



OHSU Board of Directors Meeting

Friday, June 25, 2021

11:35am-2:40pm

WebEx meeting details are located on your calendar invite



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

**Friday, June 25, 2021
11:35am-2:40pm**

Please see your calendar invite for WebEx meeting login details

11:35am	Call to Order/ Chairman's Comments President's Comments Approval of Minutes April 16, 2021 (ACTION)	Wayne Monfries Danny Jacobs, MD Wayne Monfries
11:50am	FY21 YTD Results, Proposed FY22 Budget, CFO presentation of the budget	Lawrence Furnstahl
12:15pm	Presentation of the Academic Tuition and Fee Book	Elena Andresen, PhD
12:35pm	Faculty Senate Response to the Budget	Karen Eden, PhD
12:45pm	Approval of Budget and Fee Book (ACTION)	Wayne Monfries
12:50pm	Approval confirming appointment of KPMG to audit OHSU's FY21 financial statements (ACTION)	Wayne Monfries
12:55pm	Break (20 min.)	
1:15pm	OHSU 2025 Update	Bridget Barnes Connie Seeley Wayne Shields
1:35pm	OHSU Diversity, Equity and Inclusion Update on Anti-Racism	Derick Du Vivier, MD
1:55pm	Vaccine Equity Committee Update	Donn Spight, MD
2:15pm	School of Nursing: Diversity, Equity, Inclusion and Anti-Racism Update	Susan Bakewell-Sachs, PhD, RN, FAAN Karen Reifenstein, PhD, RN
2:35pm	Approval of Committee appointments (ACTION)	Wayne Monfries
2:40pm	Meeting adjourned	

**Oregon Health & Science University
Board of Directors Meeting
April 16, 2021
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 YouTube links.

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: Wayne Monfries, Danny Jacobs, MD, Chad Paulson, Lubna Khan, Steve Zika, Ruth Beyer, Stacy Chamberlain, Amy Tykeson and Prashant Dubey. OHSU staff presenting material on the agenda were Lawrence Furnstahl, Tim Marshall, Derick Du Vivier, MD, Alisha Moreland-Capuia, MD and Dana Bjarnason, PhD, RN. Connie Seeley, Secretary of the Board and Alice Cuprill Comas, JD, Assistant Secretary of the Board were also 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 9:30 am and welcomed all those in attendance.

Chairman's Comments

Wayne Monfries

Mr. Monfries began by reviewing the protocol of the meeting followed by the meeting agenda. He gave special recognition to Amy Tykeson and Lubna Khan for their time served as members of the board. He also acknowledged the OHSU community for their support with the multiple vaccination clinics and said he was proud to be a part of this community. He spoke of the concerns across the institution related to discrimination and harassment and discussed the investigation by former Attorney General, Eric Holder. He said the investigation will take a deep dive into those matters to uncover root causes and to make appropriate cultural changes. He then turned the meeting over to President Jacobs.

President's Comments

Danny Jacobs, MD, OHSU President

Dr. Danny Jacobs began by discussing the one-year anniversary of the reactivation of the heart transplant program which included five successful heart transplants since the reactivation. He covered the engagement of Covington and Burling, LLP to investigate issues of gender and racial discrimination and harassment and the hotline established to allow people to contact them directly. OHSU's vital and essential role in the vaccine distribution was also covered. He discussed a vaccine equity committee that was established to assist with increasing vaccinations among culturally, racially, ethnically and linguistically diverse communities. Also mentioned was a new COVID-19 program for patients with longstanding side effects from the infection. He touched on OHSU's completion of a 7-year fundraising campaign that included \$2 billion raised to benefit the wellbeing of Oregonians. OHSU had an accreditation visit in February by DNV Healthcare with informal results being overwhelmingly positive including zero areas of noncompliance. Dr. Jacobs spoke about "match day" where fourth year medical students in the U.S. learn where they will be spending their next years in medical training. On the research front he mentioned a \$2.5 million grant for cancer research and a \$3.35 million gift to help the Casey Eye Institute expand access to education statewide. He spoke of new OHSU led studies published in the Journal of Neurotrauma on sleep and traumatic brain injuries and the Journal of Scientific Reports on gut microbiome and Alzheimer's. He extended special congratulations to, Dr. Lisa Coussens, named president-elect of the American Association for Cancer Research 2022, Dr. Renee Edwards named one of the executives of the year by Portland's Business Board, and Diana Gernhart named enterprise CFO of the year by the same journal. He closed by acknowledging Amy Tykeson and Lubna Khan for their service and contributions to the board of directors at OHSU.

Approval of Minutes

Wayne Monfries

Mr. Monfries asked for approval of the minutes from the January 28, 2021 OHSU Public Board meeting. Upon motion duly made by Ruth Beyer and seconded by Danny Jacobs the minutes were approved by all board members in attendance.

Financial Results

Lawrence Furnstahl, Chief Financial Officer

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

Mr. Furnstahl gave an overview of the FY21 February results and Preliminary Budget Planning for FY22 including Investment Policy amendments, year-to-date earnings, patient revenue and patient activity. Also covered was the balance sheet, operating income, net worth, investment objectives, capital budgets and cash flow. They projected topline growth to about \$3.75 billion with the current preliminary plan showing a \$215 million increase in total revenues.

Board members asked Mr. Furnstahl for further information on OHSU vision 2025, salary cuts and raises, debt repayment, investments and market conditions.

Approval of Investment Policy Amendments

Mr. Monfries presented OHSU Board Resolution 2021-04-01 to approve the Investment Policy Amendments.

OHSU Board Resolution 2021-04-01, Approval of Investment Policy Amendments

Mr. Monfries asked for a motion to adopt Resolution 2021-04-01. Amy Tykeson moved to approve the motion. Chad Paulson seconded the motion and it was approved by all OHSU Board members in attendance.

Code of Conduct

Tim Marshall, Chief Integrity Officer

Mr. Monfries recognized Tim Marshall, Chief Integrity Officer

Mr. Marshall provided an overview on the progress of the Code of Conduct review and update project. He stated the last update was completed in 2015 and the current project began in February of 2020. He said the current project has been comprised of several phases. He provided background information on the timeline of the project, OHSU member feedback, reflection on the feedback, feedback examples and next steps for the project.

Board members asked Mr. Marshall for additional information on the complaint process, engaging folks in the process and working with impacted groups.

Anti-Racism Initiatives Update

Derick Du Vivier, MD

Mr. Monfries recognized Derick Du Vivier, MD, Senior Vice President of Diversity, Equity & Inclusion.

Dr. Du Vivier gave an update on Diversity, Equity & Inclusion and OHSU's journey to becoming an antiracist, multicultural institution. He spoke about the importance of definitions, resources to support change through advocacy, antiracism education and information offerings. He also discussed the implementation of an antiracism plan of action by human resources, health equity, a review of patient rights and responsibilities and policy and protocol documents and recommendations.

Board members asked Dr. Du Vivier for additional information on committee incentives, compensation for employee resource groups, the racial equity and inclusion center and the pilot program.

OHSU Campus Safety Review Taskforce Final Report

Alisha Moreland-Capuia, MD, Dana Bjarnason, PhD, RN,

Mr. Monfries recognized Dr. Alisha Moreland-Capuia, MD and Dr. Dana Bjarnason, PhD, RN, Vice President & Chief Nursing Executive, OHSU Healthcare, Associate Dean, Clinical Affairs, OHSU School of Nursing

Dr. Moreland-Capuia and Dr. Dana Bjarnason gave an update on the trauma informed efforts of the OSHU Campus Safety Review Task Force (OCSRTF). They covered the two-part OCSRTF charge, the critical Incident Readiness Task Force findings and recommendations, Trauma-informed principles and Security settings. They also reviewed the OCSRTF membership, Use-of-force and arrest data, local police reform efforts and Four-part training for OHSU police. They closed with updates on models of safety and policing and responses to the first and second part of the charge.

Board members asked Dr. Moreland-Capuia and Bjarnason for additional information on data collection, training, Anti-Asian violence.

Recognition of Service for Lubna Khan

Mr. Monfries presented OHSU Board Resolution 2021-04-02, Recognition of Service for Lubna Khan. Board members each made comments about their time spent working with Dr. Khan and thanked her for her service and contributions to the board.

OHSU Board Resolution 2021-04-02, Recognition of Service for Lubna Khan

Mr. Monfries asked for a motion to adopt Resolution 2021-04-02. Amy Tykeson moved to approve the motion. Ruth Beyer seconded the motion and it was approved by all OHSU Board members in attendance.

Recognition of Service for Amy Tykeson

Mr. Monfries presented OHSU Board Resolution 2021-04-03, Recognition of Service for Amy Tykeson. Board members each made comments about their time spent working with Amy and thanked her for her service and contributions to the board.

OHSU Board Resolution 2021-04-03, Recognition of Service for Amy Tykeson

Mr. Monfries asked for a motion to adopt Resolution 2021-04-03. Lubna Khan moved to approve the motion. Stacy Chamberlain seconded the motion and it was approved by all OHSU Board members in attendance.

Amy Tykeson commented on the changes at OHSU over the time of her tenure serving as a board member and the dedication of the team at OHSU. She said it was an utmost pleasure to serve alongside of everyone and felt very fortunate for the opportunity.

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 12:00pm

Respectfully submitted,

Connie Seeley
Secretary of the Board



June 15, 2021

To: Members, OHSU Board of Directors

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

Re: Finance & Audit Materials for June 25th Meeting

There are two finance & audit agenda items for next Friday's Board of Director's meeting. The first covers year-to-date financial results and the proposed operating and capital budget for FY22. The second is appointment of KPMG as OHSU's independent auditors for the FY21 financial statements.

Operating income through the first 10 months of FY21 is \$52 million, well above the loss assumed in the revised budget approved in September, even after paying \$23 million to offset salary reductions taken by 4,500 faculty and managers last summer. Faster recovery from COVID-19, increased complexity of care, stable payer mix, strong pharmacy growth, and tight control of services & supplies all contribute to above-budget performance. We are closing May books now; preliminary figures do not change our estimate for FY21 year-end results.

After recovering sharply last summer, earnings generally softened in winter but then improved. February showed a loss for the month, the first in this fiscal year. That decline was a combination of lower patient revenues and rising expenses, including the impact of an increase in behavioral health census (seen nationally) and difficulty filling nursing positions, plus delayed cases due to winter storms. Since then, March and April showed gains of more than \$5 million per month with higher patient activity. Prior year comparisons now include the first six weeks of COVID impact (mid-March – April 2020) when patient revenues plunged with suspension of elective procedures. For example, this April net patient revenue reached \$219 million, compared to only \$128 million in April 2020.

One year ago, we stared into a financial abyss, with projections of 20% job loss in Oregon followed by a four-year recovery. OHSU adopted a "tighten first to loosen later" budget approach. Massive federal fiscal and monetary support, rapid development of vaccines, Oregon's success in limiting COVID cases, and OHSU's careful navigation of the pandemic have resulted in much more favorable results—nationally, in Oregon and at the University. Having tightened first, we are now moving to loosen in a prudent way.

Detailed budget development is nearing completion throughout OHSU based on:

- Current year results
- COVID census increasing through May before declining with vaccination

- Planning for a return to a “new normal” with hybrid telecommuting
- Continued strong demand for OHSU’s tertiary and quaternary services
- Active nurse recruitment to staff ICUs and ORs
- Managing OHSU Health + School of Medicine on a combined direct margin basis
- 2% tuition increase with Tuition Promise for eligible programs
- Focus on OHSU 2025’s first goal of putting people first.

The proposed FY22 budget targets 7.5% top-line growth to nearly \$3.9 billion and a 1% operating margin. The budget includes 1,200 new budgeted positions, offset in part by an expected 2% vacancy factor. Capital spending of \$190 million plus \$5 million for a faculty initiative pool results in balanced cash flow. FY22 represents a year of regrouping and rebuilding after the disruption and exhaustion of pandemic, when hiring, spending, travel and capital were on hold. The final section of the budget document outlines choices to be made over the next year to return earnings to pre-COVID levels needed to finance sustained investment in OHSU’s people, programs and places.

At its meeting on June 15th, the Finance & Audit Committee discussed both the proposed budget and KPMG’s plan to audit OHSU’s FY21 financial statements, presented by lead audit partner Drew Corrigan and his colleagues. It follows closely the audit approach last year, with a modest increase in fees for the main audit and overall costs that are down due to a somewhat streamlined set of deliverables. KPMG would return in October with their audit report and opinion.

At the June 25th meeting, I will bring the proposed FY22 budget and the appointment of KPMG as independent auditor to the full Board for its consideration.



OHSU Onward: FY21 April Results & Proposed FY22 Operating & Capital Budget

OHSU Board of Directors / June 25, 2021

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Overview of Financial Results & Proposed Budget

- This document presents financial results through April 2021 before turning to the proposed operating and capital budgets for FY22.
- FY21 operating income through 10 months is \$52 million, \$94 million above the loss assumed in the revised budget approved in September.
- Faster recovery, increased complexity, stable payer mix, strong pharmacy growth, and tight control of services & supplies all contribute to above-budget performance.
- The proposed FY22 budget targets:
 - 7.5% top-line growth to nearly \$3.9 billion
 - 1,200 new budgeted positions, offset in part by an expected 2% vacancy factor
 - 1% operating margin consistent with January's 5-year post-COVID projection and April's preliminary budget plan
 - \$190 million in capital spending + \$5 million faculty initiative pool from FY21
 - Balanced cash flow.
- FY22 represents a year of regrouping and rebuilding after the disruption and exhaustion of pandemic, when hiring, spending, travel and capital were on hold.
- The final section outlines choices to be made over the next year to return earnings to levels needed for sustained investment in OHSU's people, programs and places.

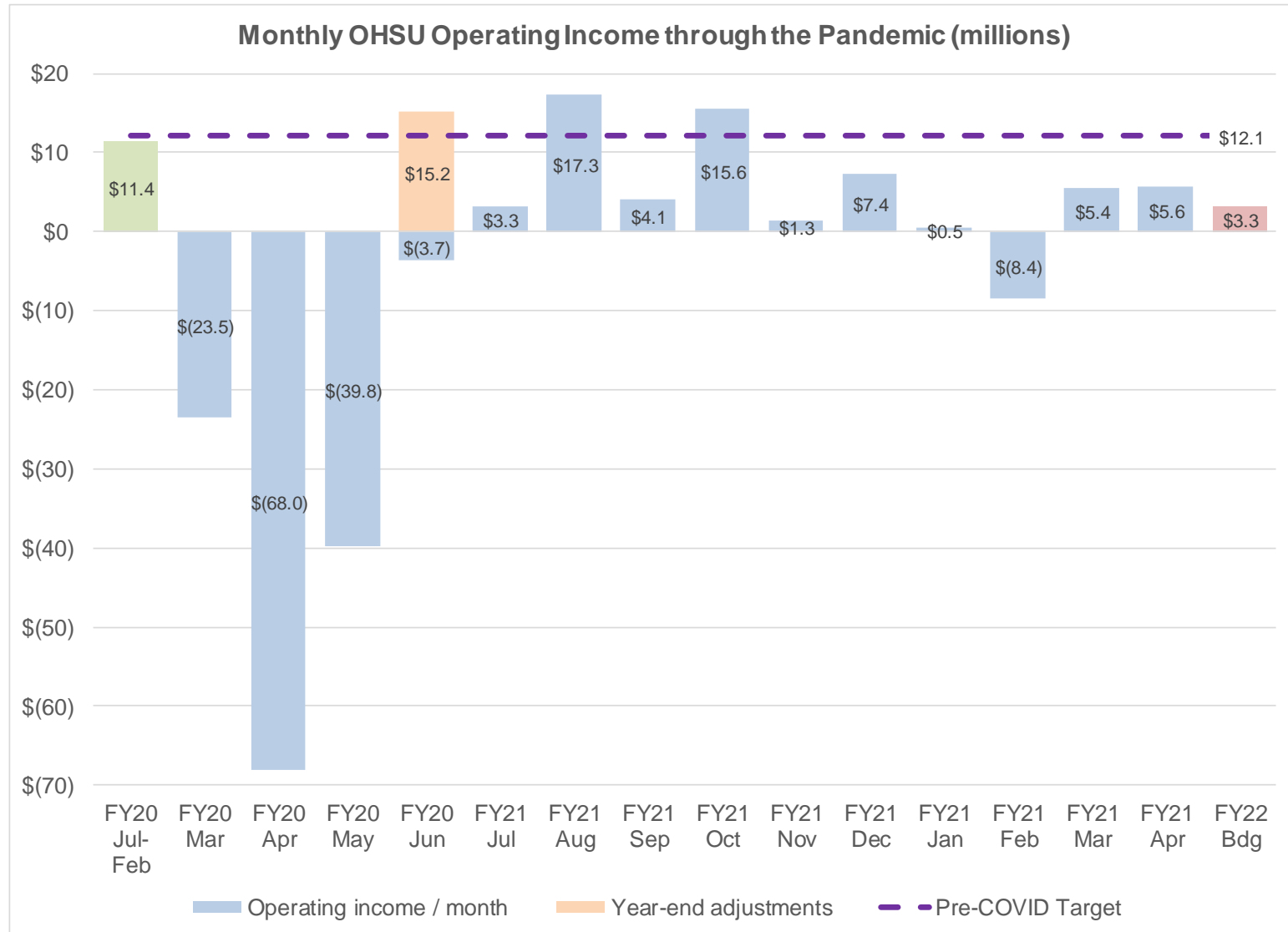
FY21 April YTD Financial Results

- After recovering sharply last summer, earnings generally softened in winter but have improved in March and April:
 - February showed an \$(8) million loss for the month, the first in this fiscal year
 - That decline was a combination of lower patient revenues and rising expenses, including the impact of an increase in behavioral health census (seen nationally) and difficulty filling nursing positions, plus delayed cases due to winter storms
 - March and April showed gains over \$5 million per month with higher patient activity (we are closing May books now)
 - Prior year comparisons now include the first 6 weeks of COVID impact (mid-March – April 2020) when patient revenues plunged with suspension of elective procedures.
- One year ago, we stared into a financial abyss, with projections of 20% job loss followed by a four-year recovery.
- OHSU adopted a “tighten first to loosen later” budget approach.
- Massive federal fiscal and monetary support, rapid development of vaccines, Oregon’s success in limiting COVID cases, and OHSU’s careful navigation of the pandemic have resulted in much more favorable results—nationally, in Oregon and at the University.
- Having tightened first, we are now moving to loosen in a prudent way.

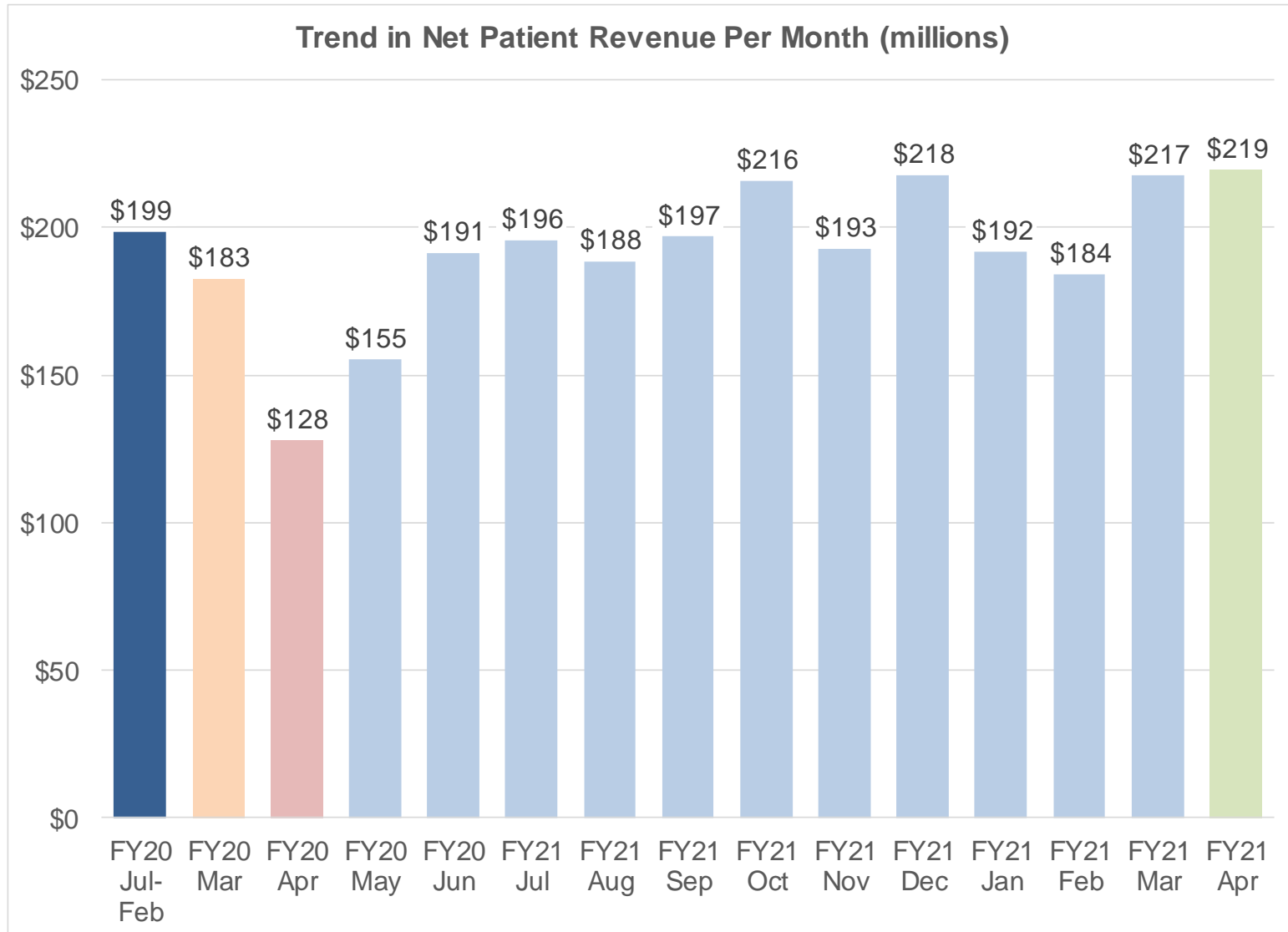
April YTD \$94M > Budget on Higher Revenues

OHSU April YTD (millions)	FY20 Last Year	FY21 Budget	FY21 Actual	Actual - Budget
Net patient revenue	\$1,899	\$1,951	\$2,020	\$69
Medical contracts	100	96	104	7
Grants & contracts	389	387	417	30
Gifts applied	85	69	60	(9)
Tuition & fees	67	67	70	3
State appropriations	33	33	33	(0)
IGT funding	113	108	112	4
Other revenue	169	170	185	16
Operating revenues	2,855	2,881	3,001	120
<i>Year-over-year growth</i>	6.8%		5.1%	
<i>Adjusted growth*</i>			4.6%	
Salaries & benefits	1,729	1,790	1,806	17
Rx & medical supplies	469	502	517	16
Other services & supplies	478	453	449	(5)
Depreciation	147	148	149	1
Interest	31	30	28	(2)
Total expenses	2,855	2,923	2,949	27
<i>Year-over-year growth</i>	12.6%		3.3%	
<i>Adjusted growth*</i>			2.8%	
Operating income	\$(0)	\$(42)	\$52	\$94
<i>Operating margin</i>	0.0%	-1.4%	1.7%	
<i>EBITDA margin</i>	6.3%	4.7%	7.6%	
<i>*Adjusted for \$14m passthrough of out-of-state hemophilia grant activity</i>				

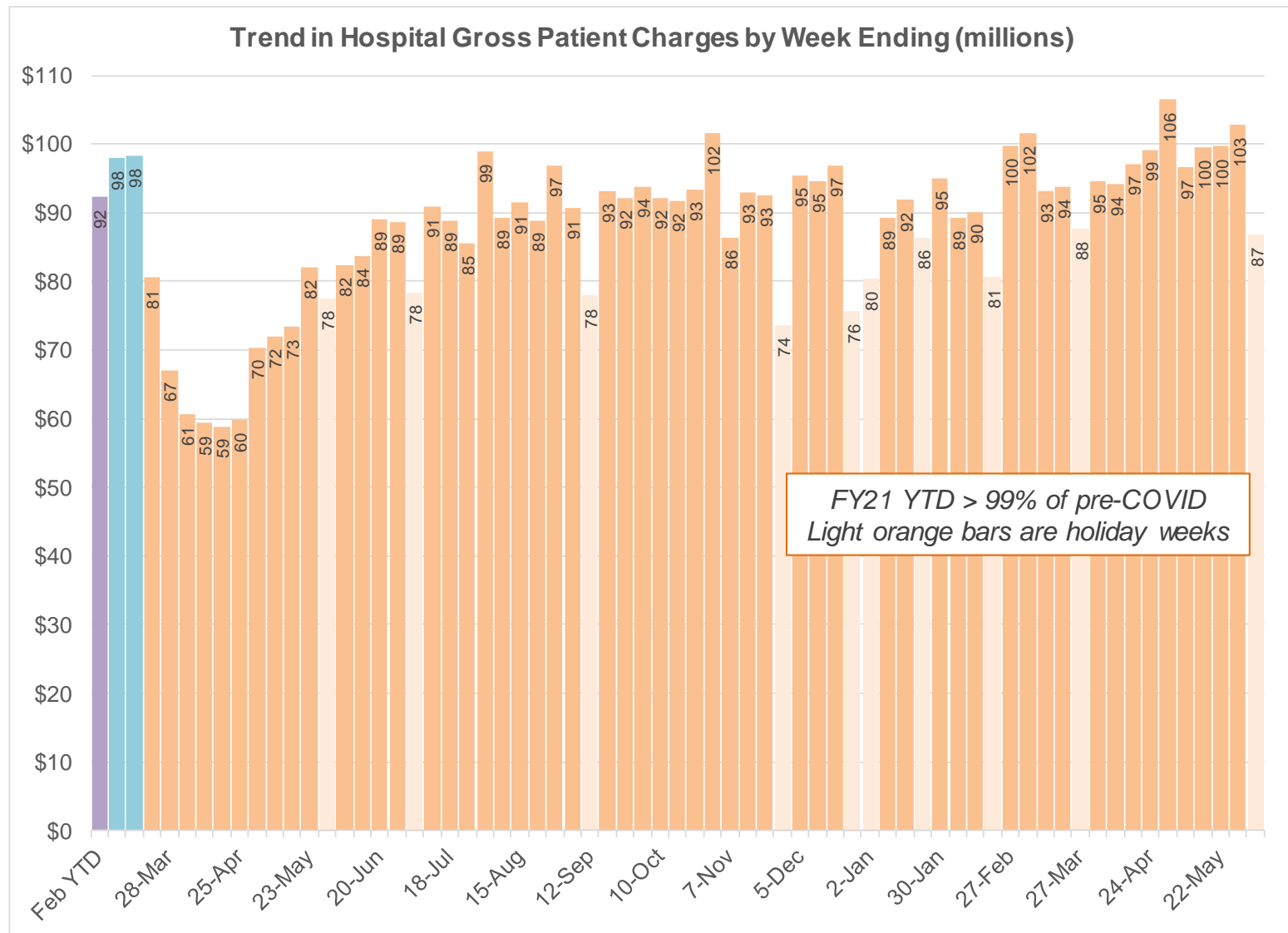
FY21 Earnings Averaging \$5M / Month



April Patient Revenue +\$91M > Last April's Plunge



Weekly Trend in Aggregate OHSU Hospital Activity

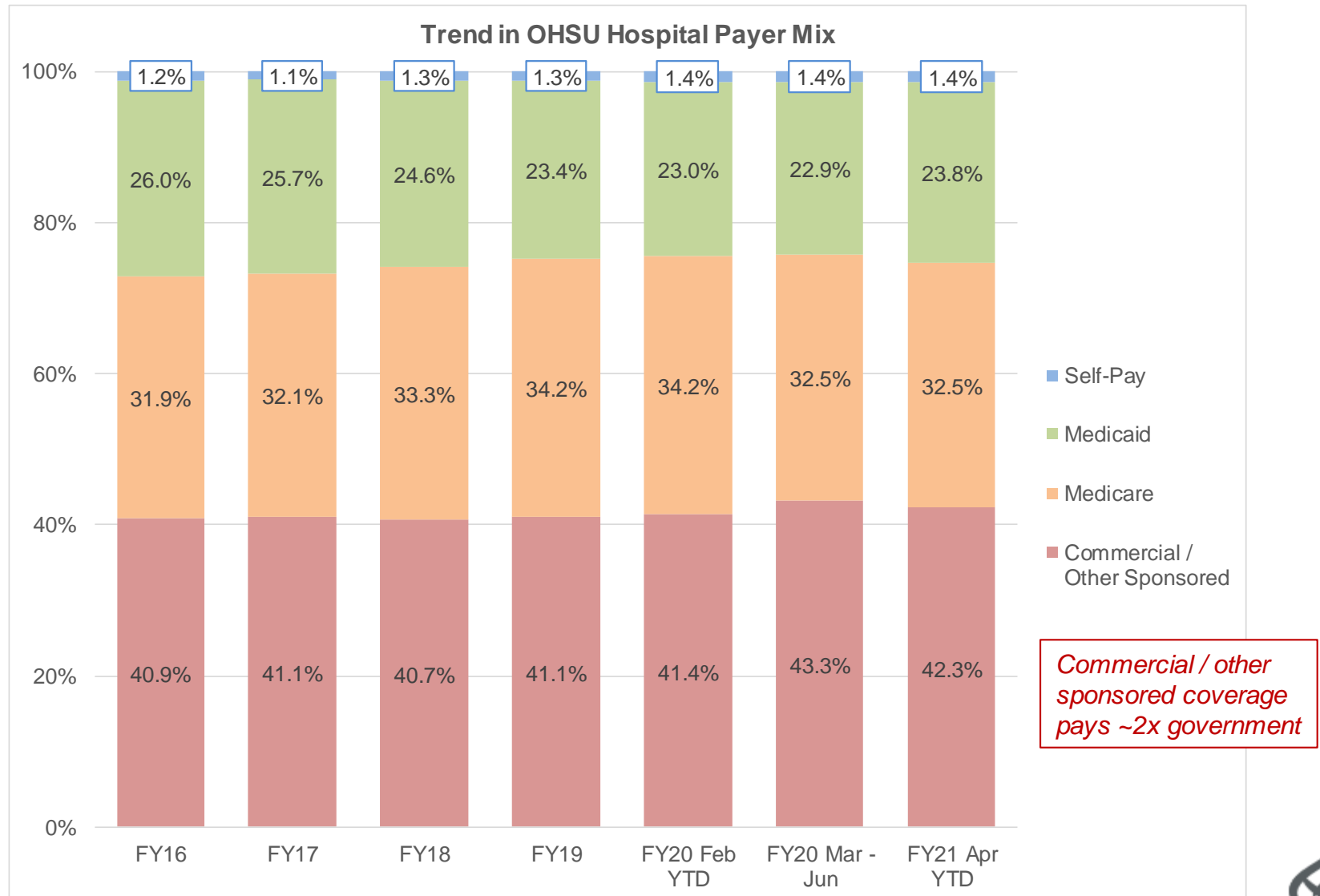


Patient Activity Now +3.8% Above Prior Year

- After plunging -40% in April 2020, patient activity rebounded quickly last summer as non-urgent procedures resumed but then softened during the winter.
- The issue is not a lack of demand for OHSU's tertiary and quaternary services, but supply: 30 beds in double rooms are closed due to COVID, while nurse staffing shortages have reduced ICU beds by 8 and limited OR and procedural capacity.
- Volume rebounded this March and April, while prior year comparisons now include the first six weeks of COVID impact from last year: admissions are down -7.5% offset by +3.7% in casemix index or complexity, while the increase in behavioral health cases has further increased length of stay and 30% of ambulatory visits are virtual.

