hr/> 52 days

EDUCATION

UNDERREPRESENTED MINORITY LEARNER AND PATHWAY PARTICIPANT RECRUITMENT AND RETENTION	DEGREES AND CERTIFICATES AWARDED	FIRST TIME PASS RATES	LIMIT AVERAGE INDEBTEDNESS
2 exceeded, 2 did not meet (1 due to COVID-19) <hr/> Varies by learner group	1 exceeded, 1 did not meet <hr/> Varies by learner group	5 groups exceeded target; 1 group did not meet <hr/> Varies by degree	All exceeded <hr/> Varies by degree

FINANCES

EXCEED EBITDA MARGIN

FY20 achieved

Target



On or above target



Improved, not at target



Below target



Below FY19 and target



Data to come

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	<p>Promote flexible work environment and commute programs.</p> <p>Increase the number of telecommute days to a total of 30,000</p> <p>Increase Scoop ridesharing by 20%</p>	<p>Promote and encourage time away from work.</p> <p>75% of employees working full time will have taken 120 hours or more of PTO/ Vacation by June 30, 2020</p>	<p>Increase number of members trained in unconscious bias (students, hiring managers).</p> <p>FY20 will have a focus on students, hiring managers and building more capacity in the system to ensure the efforts are sustained</p>	<p>Pay equity program.</p> <p>In FY20, a comprehensive review will be completed and recommendations implemented for 75% of all workforce members.</p>
HEALTH CARE	<p>Improve access to OHSU clinics.</p> <p>Improve clinic access from FY19</p>	<p>Improve observed mortality rate.</p> <p>Improve observed mortality rate</p>	<p>Improve patient experience.</p> <p>Improve net promotor score from FY19</p>	<p>Improve appropriate transfer acceptance rate.</p> <p>Increase the number and the percentage accepted transfers from FY19</p>
RESEARCH	<p>Increase the number of grants awarded.</p> <p>Increase the number of grants awarded from FY19</p>	<p>Increase in award dollars.</p> <p>Increase total award dollars from FY19</p>	<p>Increase in publications.</p> <p>Increase publications from FY19</p>	<p>Improve turnaround time for industry-sponsored clinical trials.</p> <p>Reduce turnaround time from FY19</p>
EDUCATION	<p>Increase success of underrepresented minority (URM) learner and pathway participant recruitment and retention.</p> <p>Number of enrolled URM students</p> <p>Number of URM Graduate Medical Education (GME) residents</p> <p>Number of URM OnTrack participants</p> <p>Number of URM pathway program participants</p>	<p>Maintain or increase degrees and certificates awarded.</p> <p>Degrees and certificates awarded through the University Registrar's Office</p> <p>Certificates awarded through GME</p>	<p>Maintain or increase first time pass rates for credentialing exams in targeted publicly supported degrees programs and board exams for GME residency programs.</p> <p>Dentistry programs (DMD) 95% Graduate nursing 95%</p> <p>Medicine (MD) 95% Physician assistant 95%</p> <p>Nursing undergrad 92% GME residency award 94%</p>	<p>Limit the average indebtedness of graduates in targeted publicly supported degree programs.</p> <p>Dentistry programs (DMD),</p> <p>Medicine (MD)</p> <p>Nursing (Oregon Consortium for Nursing Education)</p>

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.
----------	------------------------------

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.

O2 – OHSU's Intranet

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.

SoN – School of Nursing

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

VBP – Value-based purchasing

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.