April YTD Patient Activity	FY20	FY21	% Change
Inpatient admissions	22,970	21,248	-7.5%
Average length of stay	6.30	6.70	6.3%
Average daily census	461	447	-3.2%
Day/observation patients	33,080	33,909	2.5%
Emergency visits	38,842	33,789	-13.0%
Ambulatory visits	815,726	914,588	12.1%
Surgical cases	28,004	27,408	-2.1%
Casemix index	2.41	2.50	3.7%
Outpatient share of activity	53.6%	54.9%	2.4%
CMI/OP adjusted admissions	119,038	117,722	-1.1%
Gross charges (5% rate adj.)	4,045	4,201	3.8%

Payer Mix Still Largely Unaffected by COVID-19



Net Worth & Cash to Debt Through April

- In addition to \$52 million in operating income through April, we recorded:
 - \$116 million of investment return on OSHU-held cash & investments
 - \$57 million of additional CARES Act grants as non-operating income so far in FY21 (with another \$15 million to be booked by fiscal year-end)
 - Foundation net worth is up \$165 million with endowment gains and gifts to the successful \$2 billion OHSU Onward campaign.
- OHSU's consolidated balance sheet continues to strengthen accordingly, with net worth up 11% in 10 months to \$4 billion.
- We have continued to improve the ratio of OHSU-held cash to debt, which supports the somewhat higher risk / higher return approach to investments approved in April.
- But PERS pension liabilities continue to grow, while operating income is less than half pre-COVID levels—the proposed FY22 budget represents a year of regrouping.
- Although risks remain, OHSU has preserved its underlying financial position (including Aa3 / AA- / AA- Stable credit ratings) providing a platform to build back to where revenues cover both operations and new investments in people, programs and places on a sustainable basis.

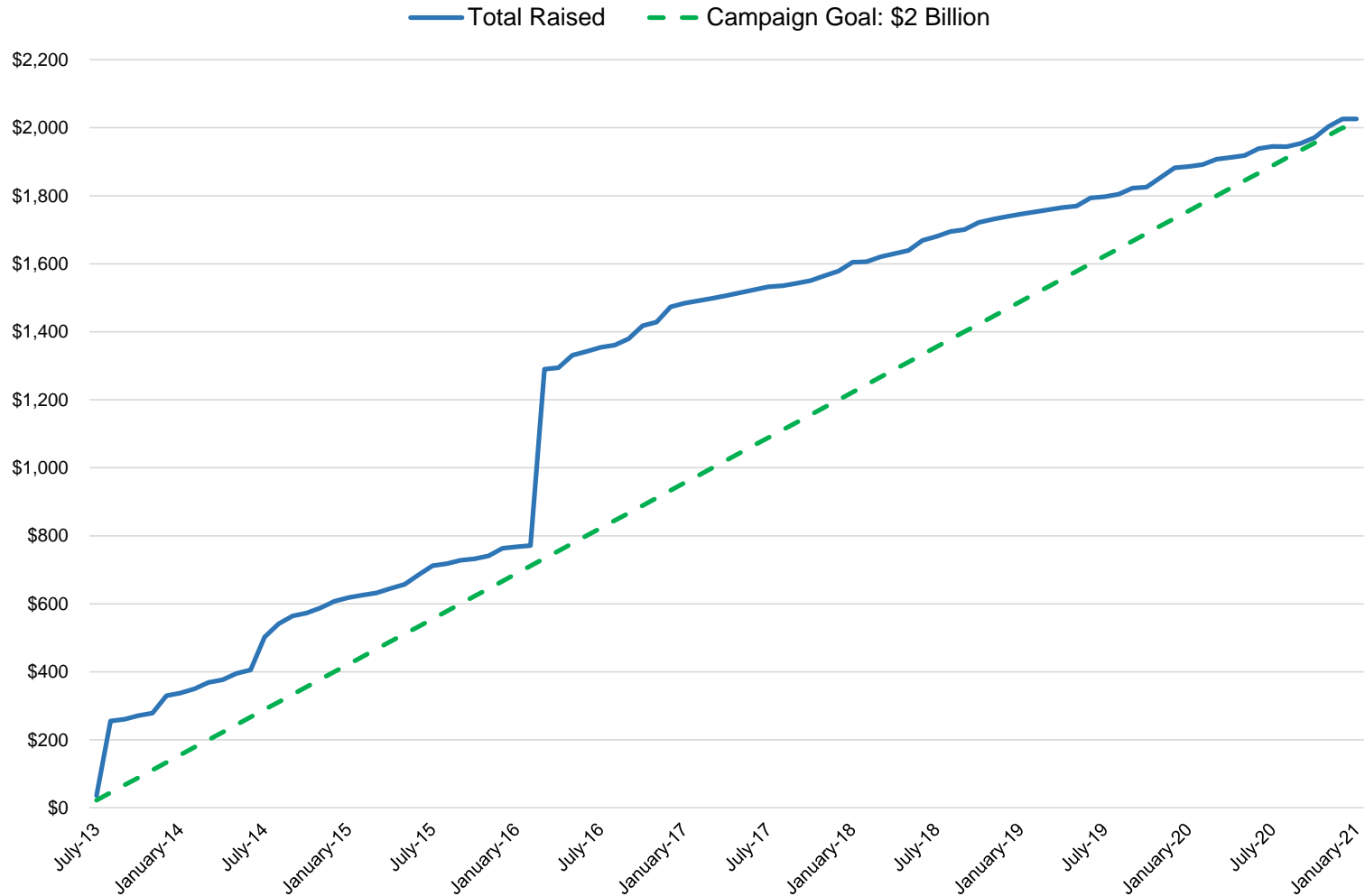
Net Worth Up \$396M with \$299M Investment Gains

Balance Sheet (millions)	6/30/20	4/30/21	Change
OHSU-held cash & investments	\$1,408	\$1,675	\$267
Interest in OHSU Foundation	1,342	1,507	165
Net property, plant & equipment	2,103	2,037	(67)
CARES Act loans	(170)	(206)	(36)
Long-term debt	(997)	(971)	26
PERS pension liability	(504)	(504)	0
Working capital & other, net	424	464	40
Consolidated net worth	3,605	4,001	396
OHSU operating income			52
OHSU investment return			116
CARES Act grants			57
Gift & grant funded capital			5
Other non-operating items			(1)
Subtotal - Increase in University net worth			230
Contributions to the Foundation (GAAP basis)			73
Foundation investment return			183
Gift & endowment transfers to OHSU			(75)
Foundation operating expense			(16)
Other non-operating items			1
Subtotal - Increase in Foundation net worth			165
Total increase in consolidated net worth			\$396

\$299m combined investment return

Onward Campaign Reaches \$2 Billion Goal

**Total Raised as of December 2020 \$2.02 Billion
(Dollars in Millions)**

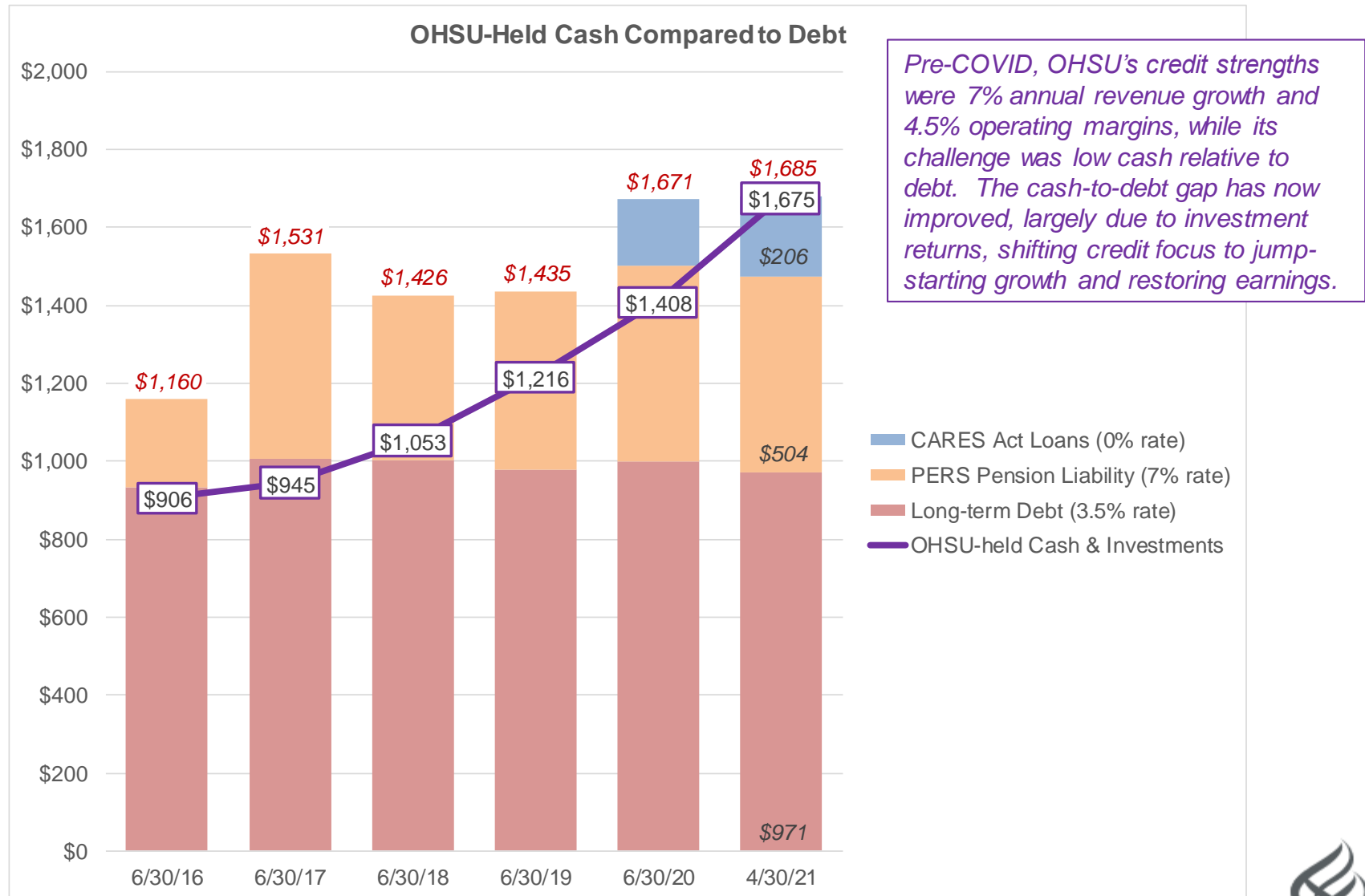


April YTD Operating Cash Flow +\$267M

- In the first 10 months of FY21, OHSU-held cash & investments increased by \$267 million from positive operating earnings, strong investment returns, CARES Act grants and loans, and deferral of capital expenditures.
- In April 2020, the Board authorized two short-term lines of credit for \$100 million and \$50 million to provide extra liquidity at a time of great economic uncertainty. Although we have not drawn on either, we are keeping the \$100 million line of credit at US Bank in place going forward.

April YTD Cash Flow	(millions)
Operating income	\$52
Depreciation	149
Investment return	116
CARES Act grants recorded	57
CARES Act loans, net	36
Sources of cash	410
Principal repaid	(26)
Capital expenditures	(82)
Working capital & other, net	(35)
Uses of cash	(144)
Sources less uses of cash	\$267

Improving Ratio of OHSU-Held Cash to Debt



PERS Costs Rise with Lower Expected Returns

- The most challenging item on the balance sheet is OHSU's share of Oregon's unfunded PERS liability, discounted at the plan's assumed rate of return (now 7.2%).
- Accounted under GASB 68 rules with a lag, the book value of this debt was \$504m on 6/30/20 and will rise to \$595m at this year-end, largely due to the difference between projected and actual earnings on pension investments that are amortized over 5 years.
- For budget purposes, OHSU counts PERS pension expense at the required cash contribution, \$51m in FY21. The GASB 68 accrued expense (used in the GAAP audited financial statements) is much higher, at \$114m, due to the increase in liability.
- Given currently high valuations of the stock and bond markets, Milliman, the PERS actuary, has told the PERS Board that the assumed rate of return should be reduced to no higher than 7.0%, and preferably lower. The Oregon Investment Council, which manages the plan's assets, projects 6.6%.
- When rating OHSU, Fitch assumes approximately 6% and Moody's even lower. Our disciplined plan of advance funding PERS (\$10m / year currently, rising to \$25m in the proposed FY22 budget) has helped mitigate this negative credit impact. To date, the State has matched \$5m of OHSU's funding under the Employer Incentive Fund.
- As the next page shows, reducing the discount rate from 7.2% to 7.0% would increase the book value of OHSU's liability by another \$58m, from \$595m to \$653m. It would also increase required cash contributions by \$5.5m starting in FY24.

Sensitivity of PERS Liability to Return Assumptions

PERS Pension Liability at Different Discount Rates (millions)			
6/30/20 PERS liability at 7.20% assumed rate of return			\$504
Impact of lower prior-period investment returns			84
Other changes, net			8
FY21 change in OHSU's PERS liability			92
6/30/21 PERS liability at 7.20% assumed rate of return			595
6/30/21 PERS liability at 7.00% assumed rate of return			653
6/30/21 PERS liability at 6.60% assumed rate of return			769
6/30/21 PERS liability at 6.00% assumed rate of return			\$942

Cash to Equivalent Debt: Impact of PERS Liability

- Cash to debt is the limiting factor of the University's debt capacity.
- While strong investment returns have strengthened unrestricted cash at OHSU and the Foundation, Fitch adjusts long-term debt (mostly bonds for buildings) by the debt equivalent of operating leases and the PERS liability adjusted to a lower discount rate.
- On this basis, OHSU's cash falls nearly \$1.7 billion below the Fitch AA- median and \$1 billion below the A+ median. OHSU's most recent ratings report, from Moody's in April, also highlights this credit challenge (see next page).

	FY21 Est	
Unrestricted cash (millions)	\$1,958	
Long-term debt	971	
Debt equivalent of leases	108	
PERS at 7.2% discount	595	} 942
Impact of lower (6%) discount	347	
Debt equivalents per Fitch	\$2,021	
Cash to equivalent debt	97%	
Fitch AA- median	179%	
Fitch A+ median	145%	
Cash short of AA- median	\$1,663	
Cash short of A+ median	\$972	

OHSU Credit Challenges (Moody's 4-17-21 Report)

- OHSU will continue to be exposed to a **very high unfunded pension liability** (as a participant in the State's PERS program); the current three-year average liability per Moody's calculations is \$1.7 billion.
- **Debt measures will remain weaker than peers**; possible additional debt in the future (currently on hold) could further weaken measures.
- Despite improvement, **liquidity will likely remain below medians** for the rating category, with days cash on hand measuring 209 days as of December 31 (excluding short term advances; Aa3 median is 264 days).
- As a university, OHSU will continue to be challenged by its high degree of specialization; exposure to clinical operations is very high for a University, equal to approximately 70% of total revenues.
- OHSU will continue to face significant competition for clinical operations in Portland from a number of financially strong and clinically competent organizations; nevertheless, overall statewide market position is very good.

(Emphasis added)

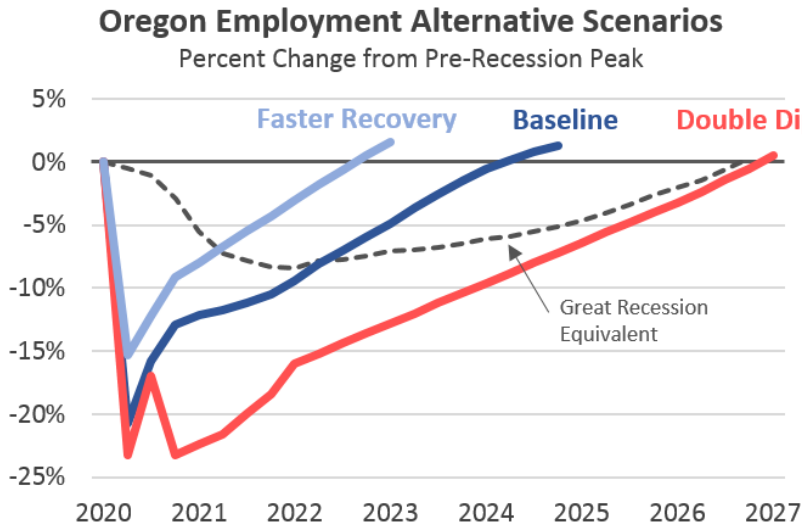
Recap: FY21 “COVID-19” Budget Approach

- From the beginning of the pandemic, OHSU has taken the approach of:
 - Tightening first to loosen later
 - Avoiding widespread layoffs by reducing faculty & management salaries instead
 - Acting as one University even though different missions would be impacted at different times and to different extents.
- The original FY21 budget, developed from mid March – early May data on the impact of COVID-19, included:
 - Sharp decline in patient activity
 - Major shift from private to government insurance
 - Potential for mid-biennium cuts to State funding.
- Due to significant uncertainty, we returned in September with a revised budget based on improved trends from the summer that reduced the projected deficit and restored salary reductions taken by 4,500 faculty and managers going forward.
- Restoring the July – September pay reductions was the first-dollar priority for use of further gains: \$23 million of offsetting payments were made in February.

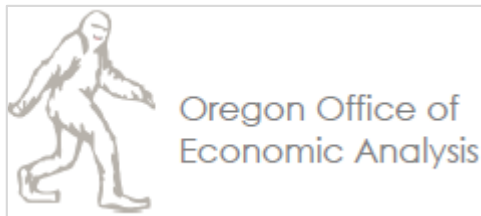
One Year Ago: Original Oregon Economic Forecast

Alternative Scenarios

Jun 2020



	2020	2021	2022	2023
Employment				
Baseline	-11.6%	1.1%	4.2%	4.8%
Faster Recovery	-8.4%	3.4%	5.2%	4.4%
Double Dip	-15.1%	-5.6%	7.3%	3.8%
Unemployment Rate				
Baseline	15.3%	14.7%	11.4%	7.6%
Faster Recovery	12.3%	9.8%	5.8%	4.2%
Double Dip	18.5%	22.7%	17.6%	14.8%
Personal Income				
Baseline	1.0%	0.2%	4.7%	5.3%
Faster Recovery	1.9%	1.4%	6.6%	5.6%
Double Dip	-2.1%	-3.1%	4.5%	5.1%



General Fund Revenues	Biennium (\$ Million)		
	2019-21	2021-23	2023-25
Personal Income Taxes	-1,588	-3,231	-2,429
Corporate Income Taxes	-233	-137	-118
Other	-108	-152	-140
Total	-1,929	-3,520	-2,687

Other Revenues	Biennium (\$ Million)		
	2019-21	2021-23	2023-25
Lottery	-364	-260	-187
Corporate Activity Tax	-414	-599	-489
Marijuana Tax	9	-5	-18
Total	-769	-864	-694

Total Sum	Biennium (\$ Million)		
	2019-21	2021-23	2023-25
Total Sum	-2,698	-4,384	-3,381



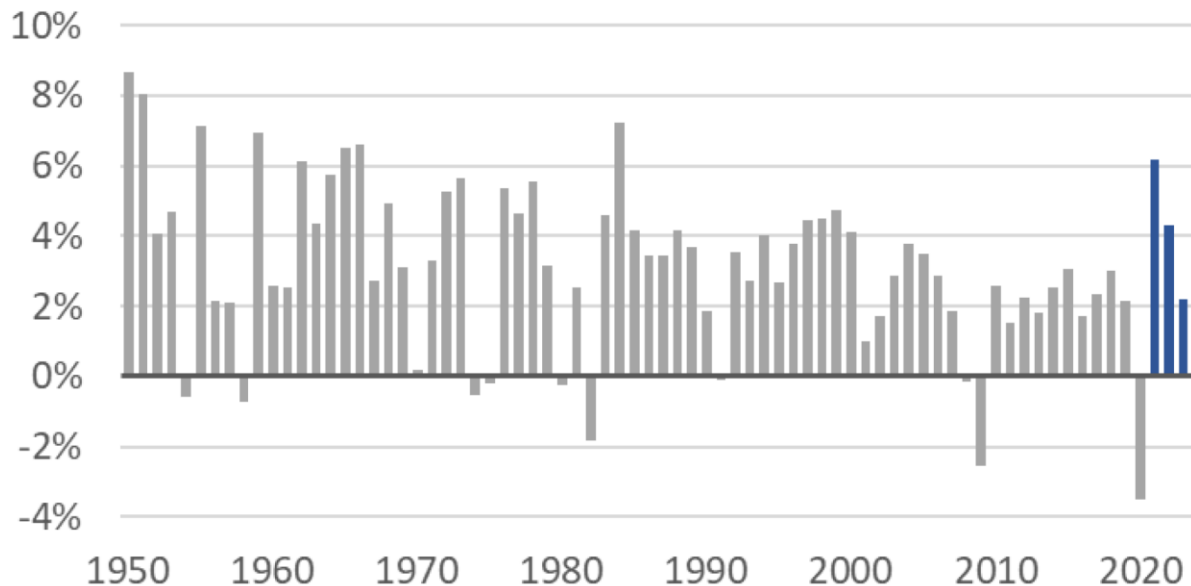
Today: May 2021 Oregon Economic Forecast



Near-term outlook is very bright

Strong GDP Growth Ahead

Annual Percent Change in Real U.S. GDP



- Near-term economic consensus is for very strong growth, the fastest since “Morning in America” in 1984
- Federal fiscal policy during the pandemic is equal to ~25% of GDP



Latest Actual: 2020 | 2021-24 forecast from IHS Markit | Source: BEA, IHS Markit, Oregon Office of Econ Analysis

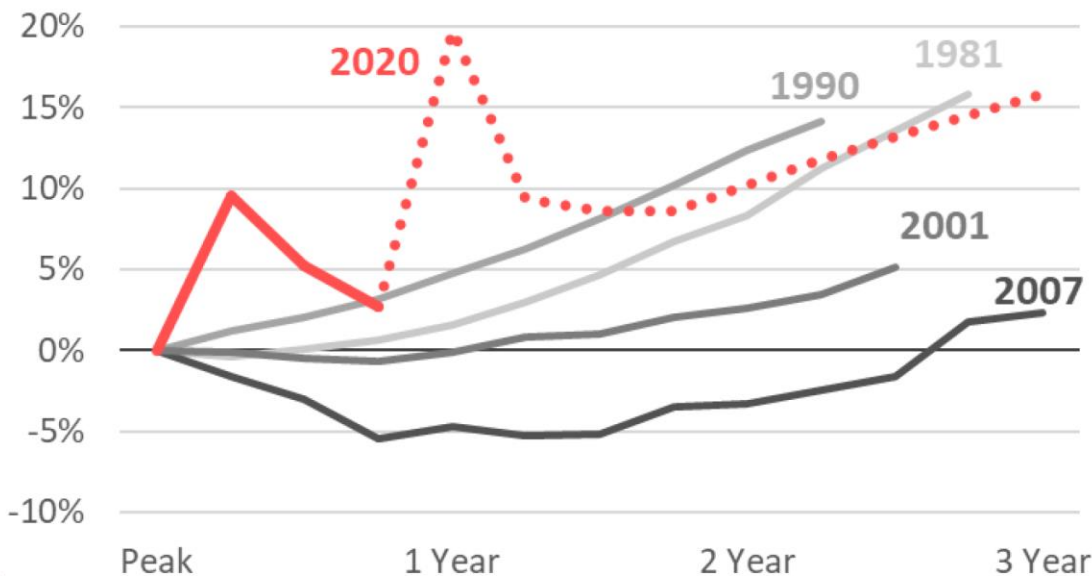
Today: May 2021 Economic Forecast (continued)



Strong household finances

Total Oregon Personal Income

Nominal, Percent Change from Pre-Recession Peak



Quarterly data. Latest data 2020q4 | Source: BEA, Oregon Office of Economic Analysis

- Unprecedented federal aid has boosted incomes higher today than before the pandemic
 - \$12 billion in UI
 - \$12 billion in recovery rebates
 - \$10 billion in PPP
- Income excluding direct federal aid now back to pre-pandemic levels as well
- Nationally, households have accumulated \$2.3 trillion in excess savings as of March 2021
- Pent-up demand will be unleashed as economy continues to reopen
- Shift in spending back into in-person services will drive strong em gains



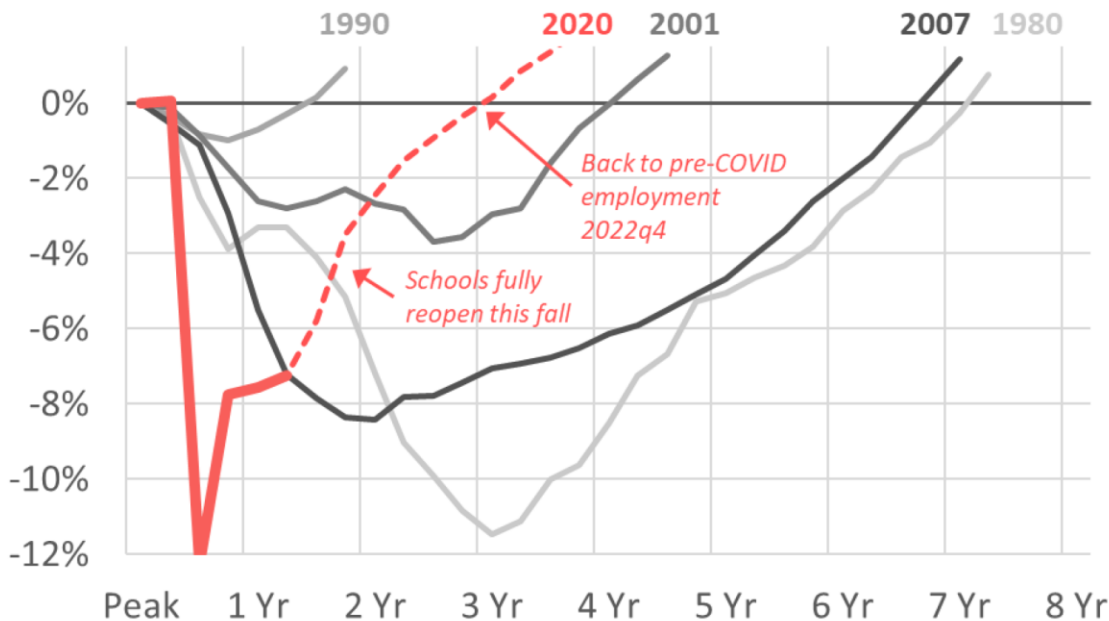
Today: May 2021 Economic Forecast (continued)



Front-loaded growth

Oregon Recession Comparison

Employment Percent Change from Pre-Recession Peak

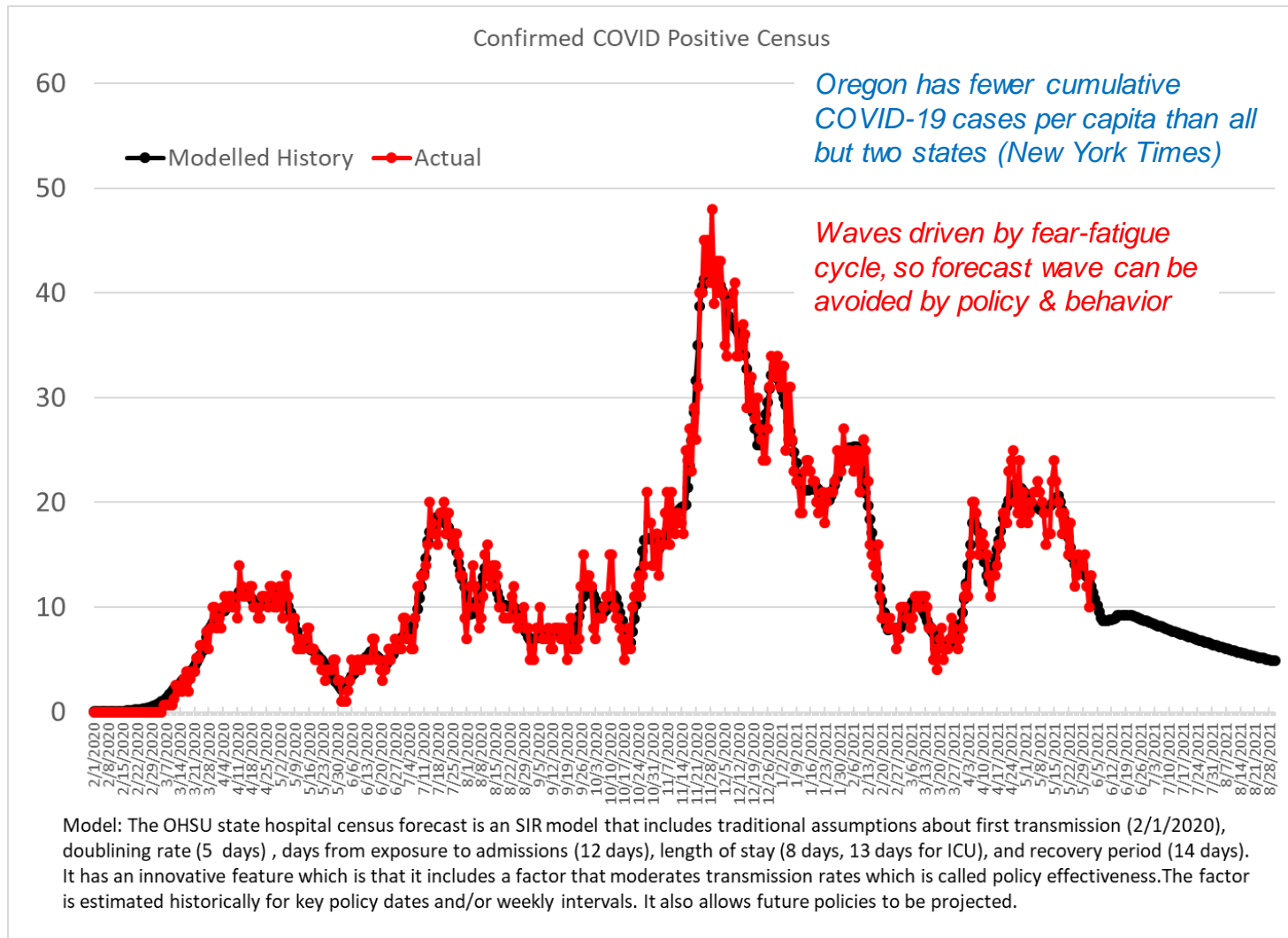


Source: Oregon Employment Department, Oregon Office of Economic Analysis

- Oregon's labor market will return to full health during 2021-23
- Pandemic continues to wane as vaccinations increase
- Inventories are lean and demand is strong
- Risks lie primarily to the downside should supply constraints slow the pace of growth



OHSU + HMC COVID Census with Vaccination



Source: OHSU COVID Forecast Model, 6-4-21

FY21 Bottom Line: Big Deficit to Modest Gain

Last June's budget document included a table of sensitivity to key assumptions. This page uses those figures to analyze the improvement in FY21 results from an original deficit of \$(95)m to the currently estimated gain of \$60m.

FY21 Operating Income	(millions)			
Original budget (6/20)	\$(95)			
Faster volume recovery	120	99% of pre-COVID instead of 92%		
No payer mix shift	93	41% commercial instead of 36%		
No Medicaid rate cut	16	No -5% cut		
No State funding cut	25	No -17% appropriation / -10% IGT cut		
Full salary restoration	(90)	4,500 faculty & UAs		
Net vaccination costs	(3)	May be covered by FEMA		
Gain-sharing payments	(10)	\$5k to UAs earning up to \$300k		
All other factors, net	4			
Current estimate (6/21)	\$60	April YTD at \$52m		

FY21E oper income (millions)	\$60
Shortfall from FY20 budget	(85)
Shortfall from 10% EBITDA	\$(88)

Allocation of \$15M from FY21 Earnings

- \$5m pool for initiatives in support of faculty like capital expenditures, equipment purchases, leadership or other targeted training, or similar one-time items as approved by President or his designees (cash impact in FY22).
- \$10m for \$5,000 lump-sum payments to UAs (e.g. supervisors and managers) with full-time salaries of \$300k or less, with \$2,500 payments to those with 0.5 to 0.79 FTE.

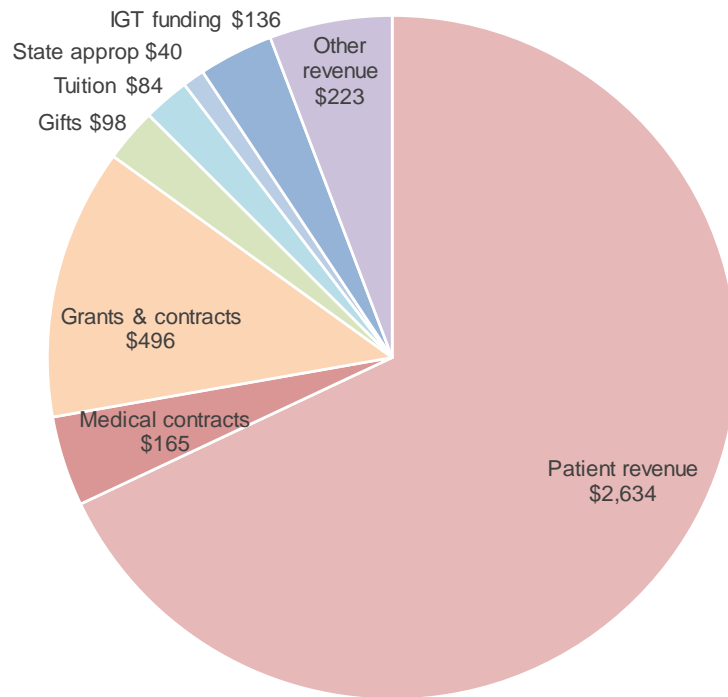
UAs Only / FTE 0.5 or Higher / Full-Time Salary \$300k or Less			
	Count	Gain-Share	(000)
FTE of 0.8 or Higher	1,693	\$5,000	\$8,465
FTE of 0.5 to 0.79	38	2,500	95
Total in Group	1,731		8,560
Pension / FICA at 17%			1,455
Total Cost			\$10,015
Median Full-Time Salary	\$98,226		
Average Full-Time Salary	\$107,294		

Overview of Proposed FY22 Budget

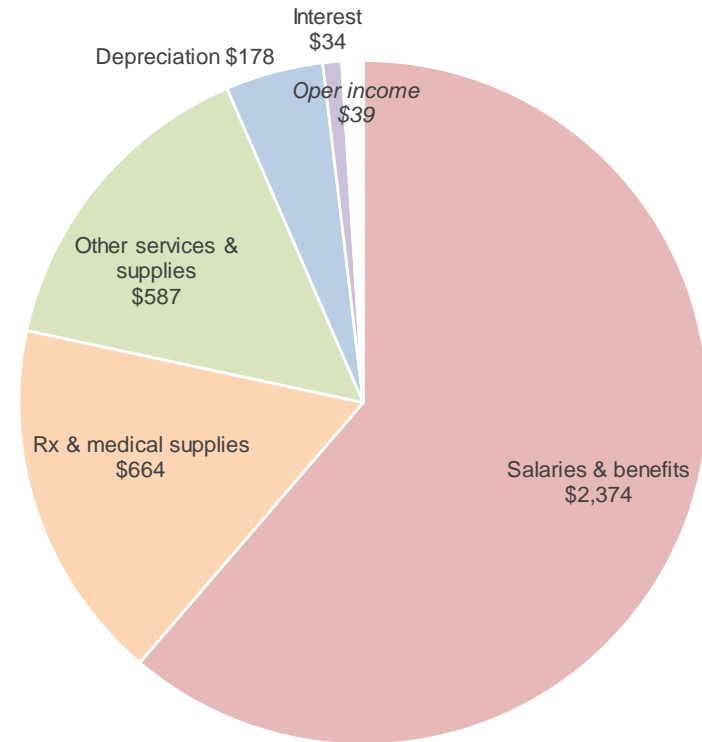
- Detailed budget development is nearing completion throughout OHSU based on:
 - Current year results, including last summer's recovery and winter's softening
 - COVID census increasing through May before declining with vaccination
 - Planning for a return to a “new normal” with hybrid telecommuting
 - Continued strong demand for OHSU's tertiary and quaternary services
 - Active nurse recruitment to staff ICUs and ORs
 - Managing OHSU Health + School of Medicine on a combined direct margin basis
 - 2% tuition increase with Tuition Promise for eligible programs
 - Focus on OHSU 2025's first goal of putting people first.
- The proposed FY22 budget targets:
 - 7.5% top-line growth to \$3.88 billion (with recovery from winter's softer revenue)
 - 1% operating margin consistent with January's post-COVID 5-year projection and April's preliminary budget plan
 - 1,200 new budgeted positions, offset in part by an expected 2% vacancy factor
 - \$190 million in capital spending + \$5 million faculty initiative pool from FY21
 - Balanced cash flow.

Proposed FY22 Budget in a Nutshell

FY22 Proposed Budget Revenues
(total = \$3.88 billion)



FY22 Proposed Budget Expenses
(total = \$3.84 billion)



Budget Detail: 1% Margin on ~7.5% Growth

OHSU Revenue & Expense (millions)	FY19 Actual	FY20 Actual	FY21 Estimate	FY22 Proposed	FY22P / FY21E	CAGR FY19 - 22
Net patient revenue	\$2,235	\$2,246	\$2,462	\$2,634	7.0%	5.6%
Medical contracts	104	121	124	165	33.1%	16.7%
Grants & contracts	451	475	484	496	2.5%	3.2%
Gifts applied to operations	94	102	72	98	36.1%	1.3%
Tuition & fees	78	77	84	84	0.0%	2.4%
State appropriations	37	40	40	40	0.0%	2.4%
IGT funding	116	130	134	136	1.5%	5.4%
Other revenue	139	200	203	223	9.9%	17.2%
Operating revenues	3,254	3,391	3,603	3,876	7.6%	6.0%
<i>% change year / year</i>	<i>9.7%</i>	<i>4.2%</i>	<i>6.3%</i>	<i>7.6%</i>		
Salaries & benefits	1,885	2,079	2,183	2,374	8.7%	8.0%
Rx & medical supplies	459	564	633	664	4.9%	13.1%
Other services & supplies	518	564	515	587	14.0%	4.3%
Depreciation	187	177	179	178	-0.6%	-1.6%
Interest	31	37	33	34	3.0%	2.8%
Operating expenses	3,079	3,420	3,543	3,837	8.3%	7.6%
<i>% change year / year</i>	<i>8.8%</i>	<i>11.1%</i>	<i>3.6%</i>	<i>8.3%</i>		
Operating income	\$175	(\$29)	\$60	\$39	-35.0%	-39.4%
<i>Operating margin</i>	<i>5.4%</i>	<i>-0.9%</i>	<i>1.7%</i>	<i>1.0%</i>		
<i>EBITDA margin</i>	<i>12.1%</i>	<i>5.4%</i>	<i>7.5%</i>	<i>6.5%</i>		

Applying OHSU 2025 Plan: Putting People First



- *5,300 OHSU members contributed to the OHSU 2025 future picture with 6 goals.*
- *Although we paused implementation due to bandwidth and financial constraints, a University Cabinet Study Group has reprioritized objectives based on COVID-19 impact and current conditions.*

Salary & Benefit Growth = 70% Revenue Growth

Historically, compensation has been about 60% of revenues. In FY22, the increase in compensation will absorb 70% of the increase in revenue.

(millions)	FY20 Actual	FY21 Estimate	FY22 Proposed	FY22P - FY21E
Total revenues	\$3,391	\$3,603	\$3,876	\$273
Salaries & benefits	2,079	2,183	2,374	191
Rx & medical supplies	564	633	664	31
Other services & supplies	564	515	587	72
Depreciation & interest	213	212	212	0
Total expenses	3,420	3,543	3,837	294
Operating income	\$(29)	\$60	\$39	\$(21)
Operating margin	-0.9%	1.7%	1.0%	
EBITDA margin	5.4%	7.5%	6.5%	

Increase in Salaries & Benefits with +1,200 FTEs

\$191M / 9% Change in Compensation (millions)		
FY21E salaries & benefits	\$2,183	
No gain-sharing in FY22 budget*	(10)	
7.5% increase in budgeted FTEs	162	} \$191 8.8%
3.7% wage & benefit inflation	86	
2% turnover / vacancy factor	(47)	
FY22P salaries & benefits	\$2,374	
*Option to fund from earnings > 1% margin		

Change in FTEs by Function	
FY21 estimated FTEs	16,120
Funded from medical contracts	71
Merger of UMG billing operation	184
Clinical faculty additions	133
Other faculty additions	44
Clinical volume growth	248
Grant & gift funded	167
Unfunded research positions	22
OHSU 2025 initiatives	62
IT + Virtual Care	111
Administrative & support	96
Trainees & graduate students	66
Full-time equivalent additions	1,204
FY22 proposed budget FTEs	17,324

Change in Full-Time Equivalent Faculty & Staff by Area				
	FY21 Est	FY22 Prop	# Change	% Change
OHSU Health	7,883	8,358	475	6.0%
School of Medicine	5,053	5,559	506	10.0%
CRO Centers & Institutes	798	816	18	2.3%
Provost Schools & Programs	646	740	94	14.6%
Administration & Support	1,740	1,851	111	6.4%
Total OHSU FTEs	16,120	17,324	1,204	7.5%

3.7% Budget Allowance for Compensation Rates

- Nearly half of OHSU's payroll is under collective bargaining contracts. Major contracts include the following across-the-board increases next year:
 - AFSCME: 3% in July 2021
 - ONA: 2.25% in July 2021 and 1.5% in January 2022
 - House Officer: 2.5% at start of the programmatic year
 - Most represented staff also receive step or seniority increases.
- The FY22 budget also assumes resumed health benefit spending, as well as a 3% budget allowance for salary changes for both faculty and UAs (mostly supervisors & managers). This is ~\$19m for faculty and ~\$7m for UAs, in two separate pools.
- This does not mean that all faculty and UAs will receive a 3% merit or cost of living increase. The budget allowance must cover other salary adjustments, such as equity, benchmark and market adjustments, as well as changes in roles and promotions.
- We will analyze the impact of pay changes made for the first quarter of FY22 to determine how much of each 3% pool remains available, as well as continue to monitor closely OHSU's financial performance.
- We then expect to distribute remaining funds to faculty and UA salaries at the beginning of October 2021. For UAs, this will be based on the expanded "GROW" performance evaluations and distributed on a University-wide basis.

Accelerate OHSU: Aligning Costs with Growth

- Since 2017, OHSU's efforts to align costs with growth have been called "Accelerate."
- Key objectives are to grow without adding new fixed costs (such as administrative effort and expense), narrowing the gap between unit rate increases and unit cost inflation, preventing mid-year budget crises, improving consistency and bilateral service, and reducing risk.
- The most successful component of Accelerate has been clinical supply chain and revenue cycle, initially supported by Vizient consulting and now embedded in ongoing efforts of Value Analysis Committees (VACs).
- Huron performed an analysis of administrative & business support services, surveying 5,289 OHSU members who collectively represent \$330 million of spending on finance, human resources, marketing, communications, research administration and IT.
- They found a high degree of decentralization and fragmentation in each of these services other than IT. For example:
 - Only 27% of finance activity and 25% of HR activity occur in the central departments
 - 129 FTEs worth of worked time went into procurement & travel expense activity, but it was spread across 1,313 employees.
 - Huron documented 47 different faculty compensation plans across OHSU that used between 1 and 23 metrics of faculty effort, with 104 different metrics used in total.

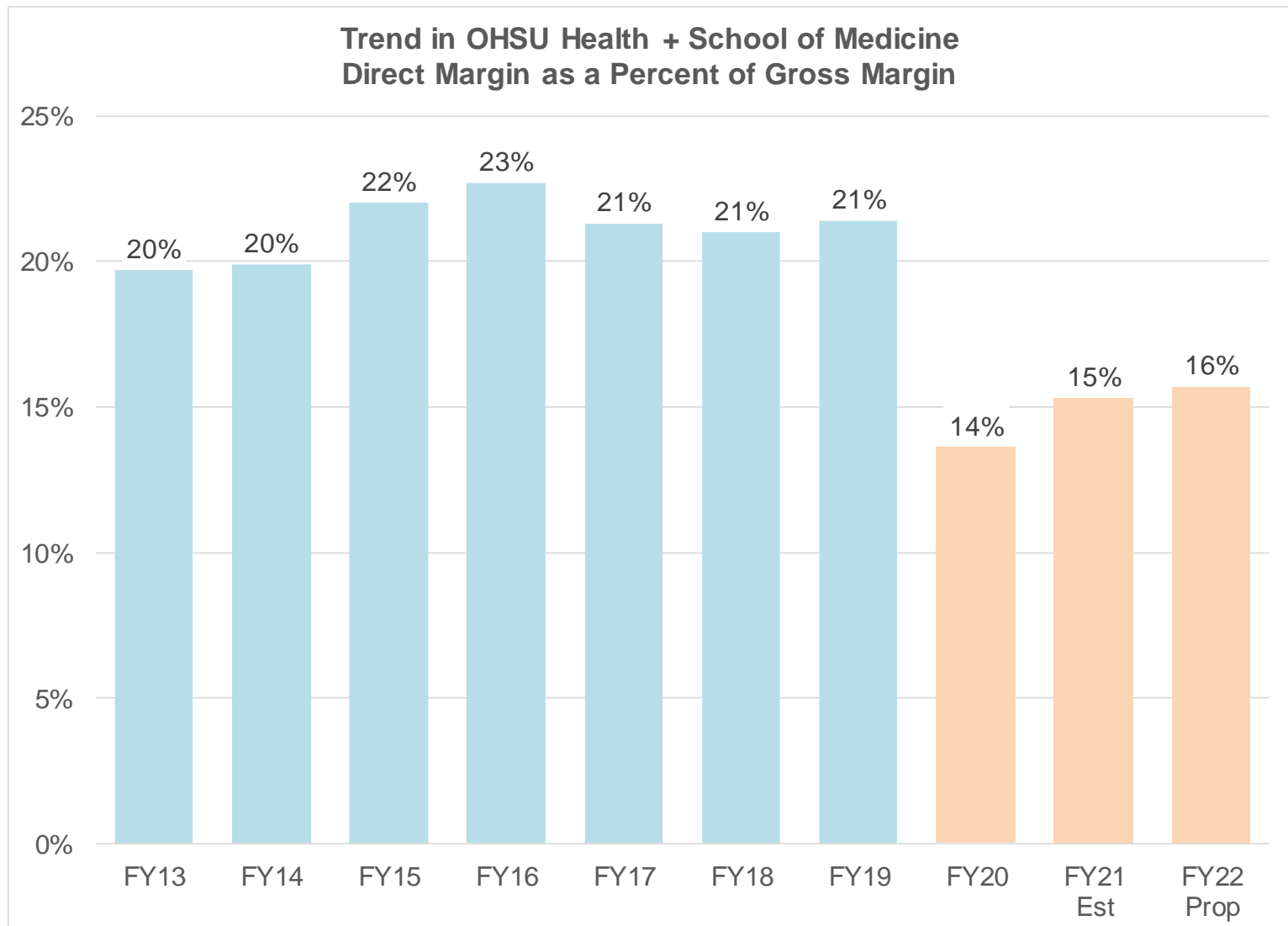
Accelerate OHSU: Moving Forward

- In part, decentralization and fragmentation reflect OHSU's history as a collection of separate organizations generally co-located on the same hill that were slowly melded together over a century to form one university.
- It also reflects the prior structure of OHSU's budget: each unit received its revenues, paid its share of central administrative and space costs, then had wide latitude to spend the remainder however it chose.
- Over time as the University's revenues and earnings have become increasingly concentrated in a few sources (pharmacy sales, IGT funding, major gifts), the old "every unit on its own revenues" approach has been severely strained.
- OHSU's culture prizes autonomy and entrepreneurship, so the idea of wholesale centralization and defragmentation of administrative & business support services has not garnered widespread support.
- Priority is now on resuming top-line growth while leveraging hiring and spending to return direct margin of OHSU Health + School of Medicine to its historical 21% of gross margin plus implementing high-impact initiatives that have broad-based support among OHSU leadership.
- Examples include new faculty compensation framework and CANDID data system, restructuring HR, research administration and flexible work policies.
- We are also cognizant of bandwidth concerns in light of many other priorities.

Managing on a Combined Direct Margin Basis

- In mid-FY20 we agreed to manage the budgets of OHSU Health and the School of Medicine on a combined direct margin basis.
- This new approach acknowledges both the centrality of clinical faculty practice to the hospital's finances and the interdependence of the school's clinical, research and education missions.
- It is also intended to focus effort on external revenues and directly managed expenses rather than on internal transfers (IAs and OCA).
- Gross margin = external revenues less pharmacy & medical supplies ("cost of goods sold") netting Legacy cancer collaborative transfers here.
- Direct expense = salaries & benefits plus other services & supplies that are directly managed by the hospital or school and exclude OCA, insurance, interest, depreciation.
- Direct margin = gross margin less direct expense
- In the 7 years pre-pandemic, OHSU Health + School of Medicine direct margin averaged about 21%. It fell to 14% in FY20 due to the first impact of COVID-19 (before CARES Act grants). The proposed budget targets recovery to 16% in FY22 (see next page).

Recovery in OHSU Health + SoM Direct Margin



OHSU Health + SoM Revenues & Direct Costs

Health + School of Medicine (millions)	FY19 Actual	FY20 Actual	FY21 Estimate	FY22 Proposed	FY22P / FY21E	CAGR FY19 - 22
Net patient revenue	\$2,222	\$2,235	\$2,452	\$2,630	7.3%	5.8%
Medical contracts	102	120	123	163	32.5%	16.9%
Grants & contracts	72	75	76	86	13.2%	6.1%
Gifts applied to operations	81	87	62	85	37.1%	1.6%
Tuition & fees	33	32	35	34	-2.9%	1.0%
State appropriations	18	18	18	18	0.0%	0.0%
Other revenue	125	191	203	225	10.8%	21.6%
Operating revenues	2,653	2,758	2,969	3,241	9.2%	6.9%
<i>% change year / year</i>	<i>9.7%</i>	<i>4.0%</i>	<i>7.7%</i>	<i>9.2%</i>		
Salaries & benefits	1,473	1,629	1,723	1,890	9.7%	8.7%
Rx & medical supplies	460	559	628	659	4.9%	12.7%
Other services & supplies	293	314	298	327	9.7%	3.7%
Research & education support	(43)	(43)	(39)	(41)	5.1%	-1.6%
Direct expenses	2,183	2,459	2,610	2,835	8.6%	9.1%
<i>% change year / year</i>	<i>8.5%</i>	<i>12.6%</i>	<i>6.1%</i>	<i>8.6%</i>		
Direct margin	\$470	\$299	\$359	\$406	13.1%	-4.8%
<i>Direct margin / gross margin*</i>	<i>21.4%</i>	<i>13.6%</i>	<i>15.3%</i>	<i>15.7%</i>		
<i>*Gross margin = Operating revenues - Rx & medical supplies ("cost of goods sold")</i>						

Inpatient Beds at Capacity → Outpatient Growth


Inpatient

Outpatient

YEAR	Admits	Census Patient Days	Length of Stay (LOS)	Case Mix Index (CMI)	Surgical Cases	Ambulatory Visits	Emergency Room Visits
2018	29,213	169,169	5.9	2.18	35,560	955,857	48,461
2019	29,174	173,653	6.1	2.26	37,080	987,024	47,856
2020	27,055	165,671	6.3	2.43	32,672	978,492	44,965
2021	25,648	163,045	6.7	2.50	33,490	1,097,506	39,944
2022	26,858	170,736	6.7	2.50	35,194	1,125,737	39,944
Change from FY21	5%	5%	0%	0%	5%	3%	0%
Change from FY19	-8%	-2%	10%	11%	-5%	14%	-17%

Inpatient growth is a combination of acuity which drives bed utilization along with the mix of services between surgical and medicine patients.

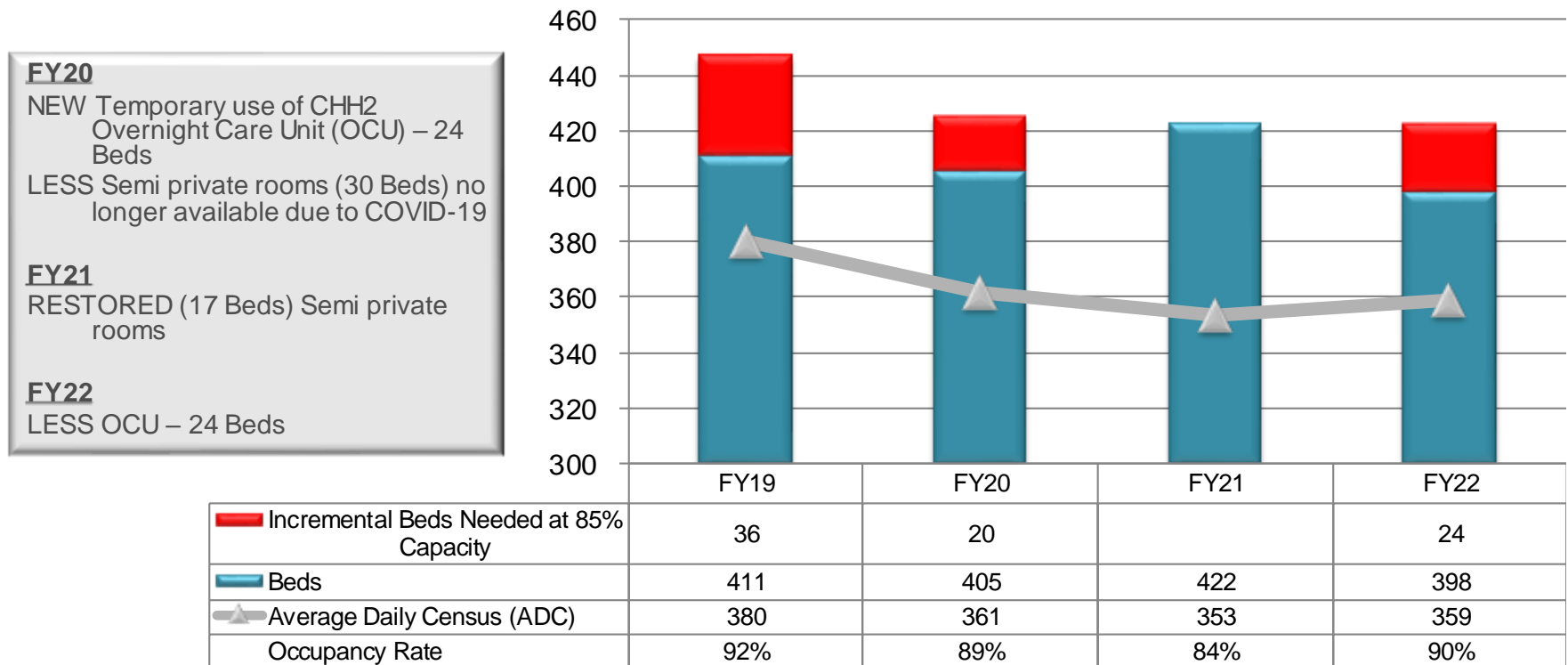
Outpatient includes complex surgeries staying up to 48 hours, day surgery, pharmacy including infusion, ancillary services (such as imaging & lab), emergency room and ambulatory visits.



YEAR	Inpatient Surgical Cases	Outpatient Surgical Cases
2018	13,373	22,187
2019	13,553	23,527
2020	12,133	20,539
2021	11,721	21,769
2022	11,527	23,667
Change from FY21	-2%	9%
Change from FY19	-15%	1%

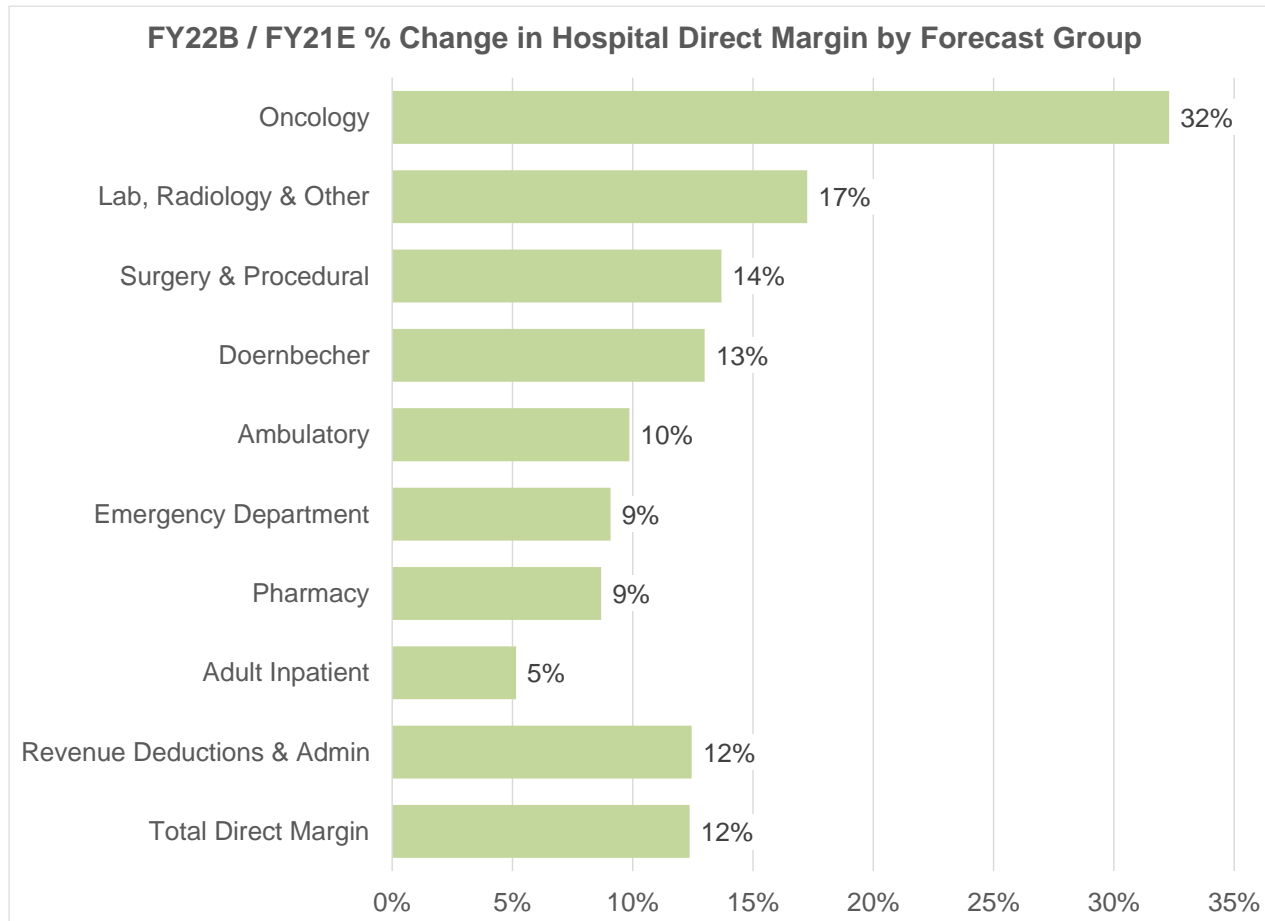
Current Inpatient Beds Need At Least 54

- Inpatient bed needs remain despite all ongoing solutions – Transfer Center, Hospital at Home, temporary use of 24 Overnight Care Unit (OCU) beds at CHH2, shifting of surgeries to outpatient, especially in Orthopedics.
- Today, approximately 30 patients are in unlicensed beds (emergency room, surgical post acute recovery unit, etc.) raising total immediate bed need to 54 (24 + 30).

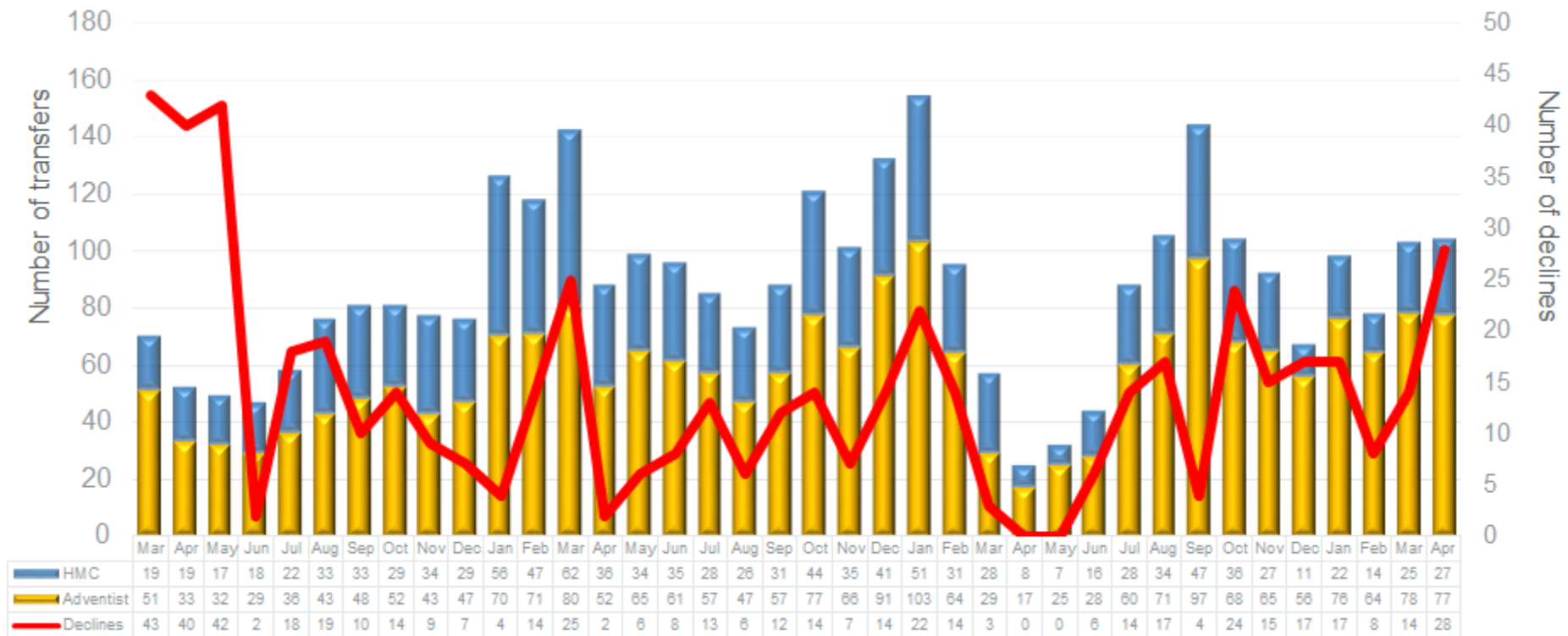


Relative Growth in FY22 by Hospital Service Area

For FY22, hospital direct margin growth (calculated here from gross charges less direct costs, a metric of relative scale) is highest in strategic areas such as oncology, complex outpatient surgery and imaging, each supported by prior-year investments.



Transfers to HMC & AHP Free 11 – 15 Beds



HMC = Hillsboro Medical Center

AHP = Adventist Health Portland

AHP & HMC Finances Generally Improving

Adventist Portland (000)	FY19	FY20	FY21E	FY22B
Total revenue	\$337,019	\$317,373	\$342,267	\$330,157
Operations expense	337,164	322,923	315,910	312,533
EBITDA	(145)	(5,550)	26,357	17,624
Less: CARES grants			(18,487)	
EBITDA before CARES	(145)	(5,550)	7,870	17,624
<i>OHSU financial impact</i>	<i>\$(5,263)</i>	<i>\$(10,992)</i>	<i>\$171</i>	<i>\$(2,351)</i>
<i>AHP JOA: Shared EBITDA at 90/10 split with defined capital charges</i>				
Hillsboro Medical Center	FY19	FY20	FY21E	FY22B
Total revenue	\$201,536	\$205,884	\$246,775	\$276,497
Operations expense	201,732	222,315	236,589	273,357
Depreciation & interest	8,910	9,279	8,983	9,140
Total expense	210,642	231,594	245,572	282,497
Operating income (loss)	(9,106)	(25,710)	1,203	(6,000)
Less: CARES grants			(12,947)	
Operating loss before CARES	(9,106)	(25,710)	(11,744)	(6,000)
<i>OHSU financial impact</i>	<i>\$(7,780)</i>	<i>\$(25,483)</i>	<i>\$0</i>	<i>\$(6,000)</i>
<i>HMC JOA: OHSU supports operating losses</i>				

Healthcare Investment Priorities in FY22

Growth

- Outpatient surgical suites at CHH2
- Diagnostic imaging at CHH1
- CHO (cancer) clinical expansion
 - Tualatin – Meridian Park
 - Portland Adventist

New Clinical Programs

- Brachytherapy Treatment

2025 Operating Investments

- Virtual Care program

IT Infrastructure

- EPIC CARE support
- eHealth support
- Efficiency Program – Refuel, Honor Roll
- Clinical User Elbow Support
- Ambulatory expansions
- Service Desk (temporary)
- Template Standards (temporary)

2025 Capital - \$11.0m

- Fetal Surgery Center
 - Women's & Children Service Line
- CHO Mt Hood Infusion Clinic Expansion
 - Cancer Service Line
- Cellular Therapy Lab Expansion
 - Cancer Service line
- South Metro Ambulatory Expansion
 - Ambulatory Expansion
- Insightec-Focused Ultrasound
 - Neuroscience Service Line
- RefleXion XI System
 - Cancer Service line

Key Healthcare Risks & Mitigation Efforts

- Management of **inpatient** throughput including congestion in the Emergency Room
 - *Mitigation:*
 - *“Hospital at Home” program with Adventist Health*
 - *Complex Care Unit & IMPACT (case management for substance abuse patients) at HMC*
 - *Continued success of Transfer Center*
 - *Ability to use Overnight Care Unit (OCU) for inpatient capacity*
 - *Virtual ICU implementation*
 - *Post Acute facility expansion*
 - *Patient/Discharge Manager through Mission Control to reduce length of stay*
- **Care Model** changes through increasing complexity and longer lengths of stays for outpatient surgery along with the challenges with managing medical admissions with multiple comorbidities and psychosocial complications
- **Labor workforce** from delays in hiring key staff due to shortage of labor workforce, dependency on premium pay including contract labor, retention of existing faculty & union represented and unclassified staff due to fatigue, burnout and compensation (rate and incentive gaps to market) and new faculty compensation plan
 - *Mitigation:*
 - *Incentives (including with ONA), sign-on bonuses in critical to fill positions, market adjustments to retain key staff based on market comparisons*
- Managing **services & supplies** spending after significant reductions in previous years

School of Medicine Faculty Recruitment

- New faculty positions account for one third (178 FTE) of the new FTE growth in the School of Medicine (SoM), with the majority related to clinical care.
- Collaborations with clinical partners, such as Columbia Memorial Hospital in Astoria, account for 17% of new faculty FTE (30 FTE) and are offset by new medical contract revenue.
- Clinical growth (121 FTE) accounts for 68% of new faculty FTE and is partially offset by additional clinical revenue across the health system. Revenue will ramp up over time due to these investments.
- The remaining 15% of new faculty positions (28 FTE) are covered by gifts, grants, general operating and IGT funds.
- The following pages provide an overview of some key faculty hires across the School of Medicine.
- The goal is to provide examples of key areas driving growth rather than a detailed accounting of faculty recruitment.

SoM Faculty Recruitment: Surgical Areas

- Pediatric Surgery: Dr. Raphael Sun will be joining the fetal therapy program this fall and will expand surgical interventions to make OHSU one of five national programs to offer comprehensive care for pregnant patients and neonates in one location.
- Plastic Surgery: Dr. Blair Peters has been hired as a second gender affirming surgeon to support the growing demand of our transgender patient population. He will also partner with Urology to support robotic vaginoplasty procedures.
- Plastic Surgery APP will support the Plastic Surgery Reconstruction & Lymphedema practice as a first assist, new patient intake as well as pre- and post-op visits. This position will significantly contribute to the volume and revenue of the Plastic Surgery by allowing for higher case volumes while assuring postoperative care.
- Surgical Oncology: Dr. Tonneson has been hired to expand the comprehensive breast cancer clinic (CBCC) on the Hill and to Hillsboro Medical center, in a joint initiative with the Knight Cancer Institute. Dr. Tonneson joins Dr. Naik, Medical Director of the breast program, to work collaboratively with colleagues in medical oncology, radiology, genetics, benign breast health, plastic surgery, radiation oncology and, very importantly, the HMC Women's & Children's service line to bring a full complement of breast care to Hillsboro.
- General Surgery: Dr. Sandy Fang will focus on colorectal surgery and will develop and grow the High Resolution Anoscopy program.

SoM Faculty Recruitment: Pediatric Areas

- Pediatric Cardiology: Focus on improving the overall services connected to cardiac surgery program by assuring we meet inpatient coverage needs for patients pre- and post-surgery who are receiving high level cardiac surgical procedures at Doernbecher after an extensive review of our services.
- Pediatric Hematology-Oncology: Expanding service coverage in infusion care center to better serve the variety of infusion needs with an extended service day model. Also revising inpatient overnight coverage for the patients in DCH. Some expansion of neuro-oncology and new commitment to support Sickle Cell Anemia program.
- General Pediatrics: Expanding services to meet the increasing demand for access at community sites (including eastside of Portland metro) and increased need for supervision of trainees and learners who require general pediatric experiences.
- Institute on Development & Disability (IDD): Recruitments address increasing need for behavioral health services in conjunction with inpatient and outpatient services, as well as regionally. The acute behavioral health needs of the community have been exacerbated by the pandemic and school-related services decline. Pediatric developmental medicine specialist to support the disability programs such as movement disorders, development disabilities like Autism Spectrum Disorders and congenital disorders. IDD serves communities throughout Oregon with major programs in Salem and Eugene.

SoM Faculty Recruitment: Other Areas

- Ophthalmology: Faculty growth corresponds with capacity created by the new Elks building opening and expanding satellite location services to drive referrals to OHSU “on the Hill” for complex care.
- Anesthesiology: New faculty to manage increased OR volumes as well as broader plan to recast the faculty compensation plan and lower average work requirement from 70+ to 50 hours. Previous work was absorbed by current faculty, so “right-sizing” department will be incremental cost. This is in process with no final decisions made.
- Knight Cancer Institute: Strategic focus to grow Cancer Business Unit that generates significant and growing bottom line for OHSU. New faculty leverage funded capital investments as well as support complex patient care.
- Medicine: Multiple divisions experiencing clinical growth including Gastroenterology (with significant patient backlogs), General Internal Medicine, Endocrinology and Hospital Medicine. In addition, some recruitments cover commitments at partner hospitals (Pulmonary/Critical Care). New division heads coming online are partially funded with IGT funds.

New Faculty Compensation Framework

A new, more uniform faculty compensation framework will be implemented across OHSU during FY22. In the School of Medicine, for each faculty member, departments will:

- Set the faculty member's expected allocation of effort among education, research, clinical, partner/contracted clinical, and administrative missions, regardless of whether there is a specific source of funding for that effort. This will allow, for the first time, a comprehensive view of faculty effort across the University.
- Set a target salary for the faculty member, within a band around an objective benchmark, usually the three-year average of western region AAMC medians for rank and specialty. The placement of the target salary within the band around the benchmark will largely reflect seniority (years in rank), with significant patterns of high or low performance also taken into account.
- For faculty with research effort, record the expected salary recovery from grants using the department's current methodology. This will allow a comprehensive view of expected salary recovery from grants.
- For faculty with clinical effort, set a target clinical productivity for the faculty member, based on RVUs, sessions or shifts, such that if the faculty member achieves the target clinical productivity, they would receive the target salary.

Faculty Compensation Framework (continued)

- Faculty members without clinical effort will be paid their target salary (1/26 each pay period) as a fixed dollar amount for FY22. For those with clinical effort, departments will assign the faculty member to one of three clinical compensation approaches that determine how paid salary varies from the target salary based on how actual clinical productivity varies from the target productivity:
 - A. “Annual Fixed” salary method: faculty will be paid their target salary as a fixed dollar amount. If, at the end of the year, actual clinical productivity is below 90% of target productivity, the salary pro-rated for clinical FTE will be reduced by 10% for the next academic year, unless there is an approved extenuating circumstance. If actual clinical productivity is above 110% of target productivity, a performance incentive of 10% of the salary pro-rated will be awarded.
 - B. “Fixed + Variable” salary method: faculty will be paid their target salary as a fixed dollar amount. If actual clinical productivity falls below 90% of target productivity for two successive quarters (without an approved extenuating circumstance), paid salary pro-rated will be reduced by 10% until clinical productivity again achieves the quarterly target. If, at the end of a quarter (or month), year-to-date clinical productivity is above the target, an incentive payment will be made at an approved rate.

Faculty Compensation Framework (continued)

- C. “Variable” salary method with 15% at risk: faculty will have their target salary divided into a fixed and a variable component. The variable component will be 15% of the target salary pro-rated for clinical FTE, and the fixed component will be the target salary minus the variable component. A dollar amount of variable pay per RVU, per session or per shift will be set, so that if actual clinical productivity is at the target level, total pay (fixed + variable) will equal the target salary, with actual pay varying up and down with actual clinical effort.
- In addition, each faculty member will have 5% of pay “at risk” for non-achievement of professional expectations, resulting in a salary reduction for at least three months, which is expected to be a rare occurrence and remedied by a correction of such deficiencies.
 - The faculty compensation framework and its application in the School of Medicine and throughout the University will be refined over the next several years based on experience and data collected.

FY22 Grant Indirect Cost Recovery & Gift Growth

- We are “getting back to work” as usual post-modified operations
- With that, we should expect to see higher research activity, as well as spending and indirect cost recovery associated with it, throughout FY22.
 - Total School of Medicine awards were up 14% from FY19 to FY20 while Center & Institute awards grew 27%. Some of that funding has been carried forward due to restricted spending in FY20 Q4.
 - Clinical trials especially have been impacted by COVID restrictions and should continue to pick back up into FY22.
 - Equity increases in many of the salary classifications should result in higher indirect cost recovery (IDC) return for grant-funded positions.
- We are anticipating drawing up more Foundation gifts than usual in FY22 given the proposed uptick in research activity and targeted areas of growth: Knight Cancer Institute and related entities, new endowed faculty positions, gift funded research awards such as the Silver Foundation.

Enrollment & Tuition Revenue

- The FY22 budget proposes tuition rate increases of no more than 2% with continuation of the OHSU Tuition Promise, where students in covered programs pay their entering tuition rates without further increase for the expected length of study.
- Overall tuition revenue is essentially flat, with the 2% rate increase offset by lower enrollment. Competition from other health profession training programs, and COVID-related operational impacts at clinical training sites at OHSU and partners around the region, has resulted in a significant reduction in learner placement capacity.
- Learner placement challenges have led to reduced class sizes in certain programs:
 - MD program will reduce matriculating student cohort by 10 from 150 to 140
 - Last year, MD program reduced its matriculating students from 160 to 150
 - PA program will reduce its matriculating student cohort by 12 from 42 to 30
 - Pediatric Nurse Practitioner DNP will reduce matriculating cohort from 14 to 10.
- OHSU 2025 strategic plan efforts will directly address learner placement challenges:
 - Funding prioritized for the creation of Office of Learner Placement
 - Goal is to steadily restore class sizes over the next several fiscal years and eventually increase them in areas where workforce demand is high.

2% Tuition Increases for Entering Students

	Tuition Increase		Resident Tuition	Fees	Total
	Resident	Non-Resident			
Medicine – MD ¹	2.00%	2.00%	\$45,244	\$8,612	\$53,856
Dentistry – DMD ¹	2.00%	2.00%	47,044	17,582	64,626
Medicine – Physician Assistant ¹	1.94%	1.94%	41,616	9,219	50,835
Medicine – Human Nutrition ¹	1.96%	1.96%	31,200	8,612	39,812
Medicine – Radiation Therapy ¹	1.88%	1.91%	21,472	8,359	29,831
Nursing – Undergraduate OCNE ²	1.99%	1.90%	13,530	7,001	20,531
Nursing – Undergraduate Accelerated BS ¹	1.98%	1.89%	33,960	9,219	43,179
Nursing – Graduate Nurse Practitioner ³	1.85%	1.90%	23,760	7,238	30,998
Nursing – Graduate Nurse Anesthesia ³	1.98%	1.90%	29,628	7,238	36,866

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

New & Returning Tuition Promise Program Students

Returning Tuition Promise Programs	Approx. Terms of Attendance	2020-21 Resident Tuition	2021-22 Resident Tuition	Percent Increase	2020-21 Non-Res Tuition	2021-22 Non-Res Tuition	Percent Increase
MD 2nd Year	4	\$11,089	\$11,089	0.00%	\$17,046	\$17,046	0.00%
MD 3rd Year	4	\$10,872	\$10,872	0.00%	\$16,711	\$16,711	0.00%
MD 4th Year	4	\$10,659	\$10,659	0.00%	\$16,224	\$16,224	0.00%
MD/MPH 2nd Year	4	\$10,210	\$10,210	0.00%	\$15,668	\$15,668	0.00%
MD/MPH 3rd Year	4	\$10,012	\$10,012	0.00%	\$15,361	\$15,361	0.00%
MD/MPH 4th Year	4	\$9,782	\$9,782	0.00%	\$14,882	\$14,882	0.00%
MD/MPH 5th Year	4	\$9,535	\$9,535	0.00%	\$14,368	\$14,368	0.00%
DMD 2nd Year	4	\$11,530	\$11,530	0.00%	\$18,609	\$18,609	0.00%
DMD 3rd Year	4	\$11,304	\$11,304	0.00%	\$18,224	\$18,224	0.00%
DMD 4th Year	4	\$11,192	\$11,192	0.00%	\$18,063	\$18,063	0.00%
Human Nutrition	4	\$6,885	\$6,885	0.00%	\$6,885	\$6,885	0.00%
Physician Assistant	4	\$10,206	\$10,206	0.00%	\$10,206	\$10,206	0.00%
Radiation Therapy	4	\$5,748	\$5,748	0.00%	\$6,912	\$6,912	0.00%
UG Nursing Accelerated Bacc	2	\$6,660	\$6,660	0.00%	\$8,892	\$8,892	0.00%
UG Nursing OCNE 2nd Year	3	\$4,824	\$4,824	0.00%	\$8,844	\$8,844	0.00%
UG Nursing OCNE 3rd Year	3	\$4,740	\$4,740	0.00%	\$8,676	\$8,676	0.00%
Graduate Nurse Practitioner	4	\$5,832	\$5,832	0.00%	\$7,569	\$7,569	0.00%
Graduate Nurse Anesthesia	4	\$7,263	\$7,263	0.00%	\$7,569	\$7,569	0.00%

2021-22 Tuition Promise Programs

MD 1st Year	4	\$11,089	\$11,311	2.00%	\$17,046	\$17,387	2.00%
MD/MPH 1st Year	4	\$10,210	\$10,411	1.97%	\$15,668	\$15,980	1.99%
DMD 1st Year	4	\$11,530	\$11,761	2.00%	\$18,609	\$18,982	2.00%
Human Nutrition	4	\$6,885	\$7,020	1.96%	\$6,885	\$7,020	1.96%
Physician Assistant	4	\$10,206	\$10,404	1.94%	\$10,206	\$10,404	1.94%
Radiation Therapy	4	\$5,748	\$5,856	1.88%	\$6,912	\$7,044	1.91%
UG Nursing Accelerated Bacc	3	\$6,660	\$6,792	1.98%	\$8,892	\$9,060	1.89%
UG Nursing OCNE	3	\$4,824	\$4,920	1.99%	\$8,844	\$9,012	1.90%
Graduate Nurse Practitioner	3	\$5,832	\$5,940	1.85%	\$7,569	\$7,713	1.90%
Graduate Nurse Anesthesia	3	\$7,263	\$7,407	1.98%	\$7,569	\$7,713	1.90%

2% Tuition Increases for Other Students

Non Tuition Promise Programs	Approx.	2020-21	2021-22	Percent Increase	2020-21	2021-22	Percent Increase
	Terms of Attendance	Resident Tuition	Resident Tuition		Non-Res Tuition	Non-Res Tuition	
Dental Graduate	4	\$11,317	\$11,543	2.00%	\$13,479	\$13,749	2.00%
Dietetic Internship	4	\$6,885	\$7,020	1.96%	\$6,885	\$7,020	1.96%
Food Systems & Society	3	\$6,192	\$6,309	1.89%	\$6,192	\$6,309	1.89%
SoM PhD	3	\$6,939	\$7,074	1.95%	\$6,939	\$7,074	1.95%
Biomedical Informatics On Campus	3	\$6,306	\$6,432	2.00%	\$7,539	\$7,683	1.91%
Biomedical Informatics Distance Learning	3	\$6,994	\$7,133	1.99%	\$8,254	\$8,410	1.89%
Clinical Research or Human Investigations	3	\$4,830	\$4,920	1.86%	\$4,830	\$4,920	1.86%
Computer Science & Engineering or Electrical Engineering	3	\$6,621	\$6,747	1.90%	\$6,621	\$6,747	1.90%
MBA, MS or Certificate in Healthcare Mgmt, or in Healthcare Admin	3	\$5,514	\$5,622	1.96%	\$5,514	\$5,622	1.96%
Medical Physics	3	\$5,508	\$5,616	1.96%	\$8,784	\$8,955	1.95%
UG Nursing RN/BS	3	\$3,516	\$3,576	1.71%	\$3,516	\$3,576	1.71%
Nursing PhD, DNP in Nursing, Hlth Sys Org Leadership, Nursing Ed	3	\$5,733	\$5,841	1.88%	\$7,425	\$7,569	1.94%
On-Campus MPH or Programs in Biostatistics	3	\$3,978	\$4,050	1.81%	\$6,057	\$6,174	1.93%
SPH PhD	3	\$5,148	\$5,247	1.92%	\$6,003	\$6,120	1.95%
Online MPH or Certificate in Public Health	3	\$5,256	\$5,355	1.88%	\$6,786	\$6,921	1.99%

IGT Funding for Research & Education

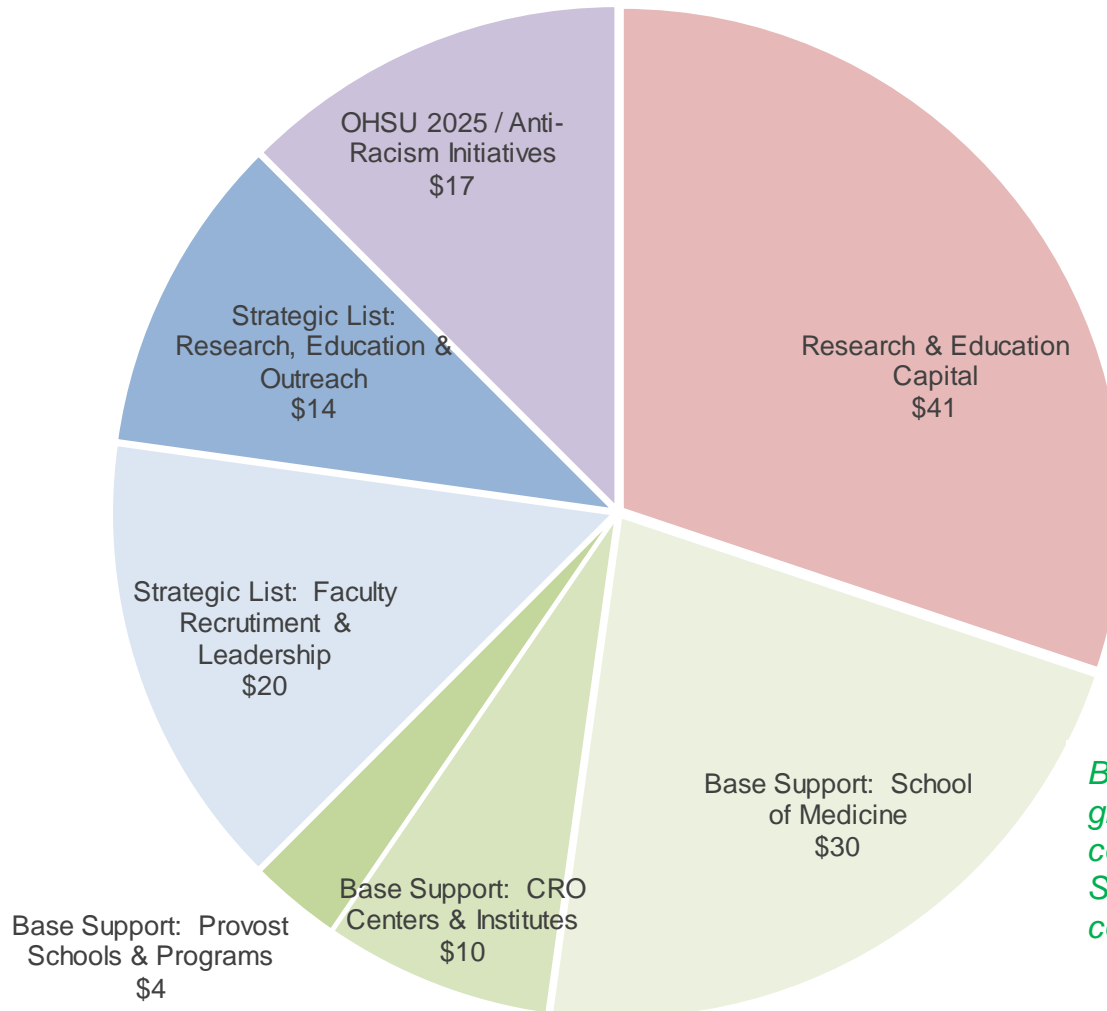
- Since 2000, OHSU has partnered with the State of Oregon to bring federal Medicaid dollars in support of the Oregon Health Plan and OHSU's public missions.
- As shown on the next page, federal regulations allow Medicaid managed care plans (here, the CCOs) to pay providers up to average commercial managed care rates.
- Doing so for OHSU (through a "Qualified Directed Payment" or QDP) increases gross payments by approximately \$458m next year, above standard Medicaid rates.
- Under the Medicaid matching formula, the federal government funds about \$337m while Oregon funds must cover the remaining \$121m.
- As a public entity, OHSU can transfer the Oregon share, plus another \$216m, back to the State through an "Intergovernmental Transfer" or IGT, netting funds to the State that support Oregon's Medicaid budget.
- The net to OHSU (\$458m in QDP less \$337m in total IGT) helps to lower our loss on Medicaid and related services from a typical -31% of cost to -13% of cost, reflecting Oregon statute directing OHSU be paid at 87% of cost, all-in.
- This in turn allows OHSU to prioritize \$151m in commercial insurance gains, which would otherwise underwrite Medicaid losses, to fund research & education. The equilibrium of this calculation is subtle, especially as volume changed abruptly with COVID. Accordingly, for FY22 we have budgeted \$136m of the potential \$151m in IGT research & education funding, providing a 10% contingency.

IGT Funding: Summary of Calculation

FY22 Intergovernmental Transfer (IGT) Funding (millions)	
Oregon Medicaid CCO managed care claim payments	\$256
Qualified Directed Payments (QDP) to commercial rates	458
CCO claims paid at commercial managed care rates	714
Other Medicaid & related claim payments (non-CCO)	253
Federal GME & other passthrough payments	86
Intergovernmental transfer back to State of Oregon	(337)
Total net reimbursement to OHSU	716
Total cost of care for Medicaid & related services	824
Total net reimbursement to OHSU as a percent of cost	87%
Standard Medicaid reimbursement as a percent of cost	69%
Reduction in Medicaid loss due to IGT program	18%
Dollars available for IGT research & education funds	151
10% contingency for uncertainty due to COVID impact	(15)
IGT research & education funding in FY22 budget	136
<i>Net dollars to State of Oregon from IGT program:</i>	
Qualified Directed Payments to OHSU	(458)
State share of Medicaid under federal matching (FMAP)	26.5%
State share of QDP to OHSU	(121)
IGT payment received from OHSU	337
Net dollars to State in FY22 (1st year of biennium)	\$216

Use of \$136M IGT Research & Education Budget

FY22 Allocation of IGT Funding for Research & Education (total = \$136 million)



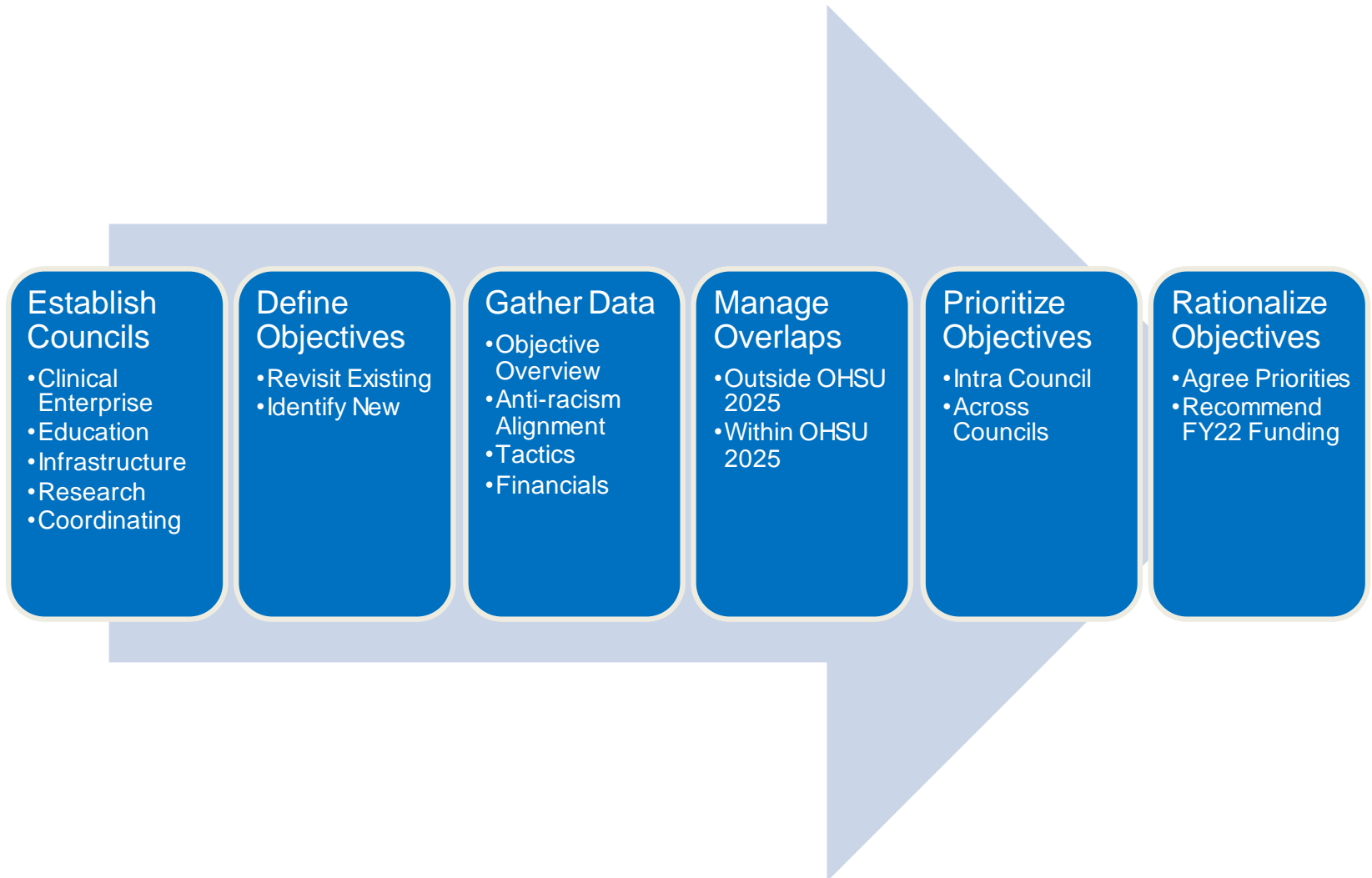
Base support recognizes that grants do not cover the full cost of research and tuition + State appropriations do not cover the full cost of education.



IGT Strategic List Priorities in Proposed Budget

FY22 IGT Strategic List Priorities (000)			
<i>Faculty Leadership & Recruitment:</i>			
School of Medicine clinical chairs & clinician scientists			\$6,969
School of Medicine basic science chairs & scientists			4,847
Oregon National Primate Research Center			1,256
Vaccine & Gene Therapy Institute			1,780
Vollum Institute			2,250
School of Public Health			420
Research leadership			1,748
New Provost funds (1st of 3 years)			500
<i>Research Infrastructure & Emerging Technologies:</i>			
Research technology (OCSSB, Exacloud, USRs)			4,386
OCTRI (clinical & translational research support)			1,020
Faculty salary bridging (between grants)			1,530
Center for Embryonic Cell & Gene Therapy			1,000
<i>Education, Diversity & Outreach:</i>			
Faculty & student diversity & inclusion			2,122
Simulation & interprofessional education			2,056
Graduate student support			900
Rural Health program			1,123
FY22 research & education strategic list			\$33,907

OHSU 2025 Refresh Process



OHSU 2025 Refresh: Objective Summary

OHSU 2025 Objectives which are either Unfunded or Have Limited Support from Other Sources

OHSU 2025 Funded Objectives

Objectives with Non-OHSU 2025 Funding

Obj #	Obj Name	Obj #	Obj Name	Obj #	Obj Name
1.2	Academic Career Success	1.9	Environment of Respect, Trust, and Empowerment	1.5	Provider Enterprise
1.3	Learner Success	1.10	DEI Training	1.6	Clinician Workload & Workflow Optimization
1.4	Faculty Support Principles	1.11	Well-Being	3.1	Ambulatory Expansion
1.9	Environment of Respect, Trust, & Empowerment	1.12.2	Confidential Advocate Program	3.2	Cancer Service Line
1.12.1	Suicide Safety	6.2	EPMO	3.3	Womens & Children's Service Line
1.12.2	Confidential Advocate Program	New	Flex Workspace	3.4	Payor Partnerships
2.1	Learner Placement	New	Supplier Diversity	3.5	Heart & Vascular Service Line
2.2	Simulation			3.7	Global Health
4.2	Research Support Services			3.8	Neuroscience Service Line
4.3	Research Informatics			4.1	Increase Research Funding
6.1	Data Governance & CANDID		Clinical Enterprise	5.1	Population Health and VBC
6.4	Collaboration Platform		Education	6.5	Academic Technology Tools
6.3	Research Transparent Decision-Making		Infrastructure	6.6	System Hospital Optimization
New	Flex Workspace		Interdependency	1.12.3	Illness and Injury Prevention
			Research	New	Clinical - Research Interdependency
				New	Public Safety
				New	Analytics Modernization
				New	Sustainability

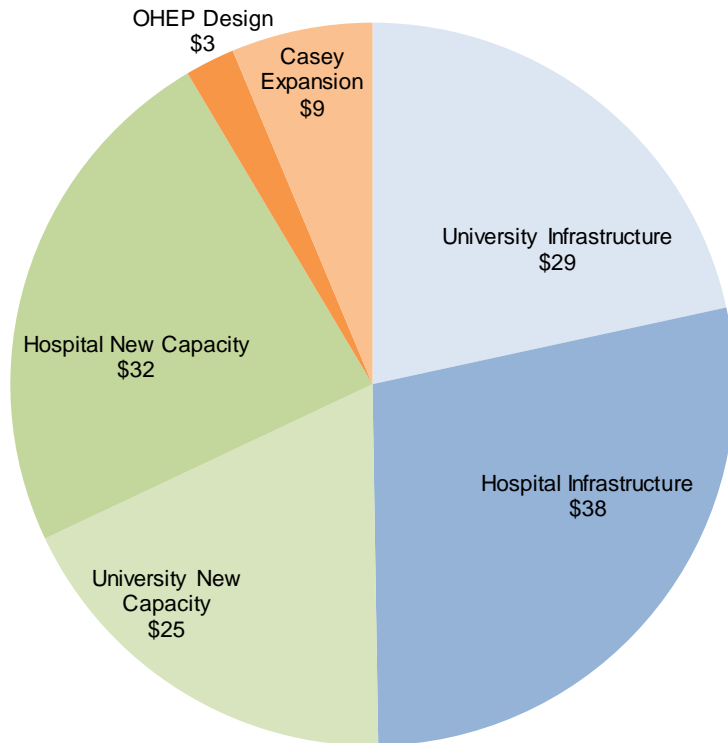
Unfunded OHSU 2025 Objectives will progress if operational budgets improve and as resources become available.

Overview of FY22 Capital Budget & Cash Flow

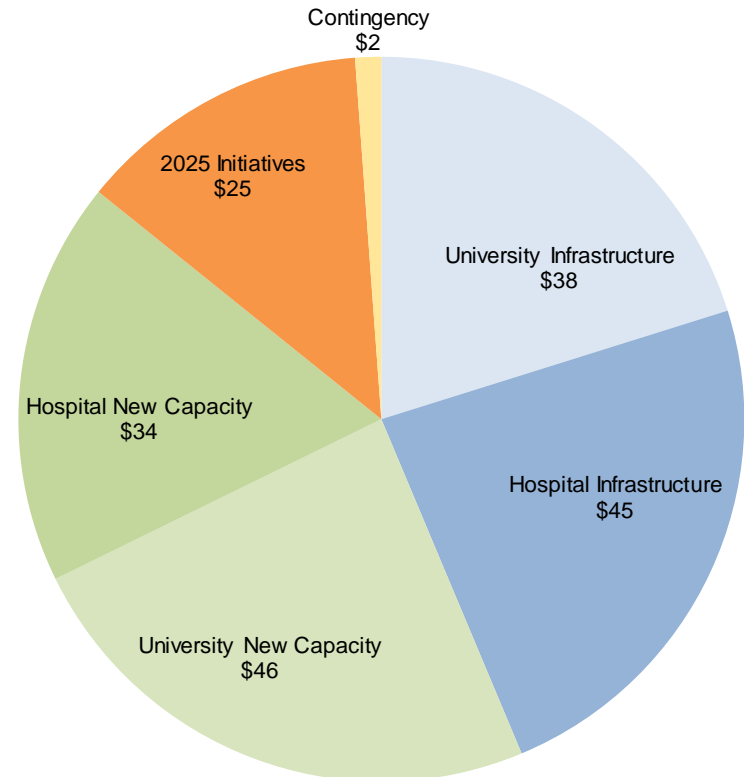
- During the past pandemic year, federal fiscal support to the US economy totals \$5.5 trillion, while the Federal Reserve added \$3.5 trillion in monetary support.
- Fiscal and monetary stimulus shows up on OHSU's books through CARES Act grants, investment income and new gifts received in excess of gifts spent.
- In the 22 months from June 2019 to April 2021, OHSU's net worth is up \$382 million and OHSU-held cash & investments are up \$253 million *net of CARES Act loans*. These gains include \$95 million in CARES Act grants recorded to date plus \$322 million in investment return and net gifts.
- Pre-COVID, annual capital budgets were expected to increase from \$150 million to \$175 million in line with depreciation. Annual capital excludes major buildings funded by debt, State grants or philanthropy, such as RLSB, KCRB, CHH-2 or OHEP.
- Instead, we reduced FY21 capital spending by \$15 million to \$135 million in order to mitigate financial risk.
- With widespread vaccination bringing the end of the pandemic in sight, we plan to increase capital spending to \$190 million in FY22, increasing the annual base to \$175 million plus the \$15 million deferred from FY21.
- In addition, \$5 million from FY21 earnings is allocated to a faculty initiative pool for equipment and other one-time expenditures that will largely fall in FY22.

Proposed Capital Budget Compared to FY21

FY21 Approved Capital Budget (total = \$135m)



FY22 Proposed Capital Budget (total = \$190m)



Proposed FY22 Capital Budget Detail

FY22 Proposed Capital Budget Allocations (000)	OHSU Health	Other University	Total OHSU		OHSU Health	Other University	Total OHSU
Infrastructure				New Capital Priorities			
Infrastructure / replacement	\$44,078	\$18,650	\$62,728	West Campus freezer farm	-	\$2,300	\$2,300
Library materials / academic areas	667	6,000	6,667	RLSB P2 remodel	-	1,000	1,000
Research equipment replacement	-	2,800	2,800	RLSB 7 build-out (Knight/CRO Project)	-	5,000	5,000
Space Committee (relocation & repurposing)	-	4,800	4,800	School of Medicine - additional contingency	-	1,000	1,000
Hotel office space	-	2,500	2,500	MIDAS (Multiple Identity and Access System)	-	1,274	1,274
School of Medicine replacement	-	2,000	2,000	Personalized Networks & Microsegmentation	-	2,165	2,165
Knight Cancer Institute - capital gift match	-	1,500	1,500	SecureLink Unify Vendor VPN	-	332	332
<i>Subtotal Infrastructure / Replacement</i>	<i>44,745</i>	<i>38,250</i>	<i>82,995</i>	Virtual Desktop Infrastructure Phase 2	-	229	229
Strategic Pre-Committed				Security cameras for parking structures	-	500	500
OHSU 2025 initiatives - non clinical*	-	5,000	5,000	Emma Jones Hall fire life safety requirements	-	500	500
Vollum Institute renovation	-	5,230	5,230	Bike parking expansion	-	500	500
West Campus Surge Facility (IGT)	-	15,100	15,100	Additional PGE feeder connection	-	400	400
IGT strategic list capital	-	3,000	3,000	Dotter Institute seismic retrofit	-	970	970
Research equipment from grants	-	5,000	5,000	Fetal Surgery Center**	1,237	-	1,237
PET / MRI project & equipment	2,643	1,223	3,866	Insightec-Focused Ultrasound**	1,920	-	1,920
CHH1 backfill	4,216	-	4,216	HRC - Nuclear Medicine relocation	5,093	-	5,093
CHO Tualatin infusion clinic expansion**	4,594	-	4,594	HRC Peds ED rooms remodel (Phase II)	1,146	-	1,146
CHO Adventist infusion clinic expansion**	3,766	-	3,766	Reflexion X1 System**	4,502	-	4,502
Care Team Wellness Sprint**	456	-	456	CHO Mt. Hood infusion clinic expansion**	1,131	-	1,131
Online patient access	203	-	203	South Metro Ambulatory Expansion - design**	800	-	800
Contingency	-	2,163	2,163	Orenco Station - Pediatrics	5,902	-	5,902
<i>Subtotal Strategic Pre-Committed</i>	<i>15,878</i>	<i>36,716</i>	<i>52,594</i>	HRC11 GI Lab future inpatient relocation	814	-	814
				IntraOp Electron Therapy Linear Accelerator	718	-	718
				Cellular Therapy Lab expansion**	1,429	-	1,429
				HRC supporting healthcare projects	13,550	-	13,550
				<i>Subtotal New Capital Priorities</i>	<i>38,241</i>	<i>16,170</i>	<i>54,411</i>
				Total FY22 Capital Spending			\$190,000

*OHSU 2025 non-healthcare projects include CANDID Faculty Information System, Research Informatics, Simulation and Learner Success and total \$5m

**OHSU 2025 healthcare projects total \$19.8m

Future Year Impact of Proposed Capital Projects

Multi-Year New Strategic Capital Projects (000)	Total Project	FY22 Budget	FY23 & Beyond
<i>Strategic Other University Initiatives</i>			
RLSB 7 build-out (Knight/CRO Project)	\$20,000	\$5,000	\$15,000
West Campus freezer farm	5,300	2,300	3,000
RLSB P2 remodel	5,000	1,000	4,000
MIDAS (Multiple Identity and Access System)	2,253	1,274	979
Personalized Networks & Microsegmentation	3,727	2,165	1,562
Virtual Desktop Infrastructure Phase 2	2,295	229	2,066
EJH fire life safety requirements	1,200	500	700
Additional PGE feeder connection	7,900	400	7,500
<i>Strategic Healthcare Initiatives</i>			
HRC - Nuclear Medicine	8,632	5,093	3,539
HRC Peds ED rooms remodel (Phase II)	1,273	1,146	127
CHO Mt. Hood infusion clinic expansion	4,198	1,131	3,067
Orencia Station - Pediatrics	6,898	5,902	996
HRC11 GI Lab future inpatient relocation	10,883	814	10,069
HRC supporting healthcare projects	20,975	13,550	7,425
Total Multi-Year New Strategic Capital Projects	\$100,533	\$40,503	\$60,030

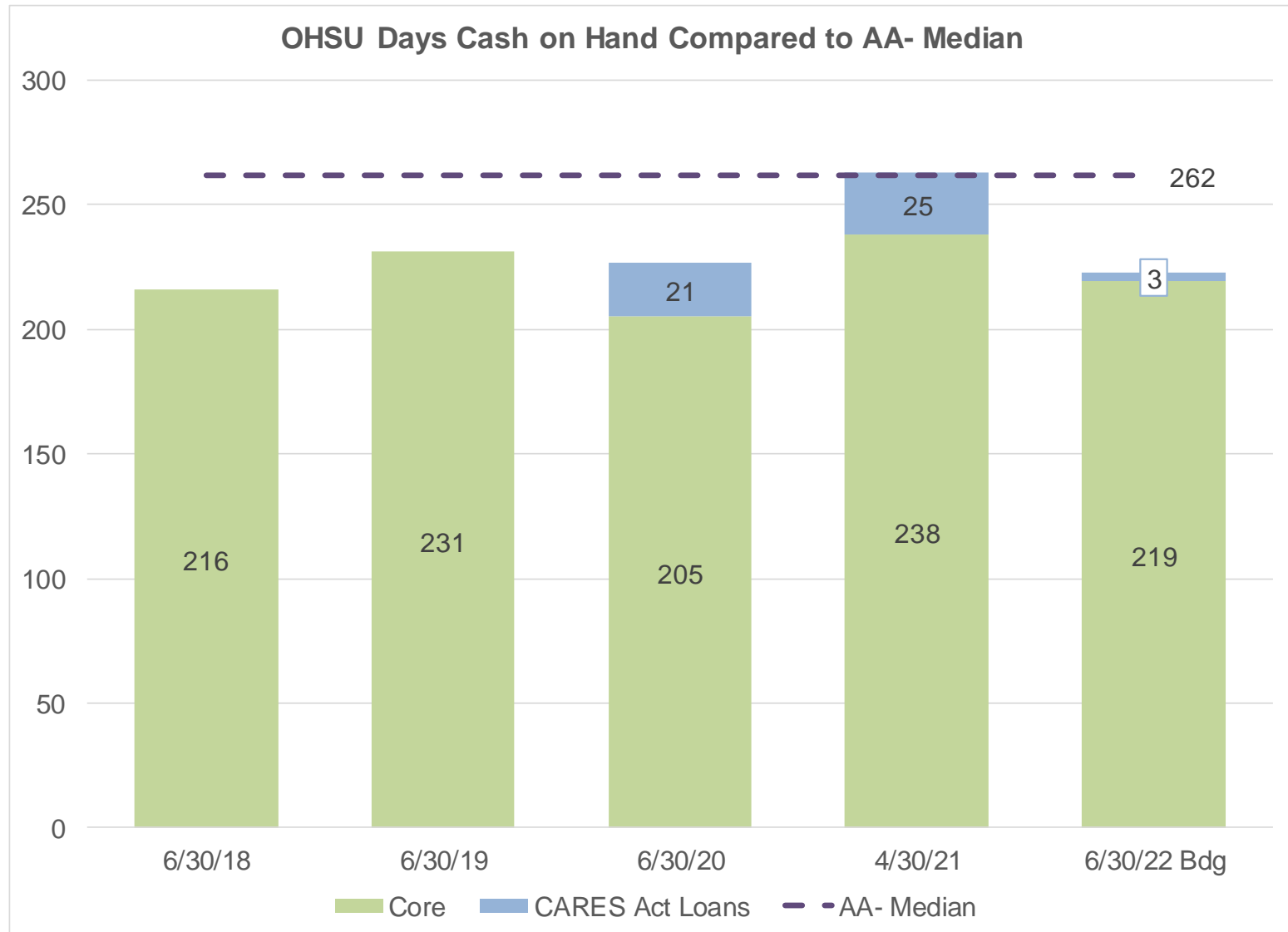
FY22 proposed budget includes design only for South Metro Ambulatory Expansion

Proposed FY22 Cash Flow

- With ~7.5% revenue growth and a 1% operating margin, a \$190 million capital budget results in essentially balanced cash flow next year, deploying some of the improved liquidity banked during the pandemic.
- We are targeting a 4% total return on ~\$1.5 billion of OHSU-held cash & investments while pre-paying \$25 million of OHSU's \$595 million PERS pension liability. This is our most expensive debt, with an effective 7% interest rate and 20-year maturity.

FY22 Proposed Cash Flow	(millions)
Operating income	\$39
Depreciation	178
OHSU-held investment return	60
Sources of cash	277
Principal repayment	(23)
Capital expenditures	(190)
Faculty initiatives from FY21	(5)
Increase in patient A/R	(30)
PERS liability prepaid	(25)
Uses of cash	(273)
Sources less uses of cash	\$4
<i>Excludes repayment of CARES Act loans</i>	

Days Cash with Repayment of CARES Act Loans



Changes to Lease & IT Accounting in FY22

- In FY22, OHSU will adopt two new accounting standards that reflect the foundational principal that leases represent financings of the right to use underlying assets.
- GASB 87 requires recognition of lease liabilities previously classified as operating, together with associated intangible right-to-use assets. GASB 96 expands this scope to include subscription-based IT arrangements such as software licenses.
- Liabilities will be recorded at present value of future lease payments discounted at the marginal cost of borrowing. Right-to-use assets will be set equal to this lease liability.
- Lease payments will be treated as debt service, including principal and interest, while the right-to-use asset will be depreciated over the lease term. The following table shows the impact of implementing GASB 87 / 96 on FY22 budget line items.

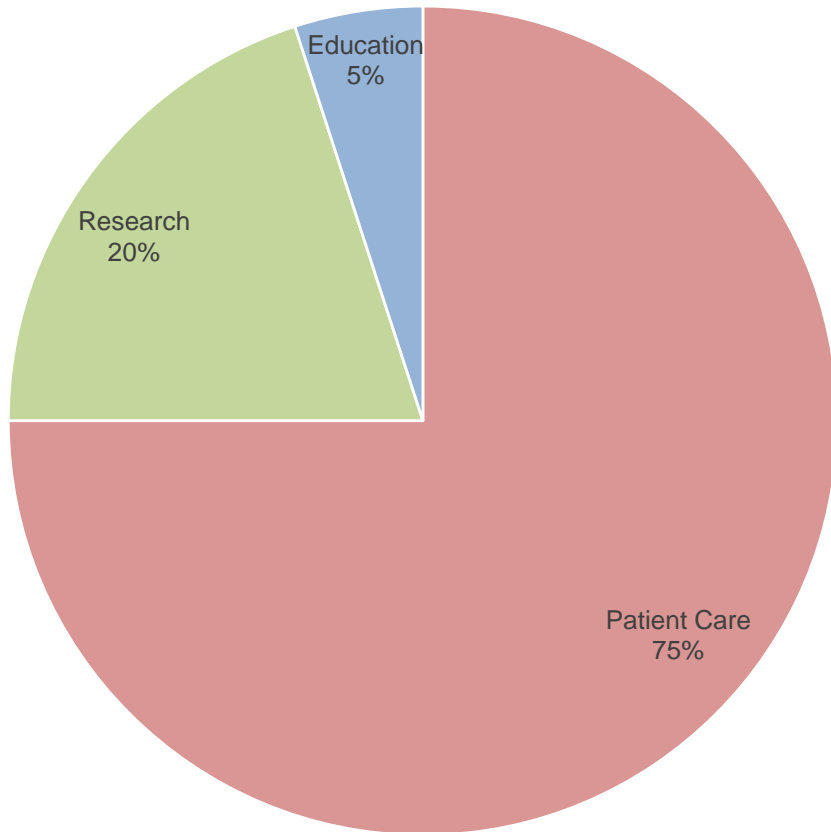
	FY22	GASB	FY22 New
(millions)	Proposed	87 / 96	Accounting
Operating revenues	\$3,876		\$3,876
Salaries & benefits	2,374		2,374
Rx & medical supplies	664		664
Other services & supplies	587	(20)	567
Depreciation	178	18	196
Interest	34	2	36
Operating expenses	3,837		3,837
Operating income	\$39		\$39

Returning to Sustainable Investment Levels

- This final section outlines choices to be made over the next year to return earnings to levels needed for sustained investment in OHSU's people, programs and places.
- Just before the pandemic hit, OHSU's President and CFO led "town hall" meetings on OHSU's finances, using the charts on the next two pages.
- Pre-COVID, OHSU's core financial challenge was a persistent gap between payment rate growth (from health insurance payments, research grants, tuition and State appropriations) and unit cost inflation (especially for salaries & benefits and pharmacy & medical supplies).
- From FY11 through FY19, our response was sustained growth (in patients & case complexity, research programs, and to some extent, enrollment) to spread fixed costs across a larger base.
- Combined with a step-function up in resources from IGT, pharmacy sales and major gifts, this sustained a robust level of investment in people and programs, and to a lesser extent, technology, equipment, facilities and other infrastructure.
- The pre-COVID model was able to sustain margins but does not increase them, leaving open how we recoup lost ground from lower-than-historical earnings in FY22.
- A high-level calculation indicates that OHSU will have to pull a combination of levers: cost control, effective rate increases (from focusing on higher complexity services) and sustained volume growth that in turn will require capital and physical capacity.

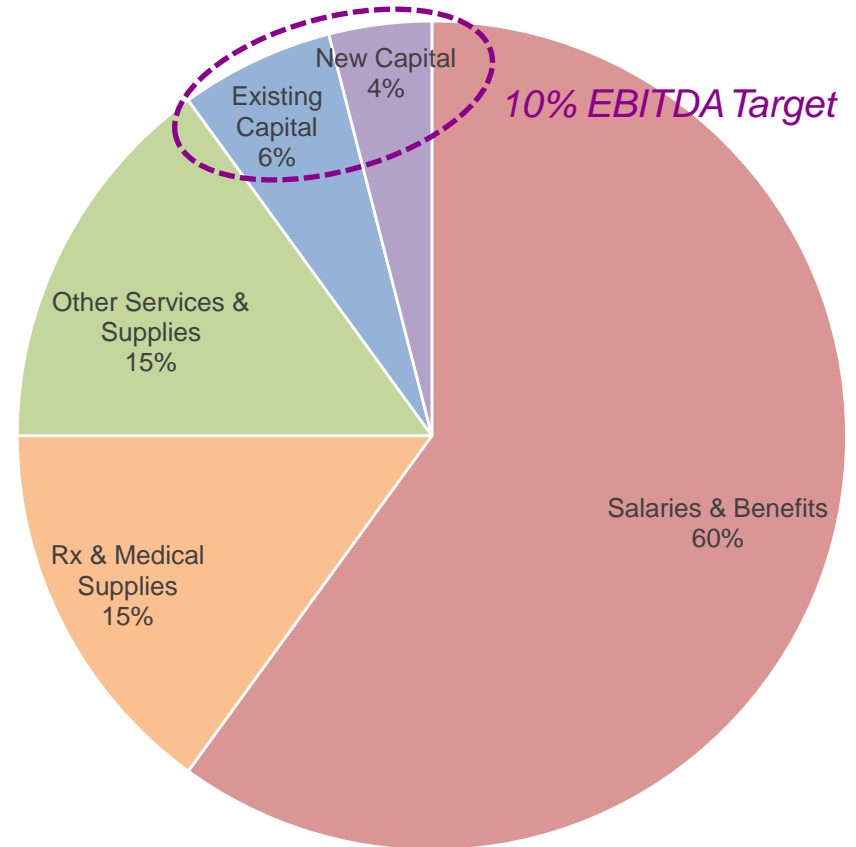
OHSU's Pre-COVID Financial Model

Where Revenue Comes From (total = \$3.5B)



*2% unit rate increase per year
100% variable with volume*

Where Revenue Goes (total = \$3.5B)



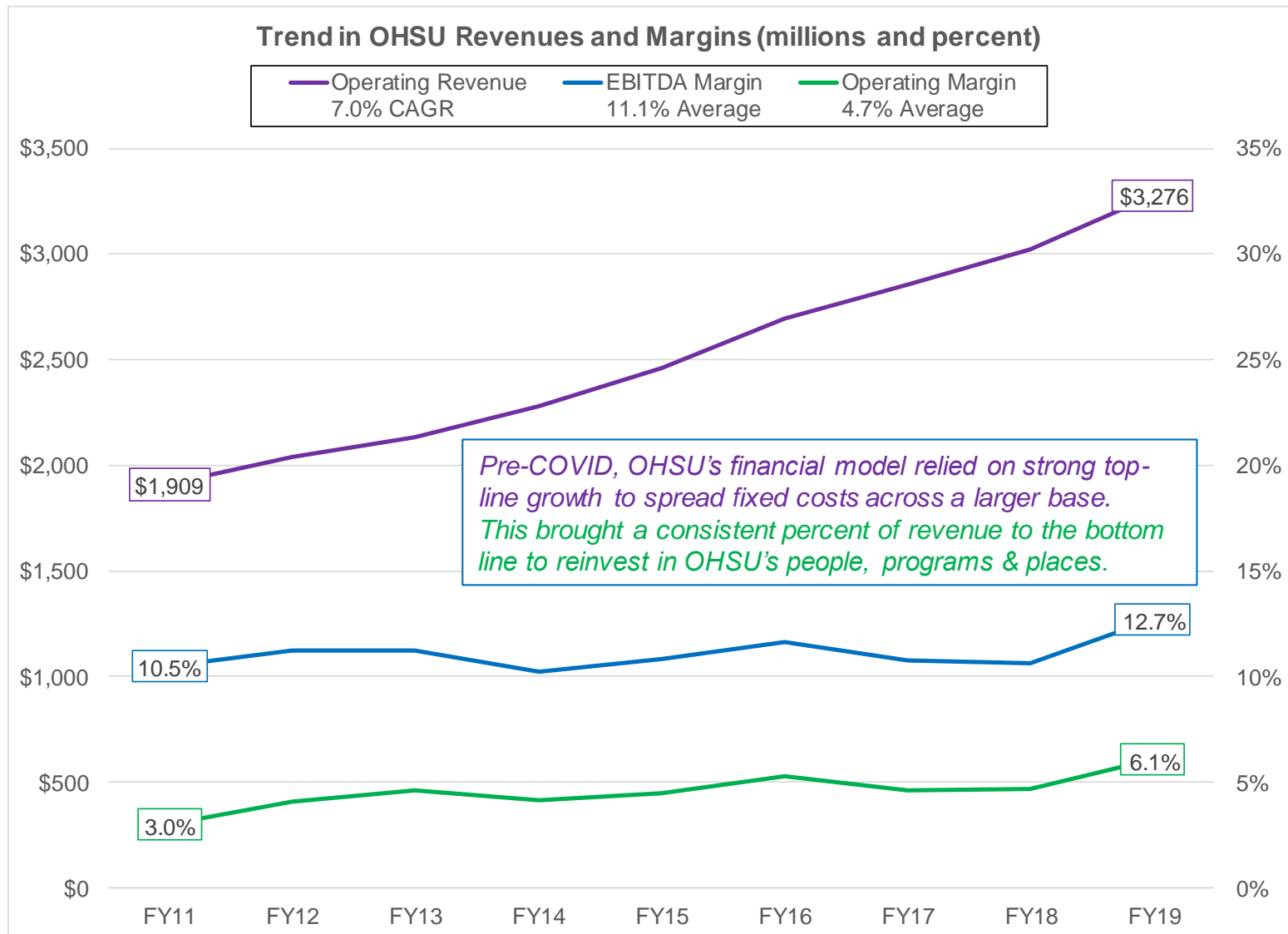
*3.5% unit rate increase per year
70% variable with volume
4% = \$140m for new capital*

Spreading Fixed Costs Across Larger Base

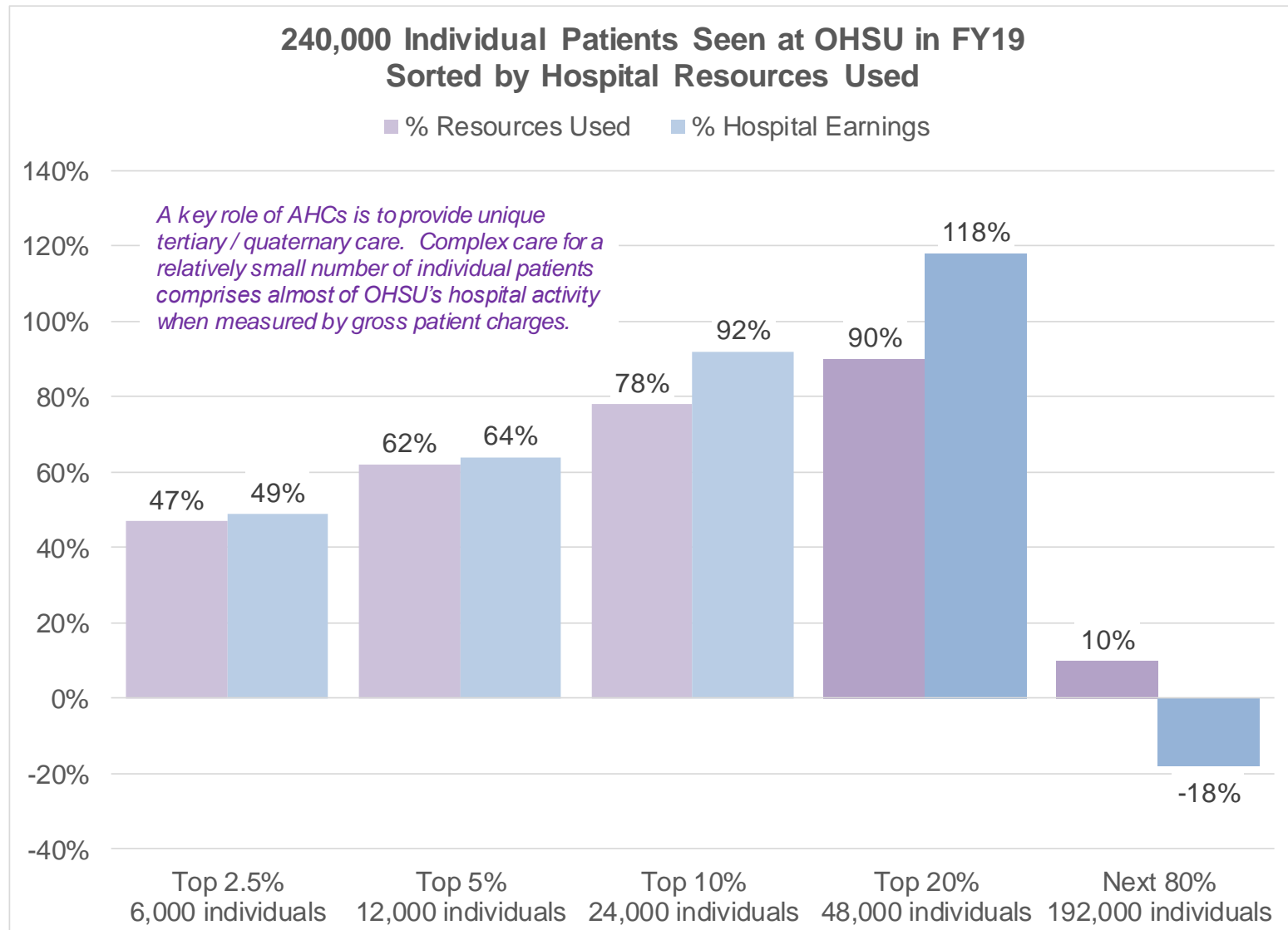
Pre-COVID Model with Flat Volume	This Year	Unit Rate Increase	Volume Increase	Next Year
Revenue (millions)	\$3,500	2.0%	0%	\$3,570
Variable expense (70%)	2,352	3.5%	0%	2,434
Fixed expense (30%)	1,008	3.5%		1,043
Total expense	3,360			3,478
Available for new capital	\$140			\$92

Pre-COVID Model with Strong Growth	This Year	Unit Rate Increase	Volume Increase	Next Year
Revenue (millions)	\$3,500	2.0%	5%	\$3,745
Variable expense (70%)	2,352	3.5%	5%	2,552
Fixed expense (30%)	1,008	3.5%		1,043
Total expense	3,360			3,595
Available for new capital	\$140	<i>7% growth matches top line</i>		\$150

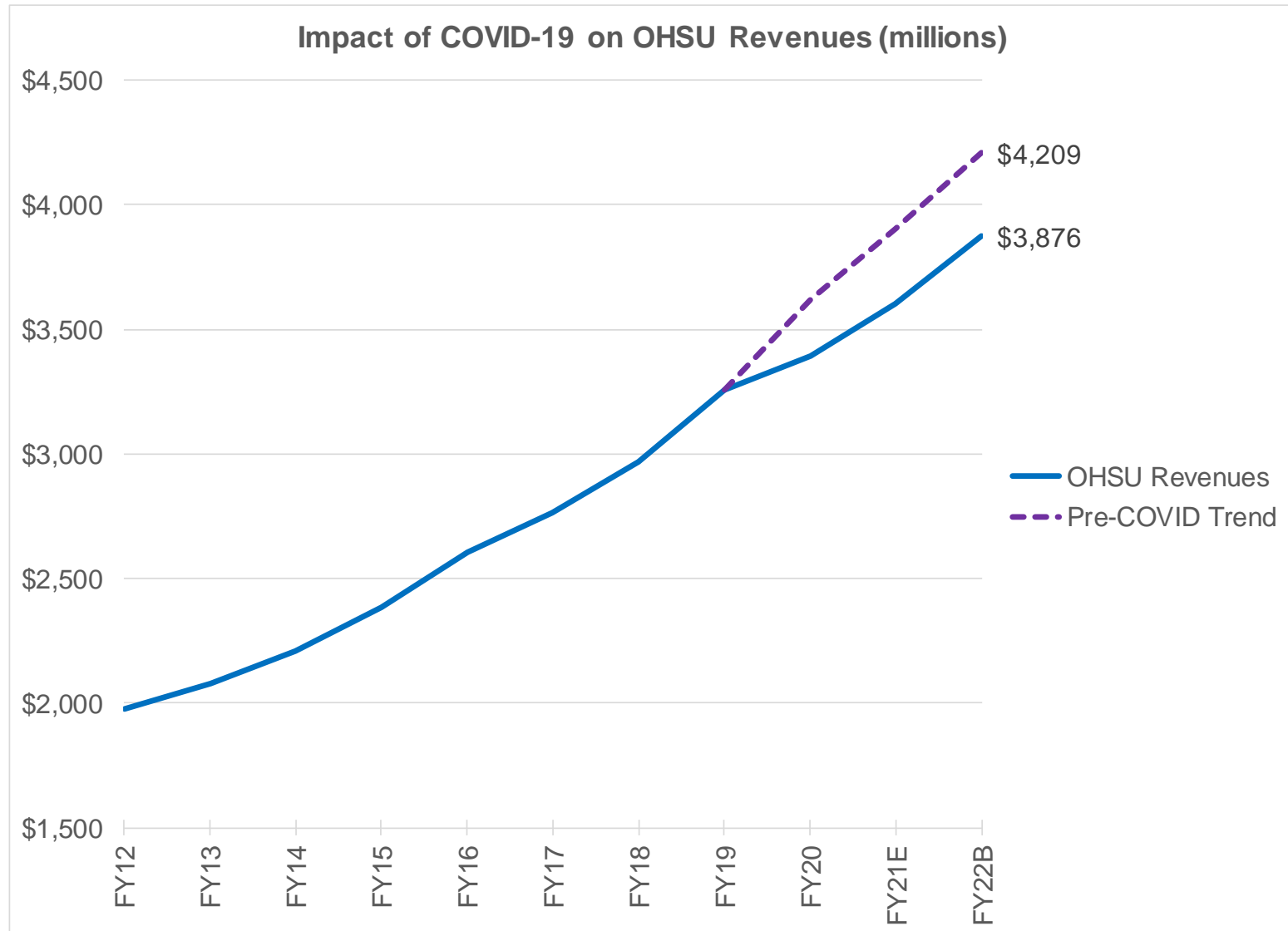
9 Years Pre-COVID: Strong Growth & Margins



20% of Individual Patients → 90% of Resources



Although Better, OHSU Missing \$333M of Growth



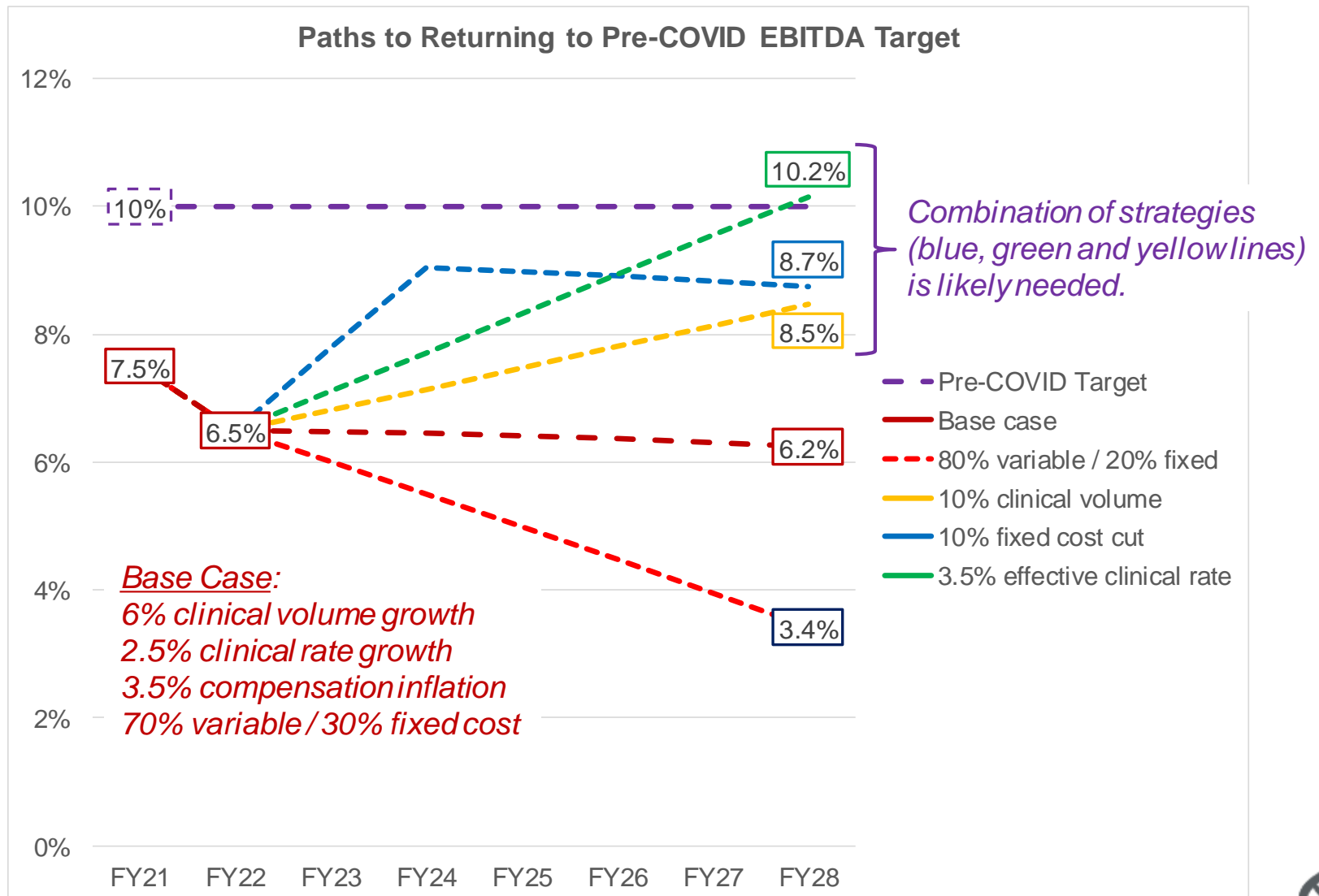
10-Year View: Deployment of Revenue Growth

10-Year Change in Revenue & Spending: FY12 Actual to FY22 Proposed Budget					
(millions)	FY12	FY22	\$ Change	% Change	10 Yr CAGR
Total Revenues	\$1,978	\$3,876	\$1,898	96%	7.0%
Salaries & Benefits	1,184	2,374	1,190	101%	7.2%
Rx, Supplies & Services	566	1,251	685	121%	8.3%
Depreciation & Interest	146	212	66	45%	3.8%
Operating Income	\$83	\$39	\$(44)	-53%	-7.3%
<i>Operating Margin</i>	4.2%	1.0%	-3.2%	-76%	
<i>EBITDA Margin</i>	11.6%	6.5%	-5.1%	-44%	

Challenges with Pre-COVID Financial Model

- Sustained strong growth to spread fixed costs across a broader base (5% volume growth, 7% revenue growth, 70% variable / 30% fixed costs) stabilizes margins but does not increase or restore them.
- Model requires actually holding 30% of total costs fixed when the demand (and need) for new fixed costs is high—examples include foundational projects in OHSU 2025.
- One year ago, we stared into the financial abyss. We avoided a massive loss but also lost 12 – 18 months of growth.
- In particular, despite 7.5% revenue growth into next year, the FY22 budget proposes 35% decline in operating income from FY21.
- FY22 budget has only 1% operating margin and 6.5% EBITDA margin, compared to ~4.5% operating margins and ~11% EBITDA margins in 9 years pre-COVID.
- Sustained growth requires high levels of capital investment to increase capacity (beds, ORs, imaging, labs), which in turn requires at least 4% operating margins and 10% EBITDA margins—especially when a growing PERS liability limits debt capacity.
- In addition, current spending levels rely on recent step-functions up in resources from IGT, non-hospital pharmacy and Knight Cancer Challenge—these each have risks and it is not clear where next “step-functions up” will come from.

Pre-COVID Model Won't Regain EBITDA Target



Conclusion

- The proposed FY22 budget targets 7.5% top-line growth to \$3.9 billion, 1% operating margin, \$190 million in capital spending, and balanced cash flow.
- Although we still learn more each week, by tightening first and loosening later, OHSU has weathered and adjusted to the changing course of the virus and the economy.
- FY22 represents a year of regrouping and rebuilding after the disruption and exhaustion of pandemic, when hiring, spending, travel and capital were on hold.
- By putting people first, the University seeks to protect its core strengths:
 - 3,000 faculty, 15,000 staff and 4,000 learners
 - Market leader in AHC-level tertiary / quaternary care
 - Nationally ranked research program & state's science leader
 - Statutory role to educate Oregon's health care workforce
 - Public & legislative support
 - Capital capacity.
- Following discussion at the Finance & Audit Committee on June 15th, we will bring the proposed budget to the full Board for its consideration on June 25th.



Date: June 25, 2021

To: OHSU Board of Directors

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

RE: OHSU Tuition and Fees 2021-22

Memo: Recent historical tuition increases have ranged from 0% to 3%. At the September 2020 Board of Directors meeting the Board approved a 2% tuition increase (down from the 5% to 7.5% increase originally approved by the Board in June 2020) for the just completed 2020-21 academic year. Given the continued financial outlook OHSU is anticipating, we are again proposing a modest 2% inflationary tuition increase for the 2021-22 academic year across OHSU education programs. We also are proposing that the OHSU Tuition Promise be continued for students entering in eligible degree programs in 2021-22. Finally, we are proposing no increase in the University Fee over the amount charged in 2020-21. Documents in this section provide more detail on the OHSU proposed tuition for the 2021-22 academic year.



Proposed OHSU Tuition and Fees for 2021-2022

Elena Andresen, PhD; Provost and Executive Vice President

OHSU Board of Directors / June 25, 2021

Proposed 2021-22 Entering Class Increases for Select Programs

	Tuition Increase		Resident Tuition	Fees	2021-22 Total
	Resident	Non-Resident			
Medicine – MD¹	2.00%	2.00%	\$45,244	\$8,612	\$53,856
Dentistry – DMD¹	2.00%	2.00%	\$47,044	\$17,582	\$64,626
Medicine – Physician Assistant¹	1.94%	1.94%	\$41,616	\$9,219	\$50,835
Medicine – Human Nutrition¹	1.96%	1.96%	\$31,200	\$8,612	\$39,812
Medicine – Radiation Therapy¹	1.88%	1.91%	\$21,472	\$8,359	\$29,831
Nursing – Undergraduate OCNE²	1.99%	1.90%	\$13,530	\$7,001	\$20,531
Nursing – Undergraduate Accelerated BS¹	1.98%	1.89%	\$33,960	\$9,219	\$43,179
Nursing – Graduate Nurse Practitioner³	1.85%	1.90%	\$23,760	\$7,238	\$30,998
Nursing – Graduate Nurse Anesthesia³	1.98%	1.90%	\$29,628	\$7,238	\$36,866

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 2021-22 Percentage Change in Full-Time Tuition

	Approx. Terms of Attendance	2020-21 Resident Tuition	2021-22 Resident Tuition	Percent Increase	2020-21 Non-Res Tuition	2021-22 Non-Res Tuition	Percent Increase
Returning Tuition Promise Programs							
MD 2nd Year	4	\$11,089	\$11,089	0.00%	\$17,046	\$17,046	0.00%
MD 3rd Year	4	\$10,872	\$10,872	0.00%	\$16,711	\$16,711	0.00%
MD 4th Year	4	\$10,659	\$10,659	0.00%	\$16,224	\$16,224	0.00%
MD/MPH 2nd Year	4	\$10,210	\$10,210	0.00%	\$15,668	\$15,668	0.00%
MD/MPH 3rd Year	4	\$10,012	\$10,012	0.00%	\$15,361	\$15,361	0.00%
MD/MPH 4th Year	4	\$9,782	\$9,782	0.00%	\$14,882	\$14,882	0.00%
MD/MPH 5th Year	4	\$9,535	\$9,535	0.00%	\$14,368	\$14,368	0.00%
DMD 2nd Year	4	\$11,530	\$11,530	0.00%	\$18,609	\$18,609	0.00%
DMD 3rd Year	4	\$11,304	\$11,304	0.00%	\$18,224	\$18,224	0.00%
DMD 4th Year	4	\$11,192	\$11,192	0.00%	\$18,063	\$18,063	0.00%
Human Nutrition	4	\$6,885	\$6,885	0.00%	\$6,885	\$6,885	0.00%
Physician Assistant	4	\$10,206	\$10,206	0.00%	\$10,206	\$10,206	0.00%
Radiation Therapy	4	\$5,748	\$5,748	0.00%	\$6,912	\$6,912	0.00%
UG Nursing Accelerated Bacc	2	\$6,660	\$6,660	0.00%	\$8,892	\$8,892	0.00%
UG Nursing OCNE 2nd Year	3	\$4,824	\$4,824	0.00%	\$8,844	\$8,844	0.00%
UG Nursing OCNE 3rd Year	3	\$4,740	\$4,740	0.00%	\$8,676	\$8,676	0.00%
Graduate Nurse Practitioner	4	\$5,832	\$5,832	0.00%	\$7,569	\$7,569	0.00%
Graduate Nurse Anesthesia	4	\$7,263	\$7,263	0.00%	\$7,569	\$7,569	0.00%
2021-22 Tuition Promise Programs							
MD 1st Year	4	\$11,089	\$11,311	2.00%	\$17,046	\$17,387	2.00%
MD/MPH 1st Year	4	\$10,210	\$10,411	1.97%	\$15,668	\$15,980	1.99%
DMD 1st Year	4	\$11,530	\$11,761	2.00%	\$18,609	\$18,982	2.00%
Human Nutrition	4	\$6,885	\$7,020	1.96%	\$6,885	\$7,020	1.96%
Physician Assistant	4	\$10,206	\$10,404	1.94%	\$10,206	\$10,404	1.94%
Radiation Therapy	4	\$5,748	\$5,856	1.88%	\$6,912	\$7,044	1.91%
UG Nursing Accelerated Bacc	3	\$6,660	\$6,792	1.98%	\$8,892	\$9,060	1.89%
UG Nursing OCNE	3	\$4,824	\$4,920	1.99%	\$8,844	\$9,012	1.90%
Graduate Nurse Practitioner	3	\$5,832	\$5,940	1.85%	\$7,569	\$7,713	1.90%
Graduate Nurse Anesthesia	3	\$7,263	\$7,407	1.98%	\$7,569	\$7,713	1.90%

Proposed 2021-22 Percentage Change in Full-Time Tuition

	Approx.	2020-21	2021-22		2020-21	2021-22	
	Terms of	Resident	Resident	Percent	Non-Res	Non-Res	Percent
	Attendance	Tuition	Tuition	Increase	Tuition	Tuition	Increase
Non Tuition Promise Programs							
Dental Graduate	4	\$11,317	\$11,543	2.00%	\$13,479	\$13,749	2.00%
Dietetic Internship	4	\$6,885	\$7,020	1.96%	\$6,885	\$7,020	1.96%
Food Systems & Society	3	\$6,192	\$6,309	1.89%	\$6,192	\$6,309	1.89%
SoM PhD	3	\$6,939	\$7,074	1.95%	\$6,939	\$7,074	1.95%
Biomedical Informatics On Campus	3	\$6,306	\$6,432	2.00%	\$7,539	\$7,683	1.91%
Biomedical Informatics Distance Learning	3	\$6,994	\$7,133	1.99%	\$8,254	\$8,410	1.89%
Clinical Research or Human Investigations	3	\$4,830	\$4,920	1.86%	\$4,830	\$4,920	1.86%
Computer Science & Engineering or Electrical Engineering	3	\$6,621	\$6,747	1.90%	\$6,621	\$6,747	1.90%
MBA, MS or Certificate in Healthcare Mgmt, or in Healthcare Admin	3	\$5,514	\$5,622	1.96%	\$5,514	\$5,622	1.96%
Medical Physics	3	\$5,508	\$5,616	1.96%	\$8,784	\$8,955	1.95%
UG Nursing RN/BS	3	\$3,516	\$3,576	1.71%	\$3,516	\$3,576	1.71%
Nursing PhD, DNP in Nursing, Hlth Sys Org Leadership, Nursing Ed	3	\$5,733	\$5,841	1.88%	\$7,425	\$7,569	1.94%
On-Campus MPH or Programs in Biostatistics	3	\$3,978	\$4,050	1.81%	\$6,057	\$6,174	1.93%
SPH PhD	3	\$5,148	\$5,247	1.92%	\$6,003	\$6,120	1.95%
Online MPH or Certificate in Public Health	3	\$5,256	\$5,355	1.88%	\$6,786	\$6,921	1.99%

Oregon Health & Science University

DRAFT

Academic Year Tuition & Fee Book

2021-2022

Prepared by:
The Office of the Registrar

June 25th, 2021



Tuition & Fee Book

Academic Year 2021-2022

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 2021-2022 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

2021-22 OHSU Tuition Promise: All new students enrolled during 2021-22 in one of the eligible degree programs listed below will not incur a tuition rate increase over their 2021-22 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).

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. 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.

13. 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.

14. 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.

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.

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Dietetic Intern or Master of Science in Human Nutrition

2021-2022 Tuition & Fee Charges By Term

Draft

6/25/2021

MS in Human Nutrition Students Qualifying for the 2021-22 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	\$ 7,020.00	\$ 7,020.00	\$ 583.00	\$ 16.00	\$ 110.13	\$ 1,703.65	\$ 9,432.78	\$ 9,432.78
1 credit hour	\$ 780.00	\$ 780.00	\$ 346.00	\$ 0.00	\$ 110.13	\$ 1,703.65	\$ 2,939.78	\$ 2,939.78
2 credit hours	\$ 1,560.00	\$ 1,560.00	\$ 346.00	\$ 0.00	\$ 110.13	\$ 1,703.65	\$ 3,719.78	\$ 3,719.78
3 credit hours	\$ 2,340.00	\$ 2,340.00	\$ 346.00	\$ 0.00	\$ 110.13	\$ 1,703.65	\$ 4,499.78	\$ 4,499.78
4 credit hours	\$ 3,120.00	\$ 3,120.00	\$ 346.00	\$ 0.00	\$ 110.13	\$ 1,703.65	\$ 5,279.78	\$ 5,279.78
5 credit hours	\$ 3,900.00	\$ 3,900.00	\$ 346.00	\$ 0.00	\$ 110.13	\$ 1,703.65	\$ 6,059.78	\$ 6,059.78
6 credit hours	\$ 4,680.00	\$ 4,680.00	\$ 346.00	\$ 0.00	\$ 110.13	\$ 1,703.65	\$ 6,839.78	\$ 6,839.78
7 credit hours	\$ 5,460.00	\$ 5,460.00	\$ 346.00	\$ 0.00	\$ 110.13	\$ 1,703.65	\$ 7,619.78	\$ 7,619.78
8 credit hours	\$ 6,240.00	\$ 6,240.00	\$ 346.00	\$ 0.00	\$ 110.13	\$ 1,703.65	\$ 8,399.78	\$ 8,399.78
Each Additional Hour	\$ 780.00	\$ 780.00						

MS in Human Nutrition 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 credit hours	\$ 6,885.00	\$ 6,885.00	\$ 583.00	\$ 16.00	\$ 110.13	\$ 1,703.65	\$ 9,297.78	\$ 9,297.78
1 credit hour	\$ 765.00	\$ 765.00	\$ 346.00	\$ 0.00	\$ 110.13	\$ 1,703.65	\$ 2,924.78	\$ 2,924.78
2 credit hours	\$ 1,530.00	\$ 1,530.00	\$ 346.00	\$ 0.00	\$ 110.13	\$ 1,703.65	\$ 3,689.78	\$ 3,689.78
3 credit hours	\$ 2,295.00	\$ 2,295.00	\$ 346.00	\$ 0.00	\$ 110.13	\$ 1,703.65	\$ 4,454.78	\$ 4,454.78
4 credit hours	\$ 3,060.00	\$ 3,060.00	\$ 346.00	\$ 0.00	\$ 110.13	\$ 1,703.65	\$ 5,219.78	\$ 5,219.78
5 credit hours	\$ 3,825.00	\$ 3,825.00	\$ 346.00	\$ 0.00	\$ 110.13	\$ 1,703.65	\$ 5,984.78	\$ 5,984.78
6 credit hours	\$ 4,590.00	\$ 4,590.00	\$ 346.00	\$ 0.00	\$ 110.13	\$ 1,703.65	\$ 6,749.78	\$ 6,749.78
7 credit hours	\$ 5,355.00	\$ 5,355.00	\$ 346.00	\$ 0.00	\$ 110.13	\$ 1,703.65	\$ 7,514.78	\$ 7,514.78
8 credit hours	\$ 6,120.00	\$ 6,120.00	\$ 346.00	\$ 0.00	\$ 110.13	\$ 1,703.65	\$ 8,279.78	\$ 8,279.78
Each Additional Hour	\$ 765.00	\$ 765.00						

MS in Human Nutrition 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	\$ 6,750.00	\$ 6,750.00	\$ 583.00	\$ 16.00	\$ 110.13	\$ 1,703.65	\$ 9,162.78	\$ 9,162.78
1 credit hour	\$ 750.00	\$ 750.00	\$ 346.00	\$ 0.00	\$ 110.13	\$ 1,703.65	\$ 2,909.78	\$ 2,909.78
2 credit hours	\$ 1,500.00	\$ 1,500.00	\$ 346.00	\$ 0.00	\$ 110.13	\$ 1,703.65	\$ 3,659.78	\$ 3,659.78
3 credit hours	\$ 2,250.00	\$ 2,250.00	\$ 346.00	\$ 0.00	\$ 110.13	\$ 1,703.65	\$ 4,409.78	\$ 4,409.78
4 credit hours	\$ 3,000.00	\$ 3,000.00	\$ 346.00	\$ 0.00	\$ 110.13	\$ 1,703.65	\$ 5,159.78	\$ 5,159.78
5 credit hours	\$ 3,750.00	\$ 3,750.00	\$ 346.00	\$ 0.00	\$ 110.13	\$ 1,703.65	\$ 5,909.78	\$ 5,909.78
6 credit hours	\$ 4,500.00	\$ 4,500.00	\$ 346.00	\$ 0.00	\$ 110.13	\$ 1,703.65	\$ 6,659.78	\$ 6,659.78
7 credit hours	\$ 5,250.00	\$ 5,250.00	\$ 346.00	\$ 0.00	\$ 110.13	\$ 1,703.65	\$ 7,409.78	\$ 7,409.78
8 credit hours	\$ 6,000.00	\$ 6,000.00	\$ 346.00	\$ 0.00	\$ 110.13	\$ 1,703.65	\$ 8,159.78	\$ 8,159.78
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 2021 and Nutrition students admitted Summer 2021 starting courses in August will be charged \$727.79 (Major Medical) and \$47.05 (Dental) for Summer 2021 coverage. Nutrition students admitted Summer 2021 starting courses in June, Nutrition or Dietetic Intern students returning in Summer 2021 after a leave of absence or other lapse in enrollment and Nutrition or Dietetic Intern students entering in Summer 2021 from an uninsured program will be charged \$1,285.64 (Major Medical) and \$95.84 (Dental) for Summer 2021 coverage. Coverage ends 9/21/2022 for Nutrition and Dietetic Intern students insured during Spring 2022.

MS in Food Systems & Society
2021-2022 Tuition & Fee Charges By Term

Draft 6/25/2021

	Resident Tuition	Non-Resident Tuition	University Fee	Student Council Fee	Total Charges (Resident Tuition)	Total Charges (Non-Resident Tuition)
9 credit hours	\$ 6,309.00	\$ 6,309.00	\$ 346.00	\$ 16.00	\$ 6,671.00	\$ 6,671.00
1 credit hour	\$ 701.00	\$ 701.00	\$ 346.00	\$ 0.00	\$ 1,047.00	\$ 1,047.00
2 credit hours	\$ 1,402.00	\$ 1,402.00	\$ 346.00	\$ 0.00	\$ 1,748.00	\$ 1,748.00
3 credit hours	\$ 2,103.00	\$ 2,103.00	\$ 346.00	\$ 0.00	\$ 2,449.00	\$ 2,449.00
4 credit hours	\$ 2,804.00	\$ 2,804.00	\$ 346.00	\$ 0.00	\$ 3,150.00	\$ 3,150.00
5 credit hours	\$ 3,505.00	\$ 3,505.00	\$ 346.00	\$ 0.00	\$ 3,851.00	\$ 3,851.00
6 credit hours	\$ 4,206.00	\$ 4,206.00	\$ 346.00	\$ 0.00	\$ 4,552.00	\$ 4,552.00
7 credit hours	\$ 4,907.00	\$ 4,907.00	\$ 346.00	\$ 0.00	\$ 5,253.00	\$ 5,253.00
8 credit hours	\$ 5,608.00	\$ 5,608.00	\$ 346.00	\$ 0.00	\$ 5,954.00	\$ 5,954.00
Each Additional Hour	\$ 701.00	\$ 701.00				

**Physician Assistant
2021-2022 Tuition and Fees by Term**

Draft

6/25/2021

Students Qualifying for the 2021-22 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	\$ 10,404.00	\$ 10,404.00	\$ 583.00	\$ 16.00	\$ 110.13	\$ 1,703.65	\$ 12,816.78	\$ 12,816.78
1 credit hour	\$ 1,156.00	\$ 1,156.00	\$ 346.00	\$ 0.00	\$ 110.13	\$ 1,703.65	\$ 3,315.78	\$ 3,315.78
2 credit hours	\$ 2,312.00	\$ 2,312.00	\$ 346.00	\$ 0.00	\$ 110.13	\$ 1,703.65	\$ 4,471.78	\$ 4,471.78
3 credit hours	\$ 3,468.00	\$ 3,468.00	\$ 346.00	\$ 0.00	\$ 110.13	\$ 1,703.65	\$ 5,627.78	\$ 5,627.78
4 credit hours	\$ 4,624.00	\$ 4,624.00	\$ 346.00	\$ 0.00	\$ 110.13	\$ 1,703.65	\$ 6,783.78	\$ 6,783.78
5 credit hours	\$ 5,780.00	\$ 5,780.00	\$ 346.00	\$ 0.00	\$ 110.13	\$ 1,703.65	\$ 7,939.78	\$ 7,939.78
6 credit hours	\$ 6,936.00	\$ 6,936.00	\$ 346.00	\$ 0.00	\$ 110.13	\$ 1,703.65	\$ 9,095.78	\$ 9,095.78
7 credit hours	\$ 8,092.00	\$ 8,092.00	\$ 346.00	\$ 0.00	\$ 110.13	\$ 1,703.65	\$ 10,251.78	\$ 10,251.78
8 credit hours	\$ 9,248.00	\$ 9,248.00	\$ 346.00	\$ 0.00	\$ 110.13	\$ 1,703.65	\$ 11,407.78	\$ 11,407.78
Per Credit Hour	\$ 1,156.00	\$ 1,156.00						

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	\$ 110.13	\$ 1,703.65	\$ 12,618.78	\$ 12,618.78
1 credit hour	\$ 1,134.00	\$ 1,134.00	\$ 346.00	\$ 0.00	\$ 110.13	\$ 1,703.65	\$ 3,293.78	\$ 3,293.78
2 credit hours	\$ 2,268.00	\$ 2,268.00	\$ 346.00	\$ 0.00	\$ 110.13	\$ 1,703.65	\$ 4,427.78	\$ 4,427.78
3 credit hours	\$ 3,402.00	\$ 3,402.00	\$ 346.00	\$ 0.00	\$ 110.13	\$ 1,703.65	\$ 5,561.78	\$ 5,561.78
4 credit hours	\$ 4,536.00	\$ 4,536.00	\$ 346.00	\$ 0.00	\$ 110.13	\$ 1,703.65	\$ 6,695.78	\$ 6,695.78
5 credit hours	\$ 5,670.00	\$ 5,670.00	\$ 346.00	\$ 0.00	\$ 110.13	\$ 1,703.65	\$ 7,829.78	\$ 7,829.78
6 credit hours	\$ 6,804.00	\$ 6,804.00	\$ 346.00	\$ 0.00	\$ 110.13	\$ 1,703.65	\$ 8,963.78	\$ 8,963.78
7 credit hours	\$ 7,938.00	\$ 7,938.00	\$ 346.00	\$ 0.00	\$ 110.13	\$ 1,703.65	\$ 10,097.78	\$ 10,097.78
8 credit hours	\$ 9,072.00	\$ 9,072.00	\$ 346.00	\$ 0.00	\$ 110.13	\$ 1,703.65	\$ 11,231.78	\$ 11,231.78
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	\$ 110.13	\$ 1,703.65	\$ 12,420.78	\$ 12,420.78
1 credit hour	\$ 1,112.00	\$ 1,112.00	\$ 346.00	\$ 0.00	\$ 110.13	\$ 1,703.65	\$ 3,271.78	\$ 3,271.78
2 credit hours	\$ 2,224.00	\$ 2,224.00	\$ 346.00	\$ 0.00	\$ 110.13	\$ 1,703.65	\$ 4,383.78	\$ 4,383.78
3 credit hours	\$ 3,336.00	\$ 3,336.00	\$ 346.00	\$ 0.00	\$ 110.13	\$ 1,703.65	\$ 5,495.78	\$ 5,495.78
4 credit hours	\$ 4,448.00	\$ 4,448.00	\$ 346.00	\$ 0.00	\$ 110.13	\$ 1,703.65	\$ 6,607.78	\$ 6,607.78
5 credit hours	\$ 5,560.00	\$ 5,560.00	\$ 346.00	\$ 0.00	\$ 110.13	\$ 1,703.65	\$ 7,719.78	\$ 7,719.78
6 credit hours	\$ 6,672.00	\$ 6,672.00	\$ 346.00	\$ 0.00	\$ 110.13	\$ 1,703.65	\$ 8,831.78	\$ 8,831.78
7 credit hours	\$ 7,784.00	\$ 7,784.00	\$ 346.00	\$ 0.00	\$ 110.13	\$ 1,703.65	\$ 9,943.78	\$ 9,943.78
8 credit hours	\$ 8,896.00	\$ 8,896.00	\$ 346.00	\$ 0.00	\$ 110.13	\$ 1,703.65	\$ 11,055.78	\$ 11,055.78
Per Credit Hour	\$ 1,112.00	\$ 1,112.00						

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 2021, students returning in Summer 2021 after a leave of absence or other lapse in enrollment, and students entering in Summer 2021 from an uninsured program will be charged \$1,285.64 (Major Medical) and \$95.84 (Dental) for Summer 2021 coverage. Coverage ends 9/21/2022 for students insured during Spring 2022.

Radiation Therapy Technology
2021-2022 Tuition & Fee Charges By Term

Draft

6/25/2021

Students Qualifying for the 2021-22 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	\$ 5,856.00	\$ 7,044.00	\$ 583.00	\$ 16.00	\$ 110.13	\$ 1,703.65	\$ 8,268.78	\$ 9,456.78
1 credit hour	\$ 488.00	\$ 587.00	\$ 346.00	\$ 0.00	\$ 110.13	\$ 1,703.65	\$ 2,647.78	\$ 2,746.78
2 credit hours	\$ 976.00	\$ 1,174.00	\$ 346.00	\$ 0.00	\$ 110.13	\$ 1,703.65	\$ 3,135.78	\$ 3,333.78
3 credit hours	\$ 1,464.00	\$ 1,761.00	\$ 346.00	\$ 0.00	\$ 110.13	\$ 1,703.65	\$ 3,623.78	\$ 3,920.78
4 credit hours	\$ 1,952.00	\$ 2,348.00	\$ 346.00	\$ 0.00	\$ 110.13	\$ 1,703.65	\$ 4,111.78	\$ 4,507.78
5 credit hours	\$ 2,440.00	\$ 2,935.00	\$ 346.00	\$ 0.00	\$ 110.13	\$ 1,703.65	\$ 4,599.78	\$ 5,094.78
6 credit hours	\$ 2,928.00	\$ 3,522.00	\$ 346.00	\$ 0.00	\$ 110.13	\$ 1,703.65	\$ 5,087.78	\$ 5,681.78
7 credit hours	\$ 3,416.00	\$ 4,109.00	\$ 346.00	\$ 0.00	\$ 110.13	\$ 1,703.65	\$ 5,575.78	\$ 6,268.78
8 credit hours	\$ 3,904.00	\$ 4,696.00	\$ 346.00	\$ 0.00	\$ 110.13	\$ 1,703.65	\$ 6,063.78	\$ 6,855.78
9 credit hours	\$ 4,392.00	\$ 5,283.00	\$ 346.00	\$ 0.00	\$ 110.13	\$ 1,703.65	\$ 6,551.78	\$ 7,442.78
10 credit hours	\$ 4,880.00	\$ 5,870.00	\$ 346.00	\$ 0.00	\$ 110.13	\$ 1,703.65	\$ 7,039.78	\$ 8,029.78
11 credit hours	\$ 5,368.00	\$ 6,457.00	\$ 346.00	\$ 0.00	\$ 110.13	\$ 1,703.65	\$ 7,527.78	\$ 8,616.78
Each Additional Hour	\$ 488.00	\$ 587.00						

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	\$ 110.13	\$ 1,703.65	\$ 8,160.78	\$ 9,324.78
1 credit hour	\$ 479.00	\$ 576.00	\$ 346.00	\$ 0.00	\$ 110.13	\$ 1,703.65	\$ 2,638.78	\$ 2,735.78
2 credit hours	\$ 958.00	\$ 1,152.00	\$ 346.00	\$ 0.00	\$ 110.13	\$ 1,703.65	\$ 3,117.78	\$ 3,311.78
3 credit hours	\$ 1,437.00	\$ 1,728.00	\$ 346.00	\$ 0.00	\$ 110.13	\$ 1,703.65	\$ 3,596.78	\$ 3,887.78
4 credit hours	\$ 1,916.00	\$ 2,304.00	\$ 346.00	\$ 0.00	\$ 110.13	\$ 1,703.65	\$ 4,075.78	\$ 4,463.78
5 credit hours	\$ 2,395.00	\$ 2,880.00	\$ 346.00	\$ 0.00	\$ 110.13	\$ 1,703.65	\$ 4,554.78	\$ 5,039.78
6 credit hours	\$ 2,874.00	\$ 3,456.00	\$ 346.00	\$ 0.00	\$ 110.13	\$ 1,703.65	\$ 5,033.78	\$ 5,615.78
7 credit hours	\$ 3,353.00	\$ 4,032.00	\$ 346.00	\$ 0.00	\$ 110.13	\$ 1,703.65	\$ 5,512.78	\$ 6,191.78
8 credit hours	\$ 3,832.00	\$ 4,608.00	\$ 346.00	\$ 0.00	\$ 110.13	\$ 1,703.65	\$ 5,991.78	\$ 6,767.78
9 credit hours	\$ 4,311.00	\$ 5,184.00	\$ 346.00	\$ 0.00	\$ 110.13	\$ 1,703.65	\$ 6,470.78	\$ 7,343.78
10 credit hours	\$ 4,790.00	\$ 5,760.00	\$ 346.00	\$ 0.00	\$ 110.13	\$ 1,703.65	\$ 6,949.78	\$ 7,919.78
11 credit hours	\$ 5,269.00	\$ 6,336.00	\$ 346.00	\$ 0.00	\$ 110.13	\$ 1,703.65	\$ 7,428.78	\$ 8,495.78
Each Additional Hour	\$ 479.00	\$ 576.00						

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)
12-18 credit hours	\$ 5,640.00	\$ 6,780.00	\$ 583.00	\$ 16.00	\$ 110.13	\$ 1,703.65	\$ 8,052.78	\$ 9,192.78
1 credit hour	\$ 470.00	\$ 565.00	\$ 346.00	\$ 0.00	\$ 110.13	\$ 1,703.65	\$ 2,629.78	\$ 2,724.78
2 credit hours	\$ 940.00	\$ 1,130.00	\$ 346.00	\$ 0.00	\$ 110.13	\$ 1,703.65	\$ 3,099.78	\$ 3,289.78
3 credit hours	\$ 1,410.00	\$ 1,695.00	\$ 346.00	\$ 0.00	\$ 110.13	\$ 1,703.65	\$ 3,569.78	\$ 3,854.78
4 credit hours	\$ 1,880.00	\$ 2,260.00	\$ 346.00	\$ 0.00	\$ 110.13	\$ 1,703.65	\$ 4,039.78	\$ 4,419.78
5 credit hours	\$ 2,350.00	\$ 2,825.00	\$ 346.00	\$ 0.00	\$ 110.13	\$ 1,703.65	\$ 4,509.78	\$ 4,984.78
6 credit hours	\$ 2,820.00	\$ 3,390.00	\$ 346.00	\$ 0.00	\$ 110.13	\$ 1,703.65	\$ 4,979.78	\$ 5,549.78
7 credit hours	\$ 3,290.00	\$ 3,955.00	\$ 346.00	\$ 0.00	\$ 110.13	\$ 1,703.65	\$ 5,449.78	\$ 6,114.78
8 credit hours	\$ 3,760.00	\$ 4,520.00	\$ 346.00	\$ 0.00	\$ 110.13	\$ 1,703.65	\$ 5,919.78	\$ 6,679.78
9 credit hours	\$ 4,230.00	\$ 5,085.00	\$ 346.00	\$ 0.00	\$ 110.13	\$ 1,703.65	\$ 6,389.78	\$ 7,244.78
10 credit hours	\$ 4,700.00	\$ 5,650.00	\$ 346.00	\$ 0.00	\$ 110.13	\$ 1,703.65	\$ 6,859.78	\$ 7,809.78
11 credit hours	\$ 5,170.00	\$ 6,215.00	\$ 346.00	\$ 0.00	\$ 110.13	\$ 1,703.65	\$ 7,329.78	\$ 8,374.78
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 2021 will be charged \$727.79 (Major Medical) and \$47.05 (Dental) for Summer 2021 coverage. Students returning in Summer 2021 after a leave of absence or other lapse in enrollment and students entering in Summer 2021 from an uninsured program will be charged \$1,285.64 (Major Medical) and \$95.84 (Dental) for Summer 2021 coverage. Coverage ends 9/21/2022 for students insured during Spring 2022.

DMD or Graduate Dental
2021-2022 Tuition & Fee Charges by Term

Draft 6/25/2021

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	\$ 11,761.00	\$ 18,982.00	\$ 583.00	\$ 16.00	\$ 2,990.00	\$ 110.13	\$ 1,703.65	\$ 17,163.78	\$ 24,384.78
2nd Year	\$ 11,530.00	\$ 18,609.00	\$ 583.00	\$ 16.00	\$ 2,931.00	\$ 110.13	\$ 1,703.65	\$ 16,873.78	\$ 23,952.78
3rd Year	\$ 11,304.00	\$ 18,244.00	\$ 583.00	\$ 16.00	\$ 2,931.00	\$ 110.13	\$ 1,703.65	\$ 16,647.78	\$ 23,587.78
4th Year	\$ 11,192.00	\$ 18,063.00	\$ 583.00	\$ 16.00	\$ 2,803.00	\$ 110.13	\$ 1,703.65	\$ 16,407.78	\$ 23,278.78

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	\$ 11,543.00	\$ 13,749.00	\$ 583.00	\$ 16.00	\$ 2,887.00	\$ 110.13	\$ 1,703.65	\$ 16,842.78	\$ 19,048.78
Endo 2nd Year	\$ 11,543.00	\$ 13,749.00	\$ 583.00	\$ 16.00	\$ 2,831.00	\$ 110.13	\$ 1,703.65	\$ 16,786.78	\$ 18,992.78
Ortho 1st Year	\$ 11,543.00	\$ 13,749.00	\$ 583.00	\$ 16.00	\$ 2,887.00	\$ 110.13	\$ 1,703.65	\$ 16,842.78	\$ 19,048.78
Ortho 2nd Year	\$ 11,543.00	\$ 13,749.00	\$ 583.00	\$ 16.00	\$ 2,831.00	\$ 110.13	\$ 1,703.65	\$ 16,786.78	\$ 18,992.78
Ortho 3rd Year	\$ 11,543.00	\$ 13,749.00	\$ 583.00	\$ 16.00	\$ 4,247.00	\$ 110.13	\$ 1,703.65	\$ 18,202.78	\$ 20,408.78
Perio 1st Year	\$ 11,543.00	\$ 13,749.00	\$ 583.00	\$ 16.00	\$ 2,887.00	\$ 110.13	\$ 1,703.65	\$ 16,842.78	\$ 19,048.78
Perio 2nd Year	\$ 11,543.00	\$ 13,749.00	\$ 583.00	\$ 16.00	\$ 2,831.00	\$ 110.13	\$ 1,703.65	\$ 16,786.78	\$ 18,992.78
Perio 3rd Year	\$ 11,543.00	\$ 13,749.00	\$ 583.00	\$ 16.00	\$ 2,831.00	\$ 110.13	\$ 1,703.65	\$ 16,786.78	\$ 18,992.78

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 2021 will be charged \$727.79 (Major Medical) and \$47.05 (Dental) for Summer 2021 coverage. Students returning in Summer 2021 after a leave of absence or other lapse in enrollment, students entering in Summer 2021 from an uninsured program, and Graduate Dental students admitted Summer 2021 will be charged for \$1,285.64 (Major Medical) and \$95.84 (Dental) for Summer 2021 coverage. Coverage ends 9/21/2022 for students insured during Spring 2022.

MD or MD/MPH
2021-2022 Tuition & Fee Charges By Term

Draft 6/25/2021

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	\$ 11,311.00	\$ 17,387.00	\$ 583.00	\$ 16.00	\$ 110.13	\$ 1,703.65	\$ 13,723.78	\$ 19,799.78
2nd Year	\$ 11,089.00	\$ 17,046.00	\$ 583.00	\$ 16.00	\$ 110.13	\$ 1,703.65	\$ 13,501.78	\$ 19,458.78
3rd Year	\$ 10,872.00	\$ 16,711.00	\$ 583.00	\$ 16.00	\$ 110.13	\$ 1,703.65	\$ 13,284.78	\$ 19,123.78
4th Year	\$ 10,659.00	\$ 16,224.00	\$ 583.00	\$ 16.00	\$ 110.13	\$ 1,703.65	\$ 13,071.78	\$ 18,636.78

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	\$ 10,411.00	\$ 15,980.00	\$ 583.00	\$ 16.00	\$ 110.13	\$ 1,703.65	\$ 12,823.78	\$ 18,392.78
2nd Year	\$ 10,210.00	\$ 15,668.00	\$ 583.00	\$ 16.00	\$ 110.13	\$ 1,703.65	\$ 12,622.78	\$ 18,080.78
3rd Year	\$ 10,012.00	\$ 15,361.00	\$ 583.00	\$ 16.00	\$ 110.13	\$ 1,703.65	\$ 12,424.78	\$ 17,773.78
4th Year	\$ 9,782.00	\$ 14,882.00	\$ 583.00	\$ 16.00	\$ 110.13	\$ 1,703.65	\$ 12,194.78	\$ 17,294.78
5th Year	\$ 9,535.00	\$ 14,368.00	\$ 583.00	\$ 16.00	\$ 110.13	\$ 1,703.65	\$ 11,947.78	\$ 16,780.78

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 2021 will be charged \$727.79 (Major Medical) and \$47.05 (Dental) for Summer 2021 coverage. Students returning in Summer 2021 after a leave of absence or other lapse in enrollment, students entering in Summer 2021 from an uninsured program, and MD/MPH students admitted Summer 2021 will be charged for \$1,285.64 (Major Medical) and \$95.84 (Dental) for Summer 2021 coverage. Students graduating from the MD program in Spring 2022 will be charged \$1,329.86 (Major Medical) and \$85.97 (Dental) in Spring 2022, with coverage ending on 6/30/2022. Coverage ends 9/21/2022 for all other students insured during Spring 2022.

School of Medicine PhD
2021-2022 Tuition & Fee Charges By Term

Draft 6/25/2021

	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	\$ 7,074.00	\$ 7,074.00	\$ 583.00	\$ 16.00	\$ 110.13	\$ 1,703.65	\$ 9,486.78	\$ 9,486.78
1 credit hour	\$ 979.00	\$ 979.00	\$ 346.00	\$ 0.00	\$ 110.13	\$ 1,703.65	\$ 3,138.78	\$ 3,138.78
2 credit hours	\$ 1,739.00	\$ 1,739.00	\$ 346.00	\$ 0.00	\$ 110.13	\$ 1,703.65	\$ 3,898.78	\$ 3,898.78
3 credit hours	\$ 2,499.00	\$ 2,499.00	\$ 346.00	\$ 0.00	\$ 110.13	\$ 1,703.65	\$ 4,658.78	\$ 4,658.78
4 credit hours	\$ 3,259.00	\$ 3,259.00	\$ 346.00	\$ 0.00	\$ 110.13	\$ 1,703.65	\$ 5,418.78	\$ 5,418.78
5 credit hours	\$ 4,019.00	\$ 4,019.00	\$ 346.00	\$ 0.00	\$ 110.13	\$ 1,703.65	\$ 6,178.78	\$ 6,178.78
6 credit hours	\$ 4,779.00	\$ 4,779.00	\$ 346.00	\$ 0.00	\$ 110.13	\$ 1,703.65	\$ 6,938.78	\$ 6,938.78
7 credit hours	\$ 5,539.00	\$ 5,539.00	\$ 346.00	\$ 0.00	\$ 110.13	\$ 1,703.65	\$ 7,698.78	\$ 7,698.78
8 credit hours	\$ 6,299.00	\$ 6,299.00	\$ 346.00	\$ 0.00	\$ 110.13	\$ 1,703.65	\$ 8,458.78	\$ 8,458.78
Each additional hour*	\$ 760.00	\$ 760.00						

*A tuition plateau of \$7,074 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 2021, students returning in Summer 2021 after a leave of absence or other lapse in enrollment, and students entering in Summer 2021 from an uninsured program will be charged \$1,285.64 (Major Medical) and \$95.84 (Dental) for Summer 2021 coverage. Coverage ends 9/21/2022 for students insured during Spring 2022.

Medical Physics
2021-2022 Tuition & Fee Charges By Term

Draft 6/25/2021

	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	\$ 8,955.00	\$ 583.00	\$ 16.00	\$ 110.13	\$ 1,703.65	\$ 8,028.78	\$ 11,367.78
1 credit hour	\$ 624.00	\$ 995.00	\$ 346.00	\$ 0.00	\$ 110.13	\$ 1,703.65	\$ 2,783.78	\$ 3,154.78
2 credit hours	\$ 1,248.00	\$ 1,990.00	\$ 346.00	\$ 0.00	\$ 110.13	\$ 1,703.65	\$ 3,407.78	\$ 4,149.78
3 credit hours	\$ 1,872.00	\$ 2,985.00	\$ 346.00	\$ 0.00	\$ 110.13	\$ 1,703.65	\$ 4,031.78	\$ 5,144.78
4 credit hours	\$ 2,496.00	\$ 3,980.00	\$ 346.00	\$ 0.00	\$ 110.13	\$ 1,703.65	\$ 4,655.78	\$ 6,139.78
5 credit hours	\$ 3,120.00	\$ 4,975.00	\$ 346.00	\$ 0.00	\$ 110.13	\$ 1,703.65	\$ 5,279.78	\$ 7,134.78
6 credit hours	\$ 3,744.00	\$ 5,970.00	\$ 346.00	\$ 0.00	\$ 110.13	\$ 1,703.65	\$ 5,903.78	\$ 8,129.78
7 credit hours	\$ 4,368.00	\$ 6,965.00	\$ 346.00	\$ 0.00	\$ 110.13	\$ 1,703.65	\$ 6,527.78	\$ 9,124.78
8 credit hours	\$ 4,992.00	\$ 7,960.00	\$ 346.00	\$ 0.00	\$ 110.13	\$ 1,703.65	\$ 7,151.78	\$ 10,119.78
Each additional hour	\$ 624.00	\$ 995.00						

*Insurance is charged Fall, Winter, and Spring for continuing students and students admitted in those terms. Students returning in Summer 2021 after a leave of absence or other lapse in enrollment, and students entering in Summer 2021 from an uninsured program will be charged \$1,285.64 (Major Medical) and \$95.84 (Dental) for Summer 2021 coverage. Coverage ends 9/21/2022 for students insured during Spring 2022.

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

2021-2022 Tuition & Fee Charges By Term

Draft

6/25/2021

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	\$ 6,432.00	\$ 7,683.00	\$ 583.00	\$ 16.00	\$ 110.13	\$ 1,703.65	\$ 8,844.78	\$ 10,095.78
1 credit hour	\$ 713.00	\$ 852.00	\$ 346.00	\$ 0.00	\$ 110.13	\$ 1,703.65	\$ 2,872.78	\$ 3,011.78
2 credit hours	\$ 1,426.00	\$ 1,704.00	\$ 346.00	\$ 0.00	\$ 110.13	\$ 1,703.65	\$ 3,585.78	\$ 3,863.78
3 credit hours	\$ 2,139.00	\$ 2,556.00	\$ 346.00	\$ 0.00	\$ 110.13	\$ 1,703.65	\$ 4,298.78	\$ 4,715.78
4 credit hours	\$ 2,852.00	\$ 3,408.00	\$ 346.00	\$ 0.00	\$ 110.13	\$ 1,703.65	\$ 5,011.78	\$ 5,567.78
5 credit hours	\$ 3,565.00	\$ 4,260.00	\$ 346.00	\$ 0.00	\$ 110.13	\$ 1,703.65	\$ 5,724.78	\$ 6,419.78
6 credit hours	\$ 4,278.00	\$ 5,112.00	\$ 346.00	\$ 0.00	\$ 110.13	\$ 1,703.65	\$ 6,437.78	\$ 7,271.78
7 credit hours	\$ 4,991.00	\$ 5,964.00	\$ 346.00	\$ 0.00	\$ 110.13	\$ 1,703.65	\$ 7,150.78	\$ 8,123.78
8 credit hours	\$ 5,704.00	\$ 6,816.00	\$ 346.00	\$ 0.00	\$ 110.13	\$ 1,703.65	\$ 7,863.78	\$ 8,975.78

Each additional hour \$ 713.00 \$ 852.00

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	\$ 7,133.00	\$ 8,410.00	\$ 346.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 7,479.00	\$ 8,756.00
1 credit hour	\$ 957.00	\$ 1,106.00	\$ 346.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 1,303.00	\$ 1,452.00
2 credit hours	\$ 1,729.00	\$ 2,019.00	\$ 346.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 2,075.00	\$ 2,365.00
3 credit hours	\$ 2,501.00	\$ 2,932.00	\$ 346.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 2,847.00	\$ 3,278.00
4 credit hours	\$ 3,273.00	\$ 3,845.00	\$ 346.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 3,619.00	\$ 4,191.00
5 credit hours	\$ 4,045.00	\$ 4,758.00	\$ 346.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 4,391.00	\$ 5,104.00
6 credit hours	\$ 4,817.00	\$ 5,671.00	\$ 346.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 5,163.00	\$ 6,017.00
7 credit hours	\$ 5,589.00	\$ 6,584.00	\$ 346.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 5,935.00	\$ 6,930.00
8 credit hours	\$ 6,361.00	\$ 7,497.00	\$ 346.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 6,707.00	\$ 7,843.00

Each additional hour \$ 772.00 \$ 913.00

*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 2021, on-campus students returning in Summer 2021 after a leave of absence or other lapse in enrollment, and on-campus students entering in Summer 2021 from an uninsured program will be charged \$1,285.64 (Major Medical) and \$95.84 (Dental) for Summer 2021 coverage. Coverage ends 9/21/2022 for on campus students insured during Spring 2022.

Master of Clinical Research, Certificate in Human Investigations

2021-2022 Tuition & Fee Charges By Term

Draft

6/25/2021

	Resident Tuition*	Non-Resident Tuition*	University Fee	Student Council Fee	Total Charges (Resident Tuition)	Total Charges (Non-Resident Tuition)
9 credit hours	\$ 4,920.00	\$ 4,920.00	\$ 346.00	\$ 16.00	\$ 5,282.00	\$ 5,282.00
1 credit hour	\$ 545.00	\$ 545.00	\$ 346.00	\$ 0.00	\$ 891.00	\$ 891.00
2 credit hours	\$ 1,090.00	\$ 1,090.00	\$ 346.00	\$ 0.00	\$ 1,436.00	\$ 1,436.00
3 credit hours	\$ 1,635.00	\$ 1,635.00	\$ 346.00	\$ 0.00	\$ 1,981.00	\$ 1,981.00
4 credit hours	\$ 2,180.00	\$ 2,180.00	\$ 346.00	\$ 0.00	\$ 2,526.00	\$ 2,526.00
5 credit hours	\$ 2,725.00	\$ 2,725.00	\$ 346.00	\$ 0.00	\$ 3,071.00	\$ 3,071.00
6 credit hours	\$ 3,270.00	\$ 3,270.00	\$ 346.00	\$ 0.00	\$ 3,616.00	\$ 3,616.00
7 credit hours	\$ 3,815.00	\$ 3,815.00	\$ 346.00	\$ 0.00	\$ 4,161.00	\$ 4,161.00
8 credit hours	\$ 4,360.00	\$ 4,360.00	\$ 346.00	\$ 0.00	\$ 4,706.00	\$ 4,706.00
Each additional hour	\$ 545.00	\$ 545.00				

*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

2021-2022 Tuition & Fee Charges By Term

Draft

6/25/2021

	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	\$ 6,747.00	\$ 6,747.00	\$ 583.00	\$ 16.00	\$ 110.13	\$ 1,703.65	\$ 9,159.78	\$ 9,159.78
1 credit hour	\$ 748.00	\$ 748.00	\$ 346.00	\$ 0.00	\$ 110.13	\$ 1,703.65	\$ 2,907.78	\$ 2,907.78
2 credit hours	\$ 1,496.00	\$ 1,496.00	\$ 346.00	\$ 0.00	\$ 110.13	\$ 1,703.65	\$ 3,655.78	\$ 3,655.78
3 credit hours	\$ 2,244.00	\$ 2,244.00	\$ 346.00	\$ 0.00	\$ 110.13	\$ 1,703.65	\$ 4,403.78	\$ 4,403.78
4 credit hours	\$ 2,992.00	\$ 2,992.00	\$ 346.00	\$ 0.00	\$ 110.13	\$ 1,703.65	\$ 5,151.78	\$ 5,151.78
5 credit hours	\$ 3,740.00	\$ 3,740.00	\$ 346.00	\$ 0.00	\$ 110.13	\$ 1,703.65	\$ 5,899.78	\$ 5,899.78
6 credit hours	\$ 4,488.00	\$ 4,488.00	\$ 346.00	\$ 0.00	\$ 110.13	\$ 1,703.65	\$ 6,647.78	\$ 6,647.78
7 credit hours	\$ 5,236.00	\$ 5,236.00	\$ 346.00	\$ 0.00	\$ 110.13	\$ 1,703.65	\$ 7,395.78	\$ 7,395.78
8 credit hours	\$ 5,984.00	\$ 5,984.00	\$ 346.00	\$ 0.00	\$ 110.13	\$ 1,703.65	\$ 8,143.78	\$ 8,143.78
Each additional hour	\$ 748.00	\$ 748.00						

*Insurance is charged Fall, Winter, and Spring for continuing students and students admitted in those terms. Students admitted Summer 2021, students returning in Summer 2021 after a leave of absence or other lapse in enrollment, and students entering in Summer 2021 from an uninsured program will be charged \$1,285.64 (Major Medical) and \$95.84 (Dental) for Summer 2021 coverage. Coverage ends 9/21/2022 for students insured during Spring 2022.

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

2021-2022 Tuition & Fee Charges By Term

Draft

6/25/2021

	Resident Tuition	Non-Resident Tuition	University Fee	Student Council Fee	Total Charges (Resident Tuition)	Total Charges (Non-Resident Tuition)
9 credit hours	\$ 5,622.00	\$ 5,622.00	\$ 346.00	\$ 16.00	\$ 5,984.00	\$ 5,984.00
1 credit hour	\$ 623.00	\$ 623.00	\$ 346.00	\$ 0.00	\$ 969.00	\$ 969.00
2 credit hours	\$ 1,246.00	\$ 1,246.00	\$ 346.00	\$ 0.00	\$ 1,592.00	\$ 1,592.00
3 credit hours	\$ 1,869.00	\$ 1,869.00	\$ 346.00	\$ 0.00	\$ 2,215.00	\$ 2,215.00
4 credit hours	\$ 2,492.00	\$ 2,492.00	\$ 346.00	\$ 0.00	\$ 2,838.00	\$ 2,838.00
5 credit hours	\$ 3,115.00	\$ 3,115.00	\$ 346.00	\$ 0.00	\$ 3,461.00	\$ 3,461.00
6 credit hours	\$ 3,738.00	\$ 3,738.00	\$ 346.00	\$ 0.00	\$ 4,084.00	\$ 4,084.00
7 credit hours	\$ 4,361.00	\$ 4,361.00	\$ 346.00	\$ 0.00	\$ 4,707.00	\$ 4,707.00
8 credit hours	\$ 4,984.00	\$ 4,984.00	\$ 346.00	\$ 0.00	\$ 5,330.00	\$ 5,330.00
Each additional hour	\$ 623.00	\$ 623.00				

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

2021-2022 Tuition & Fee Charges By Term

Draft

6/25/2021

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	\$ 4,050.00	\$ 6,174.00	\$ 583.00	\$ 16.00	\$ 110.13	\$ 1,703.65	\$ 6,462.78	\$ 8,586.78
1 credit hour	\$ 450.00	\$ 686.00	\$ 346.00	\$ 0.00	\$ 110.13	\$ 1,703.65	\$ 2,609.78	\$ 2,845.78
2 credit hours	\$ 900.00	\$ 1,372.00	\$ 346.00	\$ 0.00	\$ 110.13	\$ 1,703.65	\$ 3,059.78	\$ 3,531.78
3 credit hours	\$ 1,350.00	\$ 2,058.00	\$ 346.00	\$ 0.00	\$ 110.13	\$ 1,703.65	\$ 3,509.78	\$ 4,217.78
4 credit hours	\$ 1,800.00	\$ 2,744.00	\$ 346.00	\$ 0.00	\$ 110.13	\$ 1,703.65	\$ 3,959.78	\$ 4,903.78
5 credit hours	\$ 2,250.00	\$ 3,430.00	\$ 346.00	\$ 0.00	\$ 110.13	\$ 1,703.65	\$ 4,409.78	\$ 5,589.78
6 credit hours	\$ 2,700.00	\$ 4,116.00	\$ 346.00	\$ 0.00	\$ 110.13	\$ 1,703.65	\$ 4,859.78	\$ 6,275.78
7 credit hours	\$ 3,150.00	\$ 4,802.00	\$ 346.00	\$ 0.00	\$ 110.13	\$ 1,703.65	\$ 5,309.78	\$ 6,961.78
8 credit hours	\$ 3,600.00	\$ 5,488.00	\$ 346.00	\$ 0.00	\$ 110.13	\$ 1,703.65	\$ 5,759.78	\$ 7,647.78

Each additional hour \$ 450.00 \$ 686.00

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	\$ 5,247.00	\$ 6,120.00	\$ 583.00	\$ 16.00	\$ 110.13	\$ 1,703.65	\$ 7,659.78	\$ 8,532.78
1 credit hour	\$ 583.00	\$ 680.00	\$ 346.00	\$ 0.00	\$ 110.13	\$ 1,703.65	\$ 2,742.78	\$ 2,839.78
2 credit hours	\$ 1,166.00	\$ 1,360.00	\$ 346.00	\$ 0.00	\$ 110.13	\$ 1,703.65	\$ 3,325.78	\$ 3,519.78
3 credit hours	\$ 1,749.00	\$ 2,040.00	\$ 346.00	\$ 0.00	\$ 110.13	\$ 1,703.65	\$ 3,908.78	\$ 4,199.78
4 credit hours	\$ 2,332.00	\$ 2,720.00	\$ 346.00	\$ 0.00	\$ 110.13	\$ 1,703.65	\$ 4,491.78	\$ 4,879.78
5 credit hours	\$ 2,915.00	\$ 3,400.00	\$ 346.00	\$ 0.00	\$ 110.13	\$ 1,703.65	\$ 5,074.78	\$ 5,559.78
6 credit hours	\$ 3,498.00	\$ 4,080.00	\$ 346.00	\$ 0.00	\$ 110.13	\$ 1,703.65	\$ 5,657.78	\$ 6,239.78
7 credit hours	\$ 4,081.00	\$ 4,760.00	\$ 346.00	\$ 0.00	\$ 110.13	\$ 1,703.65	\$ 6,240.78	\$ 6,919.78
8 credit hours	\$ 4,664.00	\$ 5,440.00	\$ 346.00	\$ 0.00	\$ 110.13	\$ 1,703.65	\$ 6,823.78	\$ 7,599.78

Each additional hour \$ 583.00 \$ 680.00

*All new MPH students matriculating in 2021-2022 will have a one-time additional tuition charge of \$250 assessed during their first term.

**Insurance is charged Fall, Winter, and Spring for continuing students and students admitted in those terms. Students admitted Summer 2021, students returning in Summer 2021 after a leave of absence or other lapse in enrollment, and students entering in Summer 2021 from an uninsured program will be charged \$1,285.64 (Major Medical) and \$95.84 (Dental) for Summer 2021 coverage. Coverage ends 9/21/2022 for students insured during Spring 2022.

Master of Public Health or Certificate in Public Health - Online

2021-2022 Tuition & Fee Charges By Term

Draft

6/25/2021

Online Master of Public Health in Public Health Practice or 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	\$ 5,355.00	\$ 6,921.00	\$ 346.00	\$ 110.13	\$ 1,703.65	\$ 7,514.78	\$ 9,080.78
1 credit hour	\$ 595.00	\$ 769.00	\$ 346.00	\$ 110.13	\$ 1,703.65	\$ 2,754.78	\$ 2,928.78
2 credit hours	\$ 1,190.00	\$ 1,538.00	\$ 346.00	\$ 110.13	\$ 1,703.65	\$ 3,349.78	\$ 3,697.78
3 credit hours	\$ 1,785.00	\$ 2,307.00	\$ 346.00	\$ 110.13	\$ 1,703.65	\$ 3,944.78	\$ 4,466.78
4 credit hours	\$ 2,380.00	\$ 3,076.00	\$ 346.00	\$ 110.13	\$ 1,703.65	\$ 4,539.78	\$ 5,235.78
5 credit hours	\$ 2,975.00	\$ 3,845.00	\$ 346.00	\$ 110.13	\$ 1,703.65	\$ 5,134.78	\$ 6,004.78
6 credit hours	\$ 3,570.00	\$ 4,614.00	\$ 346.00	\$ 110.13	\$ 1,703.65	\$ 5,729.78	\$ 6,773.78
7 credit hours	\$ 4,165.00	\$ 5,383.00	\$ 346.00	\$ 110.13	\$ 1,703.65	\$ 6,324.78	\$ 7,542.78
8 credit hours	\$ 4,760.00	\$ 6,152.00	\$ 346.00	\$ 110.13	\$ 1,703.65	\$ 6,919.78	\$ 8,311.78
Each Additional Hour	\$ 595.00	\$ 769.00					

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	\$ 5,355.00	\$ 6,921.00	\$ 346.00	\$ 0.00	\$ 0.00	\$ 5,701.00	\$ 7,267.00
1 credit hour	\$ 595.00	\$ 769.00	\$ 346.00	\$ 0.00	\$ 0.00	\$ 941.00	\$ 1,115.00
2 credit hours	\$ 1,190.00	\$ 1,538.00	\$ 346.00	\$ 0.00	\$ 0.00	\$ 1,536.00	\$ 1,884.00
3 credit hours	\$ 1,785.00	\$ 2,307.00	\$ 346.00	\$ 0.00	\$ 0.00	\$ 2,131.00	\$ 2,653.00
4 credit hours	\$ 2,380.00	\$ 3,076.00	\$ 346.00	\$ 0.00	\$ 0.00	\$ 2,726.00	\$ 3,422.00
5 credit hours	\$ 2,975.00	\$ 3,845.00	\$ 346.00	\$ 0.00	\$ 0.00	\$ 3,321.00	\$ 4,191.00
6 credit hours	\$ 3,570.00	\$ 4,614.00	\$ 346.00	\$ 0.00	\$ 0.00	\$ 3,916.00	\$ 4,960.00
7 credit hours	\$ 4,165.00	\$ 5,383.00	\$ 346.00	\$ 0.00	\$ 0.00	\$ 4,511.00	\$ 5,729.00
8 credit hours	\$ 4,760.00	\$ 6,152.00	\$ 346.00	\$ 0.00	\$ 0.00	\$ 5,106.00	\$ 6,498.00
Each Additional Hour	\$ 595.00	\$ 769.00					

*All new MPH students matriculating in 2021-2022 will have a one-time additional tuition charge of \$250 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 2021, online MPH students returning in Summer 2021 after a leave of absence or other lapse in enrollment, and online MPH students entering in Summer 2021 from an uninsured program will be charged \$1,285.64 (Major Medical) and \$95.84 (Dental) for Summer 2021 coverage. Coverage ends 9/21/2022 for online MPH students insured during Spring 2022.

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

2021-2022 Tuition & Fee Charges By Term

Draft

6/25/2021

Students Qualifying for the 2021-22 Tuition Promise

	Resident Tuition*	Non-Resident Tuition*	Dental Insurance**	Major Medical Insurance**	Total Charges (Resident Tuition)	Total Charges (Non-Resident Tuition)
12 credit hours	\$ 6,792.00	\$ 9,060.00	\$ 110.13	\$ 1,703.65	\$ 8,605.78	\$ 10,873.78
1 credit hour	\$ 566.00	\$ 755.00	\$ 110.13	\$ 1,703.65	\$ 2,379.78	\$ 2,568.78
2 credit hours	\$ 1,132.00	\$ 1,510.00	\$ 110.13	\$ 1,703.65	\$ 2,945.78	\$ 3,323.78
3 credit hours	\$ 1,698.00	\$ 2,265.00	\$ 110.13	\$ 1,703.65	\$ 3,511.78	\$ 4,078.78
4 credit hours	\$ 2,264.00	\$ 3,020.00	\$ 110.13	\$ 1,703.65	\$ 4,077.78	\$ 4,833.78
5 credit hours	\$ 2,830.00	\$ 3,775.00	\$ 110.13	\$ 1,703.65	\$ 4,643.78	\$ 5,588.78
6 credit hours	\$ 3,396.00	\$ 4,530.00	\$ 110.13	\$ 1,703.65	\$ 5,209.78	\$ 6,343.78
7 credit hours	\$ 3,962.00	\$ 5,285.00	\$ 110.13	\$ 1,703.65	\$ 5,775.78	\$ 7,098.78
8 credit hours	\$ 4,528.00	\$ 6,040.00	\$ 110.13	\$ 1,703.65	\$ 6,341.78	\$ 7,853.78
9 credit hours	\$ 5,094.00	\$ 6,795.00	\$ 110.13	\$ 1,703.65	\$ 6,907.78	\$ 8,608.78
10 credit hours	\$ 5,660.00	\$ 7,550.00	\$ 110.13	\$ 1,703.65	\$ 7,473.78	\$ 9,363.78
11 credit hours	\$ 6,226.00	\$ 8,305.00	\$ 110.13	\$ 1,703.65	\$ 8,039.78	\$ 10,118.78
Each Additional Hour	\$ 566.00	\$ 755.00				

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	\$ 110.13	\$ 1,703.65	\$ 8,473.78	\$ 10,705.78
1 credit hour	\$ 555.00	\$ 741.00	\$ 110.13	\$ 1,703.65	\$ 2,368.78	\$ 2,554.78
2 credit hours	\$ 1,110.00	\$ 1,482.00	\$ 110.13	\$ 1,703.65	\$ 2,923.78	\$ 3,295.78
3 credit hours	\$ 1,665.00	\$ 2,223.00	\$ 110.13	\$ 1,703.65	\$ 3,478.78	\$ 4,036.78
4 credit hours	\$ 2,220.00	\$ 2,964.00	\$ 110.13	\$ 1,703.65	\$ 4,033.78	\$ 4,777.78
5 credit hours	\$ 2,775.00	\$ 3,705.00	\$ 110.13	\$ 1,703.65	\$ 4,588.78	\$ 5,518.78
6 credit hours	\$ 3,330.00	\$ 4,446.00	\$ 110.13	\$ 1,703.65	\$ 5,143.78	\$ 6,259.78
7 credit hours	\$ 3,885.00	\$ 5,187.00	\$ 110.13	\$ 1,703.65	\$ 5,698.78	\$ 7,000.78
8 credit hours	\$ 4,440.00	\$ 5,928.00	\$ 110.13	\$ 1,703.65	\$ 6,253.78	\$ 7,741.78
9 credit hours	\$ 4,995.00	\$ 6,669.00	\$ 110.13	\$ 1,703.65	\$ 6,808.78	\$ 8,482.78
10 credit hours	\$ 5,550.00	\$ 7,410.00	\$ 110.13	\$ 1,703.65	\$ 7,363.78	\$ 9,223.78
11 credit hours	\$ 6,105.00	\$ 8,151.00	\$ 110.13	\$ 1,703.65	\$ 7,918.78	\$ 9,964.78
Each Additional Hour	\$ 555.00	\$ 741.00				

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 2021, students returning in Summer 2021 after a leave of absence or other lapse in enrollment, and students entering in Summer 2021 from an uninsured program will be charged \$1,285.64 (Major Medical) and \$95.84 (Dental) for Summer 2021 coverage. Coverage ends 9/21/2022 for students insured during Spring 2022.

Undergraduate Nursing Accelerated Bachelor of Science - Portland

2021-2022 Tuition & Fee Charges By Term

Draft

6/25/2021

Students Qualifying for the 2021-22 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	\$ 6,792.00	\$ 9,060.00	\$ 583.00	\$ 16.00	\$ 110.13	\$ 1,703.65	\$ 9,204.78	\$ 11,472.78
1 credit hour	\$ 566.00	\$ 755.00	\$ 346.00	\$ 0.00	\$ 110.13	\$ 1,703.65	\$ 2,725.78	\$ 2,914.78
2 credit hours	\$ 1,132.00	\$ 1,510.00	\$ 346.00	\$ 0.00	\$ 110.13	\$ 1,703.65	\$ 3,291.78	\$ 3,669.78
3 credit hours	\$ 1,698.00	\$ 2,265.00	\$ 346.00	\$ 0.00	\$ 110.13	\$ 1,703.65	\$ 3,857.78	\$ 4,424.78
4 credit hours	\$ 2,264.00	\$ 3,020.00	\$ 346.00	\$ 0.00	\$ 110.13	\$ 1,703.65	\$ 4,423.78	\$ 5,179.78
5 credit hours	\$ 2,830.00	\$ 3,775.00	\$ 346.00	\$ 0.00	\$ 110.13	\$ 1,703.65	\$ 4,989.78	\$ 5,934.78
6 credit hours	\$ 3,396.00	\$ 4,530.00	\$ 346.00	\$ 0.00	\$ 110.13	\$ 1,703.65	\$ 5,555.78	\$ 6,689.78
7 credit hours	\$ 3,962.00	\$ 5,285.00	\$ 346.00	\$ 0.00	\$ 110.13	\$ 1,703.65	\$ 6,121.78	\$ 7,444.78
8 credit hours	\$ 4,528.00	\$ 6,040.00	\$ 346.00	\$ 0.00	\$ 110.13	\$ 1,703.65	\$ 6,687.78	\$ 8,199.78
9 credit hours	\$ 5,094.00	\$ 6,795.00	\$ 346.00	\$ 0.00	\$ 110.13	\$ 1,703.65	\$ 7,253.78	\$ 8,954.78
10 credit hours	\$ 5,660.00	\$ 7,550.00	\$ 346.00	\$ 0.00	\$ 110.13	\$ 1,703.65	\$ 7,819.78	\$ 9,709.78
11 credit hours	\$ 6,226.00	\$ 8,305.00	\$ 346.00	\$ 0.00	\$ 110.13	\$ 1,703.65	\$ 8,385.78	\$ 10,464.78
Each Additional Hour	\$ 566.00	\$ 755.00						

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	\$ 110.13	\$ 1,703.65	\$ 9,072.78	\$ 11,304.78
1 credit hour	\$ 555.00	\$ 741.00	\$ 346.00	\$ 0.00	\$ 110.13	\$ 1,703.65	\$ 2,714.78	\$ 2,900.78
2 credit hours	\$ 1,110.00	\$ 1,482.00	\$ 346.00	\$ 0.00	\$ 110.13	\$ 1,703.65	\$ 3,269.78	\$ 3,641.78
3 credit hours	\$ 1,665.00	\$ 2,223.00	\$ 346.00	\$ 0.00	\$ 110.13	\$ 1,703.65	\$ 3,824.78	\$ 4,382.78
4 credit hours	\$ 2,220.00	\$ 2,964.00	\$ 346.00	\$ 0.00	\$ 110.13	\$ 1,703.65	\$ 4,379.78	\$ 5,123.78
5 credit hours	\$ 2,775.00	\$ 3,705.00	\$ 346.00	\$ 0.00	\$ 110.13	\$ 1,703.65	\$ 4,934.78	\$ 5,864.78
6 credit hours	\$ 3,330.00	\$ 4,446.00	\$ 346.00	\$ 0.00	\$ 110.13	\$ 1,703.65	\$ 5,489.78	\$ 6,605.78
7 credit hours	\$ 3,885.00	\$ 5,187.00	\$ 346.00	\$ 0.00	\$ 110.13	\$ 1,703.65	\$ 6,044.78	\$ 7,346.78
8 credit hours	\$ 4,440.00	\$ 5,928.00	\$ 346.00	\$ 0.00	\$ 110.13	\$ 1,703.65	\$ 6,599.78	\$ 8,087.78
9 credit hours	\$ 4,995.00	\$ 6,669.00	\$ 346.00	\$ 0.00	\$ 110.13	\$ 1,703.65	\$ 7,154.78	\$ 8,828.78
10 credit hours	\$ 5,550.00	\$ 7,410.00	\$ 346.00	\$ 0.00	\$ 110.13	\$ 1,703.65	\$ 7,709.78	\$ 9,569.78
11 credit hours	\$ 6,105.00	\$ 8,151.00	\$ 346.00	\$ 0.00	\$ 110.13	\$ 1,703.65	\$ 8,264.78	\$ 10,310.78
Each Additional Hour	\$ 555.00	\$ 741.00						

*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 2021, students returning in Summer 2021 after a leave of absence or other lapse in enrollment, and students entering in Summer 2021 from an uninsured program will be charged \$1,285.64 (Major Medical) and \$95.84 (Dental) for Summer 2021 coverage. Coverage ends 9/21/2022 for students insured during Spring 2022.

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

2021-2022 Tuition & Fee Charges By Term

Draft

6/25/2021

Students Qualifying for the 2021-22 Tuition Promise

	Resident Tuition	Non-Resident Tuition	Dental Insurance*	Major Medical Insurance*	Total Charges (Resident Tuition)	Total Charges (Non-Resident Tuition)
12 credit hours	\$ 4,920.00	\$ 9,012.00	\$ 110.13	\$ 1,703.65	\$ 6,733.78	\$ 10,825.78
1 credit hour	\$ 410.00	\$ 751.00	\$ 110.13	\$ 1,703.65	\$ 2,223.78	\$ 2,564.78
2 credit hours	\$ 820.00	\$ 1,502.00	\$ 110.13	\$ 1,703.65	\$ 2,633.78	\$ 3,315.78
3 credit hours	\$ 1,230.00	\$ 2,253.00	\$ 110.13	\$ 1,703.65	\$ 3,043.78	\$ 4,066.78
4 credit hours	\$ 1,640.00	\$ 3,004.00	\$ 110.13	\$ 1,703.65	\$ 3,453.78	\$ 4,817.78
5 credit hours	\$ 2,050.00	\$ 3,755.00	\$ 110.13	\$ 1,703.65	\$ 3,863.78	\$ 5,568.78
6 credit hours	\$ 2,460.00	\$ 4,506.00	\$ 110.13	\$ 1,703.65	\$ 4,273.78	\$ 6,319.78
7 credit hours	\$ 2,870.00	\$ 5,257.00	\$ 110.13	\$ 1,703.65	\$ 4,683.78	\$ 7,070.78
8 credit hours	\$ 3,280.00	\$ 6,008.00	\$ 110.13	\$ 1,703.65	\$ 5,093.78	\$ 7,821.78
9 credit hours	\$ 3,690.00	\$ 6,759.00	\$ 110.13	\$ 1,703.65	\$ 5,503.78	\$ 8,572.78
10 credit hours	\$ 4,100.00	\$ 7,510.00	\$ 110.13	\$ 1,703.65	\$ 5,913.78	\$ 9,323.78
11 credit hours	\$ 4,510.00	\$ 8,261.00	\$ 110.13	\$ 1,703.65	\$ 6,323.78	\$ 10,074.78
Each Additional Hour	\$ 410.00	\$ 751.00				

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	\$ 4,824.00	\$ 8,844.00	\$ 110.13	\$ 1,703.65	\$ 6,637.78	\$ 10,657.78
1 credit hour	\$ 402.00	\$ 737.00	\$ 110.13	\$ 1,703.65	\$ 2,215.78	\$ 2,550.78
2 credit hours	\$ 804.00	\$ 1,474.00	\$ 110.13	\$ 1,703.65	\$ 2,617.78	\$ 3,287.78
3 credit hours	\$ 1,206.00	\$ 2,211.00	\$ 110.13	\$ 1,703.65	\$ 3,019.78	\$ 4,024.78
4 credit hours	\$ 1,608.00	\$ 2,948.00	\$ 110.13	\$ 1,703.65	\$ 3,421.78	\$ 4,761.78
5 credit hours	\$ 2,010.00	\$ 3,685.00	\$ 110.13	\$ 1,703.65	\$ 3,823.78	\$ 5,498.78
6 credit hours	\$ 2,412.00	\$ 4,422.00	\$ 110.13	\$ 1,703.65	\$ 4,225.78	\$ 6,235.78
7 credit hours	\$ 2,814.00	\$ 5,159.00	\$ 110.13	\$ 1,703.65	\$ 4,627.78	\$ 6,972.78
8 credit hours	\$ 3,216.00	\$ 5,896.00	\$ 110.13	\$ 1,703.65	\$ 5,029.78	\$ 7,709.78
9 credit hours	\$ 3,618.00	\$ 6,633.00	\$ 110.13	\$ 1,703.65	\$ 5,431.78	\$ 8,446.78
10 credit hours	\$ 4,020.00	\$ 7,370.00	\$ 110.13	\$ 1,703.65	\$ 5,833.78	\$ 9,183.78
11 credit hours	\$ 4,422.00	\$ 8,107.00	\$ 110.13	\$ 1,703.65	\$ 6,235.78	\$ 9,920.78
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	\$ 110.13	\$ 1,703.65	\$ 6,553.78	\$ 10,489.78
1 credit hour	\$ 395.00	\$ 723.00	\$ 110.13	\$ 1,703.65	\$ 2,208.78	\$ 2,536.78
2 credit hours	\$ 790.00	\$ 1,446.00	\$ 110.13	\$ 1,703.65	\$ 2,603.78	\$ 3,259.78
3 credit hours	\$ 1,185.00	\$ 2,169.00	\$ 110.13	\$ 1,703.65	\$ 2,998.78	\$ 3,982.78
4 credit hours	\$ 1,580.00	\$ 2,892.00	\$ 110.13	\$ 1,703.65	\$ 3,393.78	\$ 4,705.78
5 credit hours	\$ 1,975.00	\$ 3,615.00	\$ 110.13	\$ 1,703.65	\$ 3,788.78	\$ 5,428.78
6 credit hours	\$ 2,370.00	\$ 4,338.00	\$ 110.13	\$ 1,703.65	\$ 4,183.78	\$ 6,151.78
7 credit hours	\$ 2,765.00	\$ 5,061.00	\$ 110.13	\$ 1,703.65	\$ 4,578.78	\$ 6,874.78
8 credit hours	\$ 3,160.00	\$ 5,784.00	\$ 110.13	\$ 1,703.65	\$ 4,973.78	\$ 7,597.78
9 credit hours	\$ 3,555.00	\$ 6,507.00	\$ 110.13	\$ 1,703.65	\$ 5,368.78	\$ 8,320.78
10 credit hours	\$ 3,950.00	\$ 7,230.00	\$ 110.13	\$ 1,703.65	\$ 5,763.78	\$ 9,043.78
11 credit hours	\$ 4,345.00	\$ 7,953.00	\$ 110.13	\$ 1,703.65	\$ 6,158.78	\$ 9,766.78
Each Additional Hour	\$ 395.00	\$ 723.00				

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 2021 after a leave of absence or other lapse in enrollment, and students entering in Summer 2021 from an uninsured program will be charged \$1,285.64 (Major Medical) and \$95.84 (Dental) for Summer 2021 coverage. Coverage ends 9/21/2022 for students insured during Spring 2022.

Undergraduate Nursing - Portland

2021-2022 Tuition & Fee Charges By Term

Draft

6/25/2021

Students Qualifying for the 2021-22 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	\$ 4,920.00	\$ 9,012.00	\$ 583.00	\$ 16.00	\$ 110.13	\$ 1,703.65	\$ 7,332.78	\$ 11,424.78
1 credit hour	\$ 410.00	\$ 751.00	\$ 346.00	\$ 0.00	\$ 110.13	\$ 1,703.65	\$ 2,569.78	\$ 2,910.78
2 credit hours	\$ 820.00	\$ 1,502.00	\$ 346.00	\$ 0.00	\$ 110.13	\$ 1,703.65	\$ 2,979.78	\$ 3,661.78
3 credit hours	\$ 1,230.00	\$ 2,253.00	\$ 346.00	\$ 0.00	\$ 110.13	\$ 1,703.65	\$ 3,389.78	\$ 4,412.78
4 credit hours	\$ 1,640.00	\$ 3,004.00	\$ 346.00	\$ 0.00	\$ 110.13	\$ 1,703.65	\$ 3,799.78	\$ 5,163.78
5 credit hours	\$ 2,050.00	\$ 3,755.00	\$ 346.00	\$ 0.00	\$ 110.13	\$ 1,703.65	\$ 4,209.78	\$ 5,914.78
6 credit hours	\$ 2,460.00	\$ 4,506.00	\$ 346.00	\$ 0.00	\$ 110.13	\$ 1,703.65	\$ 4,619.78	\$ 6,665.78
7 credit hours	\$ 2,870.00	\$ 5,257.00	\$ 346.00	\$ 0.00	\$ 110.13	\$ 1,703.65	\$ 5,029.78	\$ 7,416.78
8 credit hours	\$ 3,280.00	\$ 6,008.00	\$ 346.00	\$ 0.00	\$ 110.13	\$ 1,703.65	\$ 5,439.78	\$ 8,167.78
9 credit hours	\$ 3,690.00	\$ 6,759.00	\$ 346.00	\$ 16.00	\$ 110.13	\$ 1,703.65	\$ 5,865.78	\$ 8,934.78
10 credit hours	\$ 4,100.00	\$ 7,510.00	\$ 346.00	\$ 16.00	\$ 110.13	\$ 1,703.65	\$ 6,275.78	\$ 9,685.78
11 credit hours	\$ 4,510.00	\$ 8,261.00	\$ 346.00	\$ 16.00	\$ 110.13	\$ 1,703.65	\$ 6,685.78	\$ 10,436.78

Each Additional Hour \$ 410.00 \$ 751.00

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	\$ 4,824.00	\$ 8,844.00	\$ 583.00	\$ 16.00	\$ 110.13	\$ 1,703.65	\$ 7,236.78	\$ 11,256.78
1 credit hour	\$ 402.00	\$ 737.00	\$ 346.00	\$ 0.00	\$ 110.13	\$ 1,703.65	\$ 2,561.78	\$ 2,896.78
2 credit hours	\$ 804.00	\$ 1,474.00	\$ 346.00	\$ 0.00	\$ 110.13	\$ 1,703.65	\$ 2,963.78	\$ 3,633.78
3 credit hours	\$ 1,206.00	\$ 2,211.00	\$ 346.00	\$ 0.00	\$ 110.13	\$ 1,703.65	\$ 3,365.78	\$ 4,370.78
4 credit hours	\$ 1,608.00	\$ 2,948.00	\$ 346.00	\$ 0.00	\$ 110.13	\$ 1,703.65	\$ 3,767.78	\$ 5,107.78
5 credit hours	\$ 2,010.00	\$ 3,685.00	\$ 346.00	\$ 0.00	\$ 110.13	\$ 1,703.65	\$ 4,169.78	\$ 5,844.78
6 credit hours	\$ 2,412.00	\$ 4,422.00	\$ 346.00	\$ 0.00	\$ 110.13	\$ 1,703.65	\$ 4,571.78	\$ 6,581.78
7 credit hours	\$ 2,814.00	\$ 5,159.00	\$ 346.00	\$ 0.00	\$ 110.13	\$ 1,703.65	\$ 4,973.78	\$ 7,318.78
8 credit hours	\$ 3,216.00	\$ 5,896.00	\$ 346.00	\$ 0.00	\$ 110.13	\$ 1,703.65	\$ 5,375.78	\$ 8,055.78
9 credit hours	\$ 3,618.00	\$ 6,633.00	\$ 346.00	\$ 16.00	\$ 110.13	\$ 1,703.65	\$ 5,793.78	\$ 8,808.78
10 credit hours	\$ 4,020.00	\$ 7,370.00	\$ 346.00	\$ 16.00	\$ 110.13	\$ 1,703.65	\$ 6,195.78	\$ 9,545.78
11 credit hours	\$ 4,422.00	\$ 8,107.00	\$ 346.00	\$ 16.00	\$ 110.13	\$ 1,703.65	\$ 6,597.78	\$ 10,282.78

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	\$ 110.13	\$ 1,703.65	\$ 7,152.78	\$ 11,088.78
1 credit hour	\$ 395.00	\$ 723.00	\$ 346.00	\$ 0.00	\$ 110.13	\$ 1,703.65	\$ 2,554.78	\$ 2,882.78
2 credit hours	\$ 790.00	\$ 1,446.00	\$ 346.00	\$ 0.00	\$ 110.13	\$ 1,703.65	\$ 2,949.78	\$ 3,605.78
3 credit hours	\$ 1,185.00	\$ 2,169.00	\$ 346.00	\$ 0.00	\$ 110.13	\$ 1,703.65	\$ 3,344.78	\$ 4,328.78
4 credit hours	\$ 1,580.00	\$ 2,892.00	\$ 346.00	\$ 0.00	\$ 110.13	\$ 1,703.65	\$ 3,739.78	\$ 5,051.78
5 credit hours	\$ 1,975.00	\$ 3,615.00	\$ 346.00	\$ 0.00	\$ 110.13	\$ 1,703.65	\$ 4,134.78	\$ 5,774.78
6 credit hours	\$ 2,370.00	\$ 4,338.00	\$ 346.00	\$ 0.00	\$ 110.13	\$ 1,703.65	\$ 4,529.78	\$ 6,497.78
7 credit hours	\$ 2,765.00	\$ 5,061.00	\$ 346.00	\$ 0.00	\$ 110.13	\$ 1,703.65	\$ 4,924.78	\$ 7,220.78
8 credit hours	\$ 3,160.00	\$ 5,784.00	\$ 346.00	\$ 0.00	\$ 110.13	\$ 1,703.65	\$ 5,319.78	\$ 7,943.78
9 credit hours	\$ 3,555.00	\$ 6,507.00	\$ 346.00	\$ 16.00	\$ 110.13	\$ 1,703.65	\$ 5,730.78	\$ 8,682.78
10 credit hours	\$ 3,950.00	\$ 7,230.00	\$ 346.00	\$ 16.00	\$ 110.13	\$ 1,703.65	\$ 6,125.78	\$ 9,405.78
11 credit hours	\$ 4,345.00	\$ 7,953.00	\$ 346.00	\$ 16.00	\$ 110.13	\$ 1,703.65	\$ 6,520.78	\$ 10,128.78

Each Additional Hour \$ 395.00 \$ 723.00

*Insurance is charged Fall, Winter, and Spring for continuing students and students admitted in those terms. Students returning in Summer 2021 after a leave of absence or other lapse in enrollment, and students entering in Summer 2021 from an uninsured program will be charged \$1,285.64 (Major Medical) and \$95.84 (Dental) for Summer 2021 coverage. Coverage ends 9/21/2022 for students insured during Spring 2022.

Undergraduate Nursing RN/BS
2021-2022 Tuition & Fee Charges By Term

Draft

6/25/2021

	Resident Tuition	Non-Resident Tuition	University Fee	Total Charges (Resident Tuition)	Total Charges (Non-Resident Tuition)
12 credit hours	\$ 3,576.00	\$ 3,576.00	\$ 346.00	\$ 3,922.00	\$ 3,922.00
1 credit hour	\$ 298.00	\$ 298.00	\$ 346.00	\$ 644.00	\$ 644.00
2 credit hours	\$ 596.00	\$ 596.00	\$ 346.00	\$ 942.00	\$ 942.00
3 credit hours	\$ 894.00	\$ 894.00	\$ 346.00	\$ 1,240.00	\$ 1,240.00
4 credit hours	\$ 1,192.00	\$ 1,192.00	\$ 346.00	\$ 1,538.00	\$ 1,538.00
5 credit hours	\$ 1,490.00	\$ 1,490.00	\$ 346.00	\$ 1,836.00	\$ 1,836.00
6 credit hours	\$ 1,788.00	\$ 1,788.00	\$ 346.00	\$ 2,134.00	\$ 2,134.00
7 credit hours	\$ 2,086.00	\$ 2,086.00	\$ 346.00	\$ 2,432.00	\$ 2,432.00
8 credit hours	\$ 2,384.00	\$ 2,384.00	\$ 346.00	\$ 2,730.00	\$ 2,730.00
9 credit hours	\$ 2,682.00	\$ 2,682.00	\$ 346.00	\$ 3,028.00	\$ 3,028.00
10 credit hours	\$ 2,980.00	\$ 2,980.00	\$ 346.00	\$ 3,326.00	\$ 3,326.00
11 credit hours	\$ 3,278.00	\$ 3,278.00	\$ 346.00	\$ 3,624.00	\$ 3,624.00
Each Additional Hour	\$ 298.00	\$ 298.00			

Doctor of Nursing Practice, Master of Nursing or Post-Master Certificate in an Advanced Practice Nursing Specialty

2021-2022 Tuition & Fee Charges By Term

Draft

6/25/2021

Students Qualifying for the 2021-22 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	\$ 5,940.00	\$ 7,713.00	\$ 583.00	\$ 16.00	\$ 110.13	\$ 1,703.65	\$ 8,352.78	\$ 10,125.78
1 credit hour	\$ 660.00	\$ 857.00	\$ 346.00	\$ 0.00	\$ 110.13	\$ 1,703.65	\$ 2,819.78	\$ 3,016.78
2 credit hours	\$ 1,320.00	\$ 1,714.00	\$ 346.00	\$ 0.00	\$ 110.13	\$ 1,703.65	\$ 3,479.78	\$ 3,873.78
3 credit hours	\$ 1,980.00	\$ 2,571.00	\$ 346.00	\$ 0.00	\$ 110.13	\$ 1,703.65	\$ 4,139.78	\$ 4,730.78
4 credit hours	\$ 2,640.00	\$ 3,428.00	\$ 346.00	\$ 0.00	\$ 110.13	\$ 1,703.65	\$ 4,799.78	\$ 5,587.78
5 credit hours	\$ 3,300.00	\$ 4,285.00	\$ 346.00	\$ 0.00	\$ 110.13	\$ 1,703.65	\$ 5,459.78	\$ 6,444.78
6 credit hours	\$ 3,960.00	\$ 5,142.00	\$ 346.00	\$ 0.00	\$ 110.13	\$ 1,703.65	\$ 6,119.78	\$ 7,301.78
7 credit hours	\$ 4,620.00	\$ 5,999.00	\$ 346.00	\$ 0.00	\$ 110.13	\$ 1,703.65	\$ 6,779.78	\$ 8,158.78
8 credit hours	\$ 5,280.00	\$ 6,856.00	\$ 346.00	\$ 0.00	\$ 110.13	\$ 1,703.65	\$ 7,439.78	\$ 9,015.78
Each Additional Hour	\$ 660.00	\$ 857.00						

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 credit hours	\$ 5,832.00	\$ 7,569.00	\$ 583.00	\$ 16.00	\$ 110.13	\$ 1,703.65	\$ 8,244.78	\$ 9,981.78
1 credit hour	\$ 648.00	\$ 841.00	\$ 346.00	\$ 0.00	\$ 110.13	\$ 1,703.65	\$ 2,807.78	\$ 3,000.78
2 credit hours	\$ 1,296.00	\$ 1,682.00	\$ 346.00	\$ 0.00	\$ 110.13	\$ 1,703.65	\$ 3,455.78	\$ 3,841.78
3 credit hours	\$ 1,944.00	\$ 2,523.00	\$ 346.00	\$ 0.00	\$ 110.13	\$ 1,703.65	\$ 4,103.78	\$ 4,682.78
4 credit hours	\$ 2,592.00	\$ 3,364.00	\$ 346.00	\$ 0.00	\$ 110.13	\$ 1,703.65	\$ 4,751.78	\$ 5,523.78
5 credit hours	\$ 3,240.00	\$ 4,205.00	\$ 346.00	\$ 0.00	\$ 110.13	\$ 1,703.65	\$ 5,399.78	\$ 6,364.78
6 credit hours	\$ 3,888.00	\$ 5,046.00	\$ 346.00	\$ 0.00	\$ 110.13	\$ 1,703.65	\$ 6,047.78	\$ 7,205.78
7 credit hours	\$ 4,536.00	\$ 5,887.00	\$ 346.00	\$ 0.00	\$ 110.13	\$ 1,703.65	\$ 6,695.78	\$ 8,046.78
8 credit hours	\$ 5,184.00	\$ 6,728.00	\$ 346.00	\$ 0.00	\$ 110.13	\$ 1,703.65	\$ 7,343.78	\$ 8,887.78
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	\$ 110.13	\$ 1,703.65	\$ 8,136.78	\$ 9,837.78
1 credit hour	\$ 636.00	\$ 825.00	\$ 346.00	\$ 0.00	\$ 110.13	\$ 1,703.65	\$ 2,795.78	\$ 2,984.78
2 credit hours	\$ 1,272.00	\$ 1,650.00	\$ 346.00	\$ 0.00	\$ 110.13	\$ 1,703.65	\$ 3,431.78	\$ 3,809.78
3 credit hours	\$ 1,908.00	\$ 2,475.00	\$ 346.00	\$ 0.00	\$ 110.13	\$ 1,703.65	\$ 4,067.78	\$ 4,634.78
4 credit hours	\$ 2,544.00	\$ 3,300.00	\$ 346.00	\$ 0.00	\$ 110.13	\$ 1,703.65	\$ 4,703.78	\$ 5,459.78
5 credit hours	\$ 3,180.00	\$ 4,125.00	\$ 346.00	\$ 0.00	\$ 110.13	\$ 1,703.65	\$ 5,339.78	\$ 6,284.78
6 credit hours	\$ 3,816.00	\$ 4,950.00	\$ 346.00	\$ 0.00	\$ 110.13	\$ 1,703.65	\$ 5,975.78	\$ 7,109.78
7 credit hours	\$ 4,452.00	\$ 5,775.00	\$ 346.00	\$ 0.00	\$ 110.13	\$ 1,703.65	\$ 6,611.78	\$ 7,934.78
8 credit hours	\$ 5,088.00	\$ 6,600.00	\$ 346.00	\$ 0.00	\$ 110.13	\$ 1,703.65	\$ 7,247.78	\$ 8,759.78
Each Additional Hour	\$ 636.00	\$ 825.00						

*Insurance is charged Fall, Winter, and Spring for continuing students and students admitted in those terms. Students admitted Summer 2021, students returning in Summer 2021 after a leave of absence or other lapse in enrollment, and students entering in Summer 2021 from an uninsured program will be charged \$1,285.64 (Major Medical) and \$95.84 (Dental) for Summer 2021 coverage. Coverage ends 9/21/2022 for students insured during Spring 2022.

Doctor of Nursing Practice, Master of Nursing or Post-Master Certificate in an Advanced Practice Nursing Specialty

PhD or Doctor of Nursing Practice in Nursing

2021-2022 Tuition & Fee Charges By Term

Draft

6/25/2021

	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	\$ 5,841.00	\$ 7,569.00	\$ 583.00	\$ 16.00	\$ 110.13	\$ 1,703.65	\$ 8,253.78	\$ 9,981.78
1 credit hour	\$ 649.00	\$ 841.00	\$ 346.00	\$ 0.00	\$ 110.13	\$ 1,703.65	\$ 2,808.78	\$ 3,000.78
2 credit hours	\$ 1,298.00	\$ 1,682.00	\$ 346.00	\$ 0.00	\$ 110.13	\$ 1,703.65	\$ 3,457.78	\$ 3,841.78
3 credit hours	\$ 1,947.00	\$ 2,523.00	\$ 346.00	\$ 0.00	\$ 110.13	\$ 1,703.65	\$ 4,106.78	\$ 4,682.78
4 credit hours	\$ 2,596.00	\$ 3,364.00	\$ 346.00	\$ 0.00	\$ 110.13	\$ 1,703.65	\$ 4,755.78	\$ 5,523.78
5 credit hours	\$ 3,245.00	\$ 4,205.00	\$ 346.00	\$ 0.00	\$ 110.13	\$ 1,703.65	\$ 5,404.78	\$ 6,364.78
6 credit hours	\$ 3,894.00	\$ 5,046.00	\$ 346.00	\$ 0.00	\$ 110.13	\$ 1,703.65	\$ 6,053.78	\$ 7,205.78
7 credit hours	\$ 4,543.00	\$ 5,887.00	\$ 346.00	\$ 0.00	\$ 110.13	\$ 1,703.65	\$ 6,702.78	\$ 8,046.78
8 credit hours	\$ 5,192.00	\$ 6,728.00	\$ 346.00	\$ 0.00	\$ 110.13	\$ 1,703.65	\$ 7,351.78	\$ 8,887.78
Each Additional Hour	\$ 649.00	\$ 841.00						

*Insurance is charged Fall, Winter, and Spring for continuing students and students admitted in those terms. Students admitted Summer 2021, students returning in Summer 2021 after a leave of absence or other lapse in enrollment, and students entering in Summer 2021 from an uninsured program will be charged \$1,285.64 (Major Medical) and \$95.84 (Dental) for Summer 2021 coverage. Coverage ends 9/21/2022 for students insured during Spring 2022.

Nurse Anesthesia

2021-2022 Tuition & Fee Charges By Term

Draft

6/25/2021

Students Qualifying for the 2021-22 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	\$ 7,407.00	\$ 7,713.00	\$ 583.00	\$ 16.00	\$ 110.13	\$ 1,703.65	\$ 9,819.78	\$ 10,125.78
1 credit hour	\$ 823.00	\$ 857.00	\$ 346.00	\$ 0.00	\$ 110.13	\$ 1,703.65	\$ 2,982.78	\$ 3,016.78
2 credit hours	\$ 1,646.00	\$ 1,714.00	\$ 346.00	\$ 0.00	\$ 110.13	\$ 1,703.65	\$ 3,805.78	\$ 3,873.78
3 credit hours	\$ 2,469.00	\$ 2,571.00	\$ 346.00	\$ 0.00	\$ 110.13	\$ 1,703.65	\$ 4,628.78	\$ 4,730.78
4 credit hours	\$ 3,292.00	\$ 3,428.00	\$ 346.00	\$ 0.00	\$ 110.13	\$ 1,703.65	\$ 5,451.78	\$ 5,587.78
5 credit hours	\$ 4,115.00	\$ 4,285.00	\$ 346.00	\$ 0.00	\$ 110.13	\$ 1,703.65	\$ 6,274.78	\$ 6,444.78
6 credit hours	\$ 4,938.00	\$ 5,142.00	\$ 346.00	\$ 0.00	\$ 110.13	\$ 1,703.65	\$ 7,097.78	\$ 7,301.78
7 credit hours	\$ 5,761.00	\$ 5,999.00	\$ 346.00	\$ 0.00	\$ 110.13	\$ 1,703.65	\$ 7,920.78	\$ 8,158.78
8 credit hours	\$ 6,584.00	\$ 6,856.00	\$ 346.00	\$ 0.00	\$ 110.13	\$ 1,703.65	\$ 8,743.78	\$ 9,015.78
Each Additional Hour	\$ 823.00	\$ 857.00						

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 credit hours	\$ 7,263.00	\$ 7,569.00	\$ 583.00	\$ 16.00	\$ 110.13	\$ 1,703.65	\$ 9,675.78	\$ 9,981.78
1 credit hour	\$ 807.00	\$ 841.00	\$ 346.00	\$ 0.00	\$ 110.13	\$ 1,703.65	\$ 2,966.78	\$ 3,000.78
2 credit hours	\$ 1,614.00	\$ 1,682.00	\$ 346.00	\$ 0.00	\$ 110.13	\$ 1,703.65	\$ 3,773.78	\$ 3,841.78
3 credit hours	\$ 2,421.00	\$ 2,523.00	\$ 346.00	\$ 0.00	\$ 110.13	\$ 1,703.65	\$ 4,580.78	\$ 4,682.78
4 credit hours	\$ 3,228.00	\$ 3,364.00	\$ 346.00	\$ 0.00	\$ 110.13	\$ 1,703.65	\$ 5,387.78	\$ 5,523.78
5 credit hours	\$ 4,035.00	\$ 4,205.00	\$ 346.00	\$ 0.00	\$ 110.13	\$ 1,703.65	\$ 6,194.78	\$ 6,364.78
6 credit hours	\$ 4,842.00	\$ 5,046.00	\$ 346.00	\$ 0.00	\$ 110.13	\$ 1,703.65	\$ 7,001.78	\$ 7,205.78
7 credit hours	\$ 5,649.00	\$ 5,887.00	\$ 346.00	\$ 0.00	\$ 110.13	\$ 1,703.65	\$ 7,808.78	\$ 8,046.78
8 credit hours	\$ 6,456.00	\$ 6,728.00	\$ 346.00	\$ 0.00	\$ 110.13	\$ 1,703.65	\$ 8,615.78	\$ 8,887.78
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	\$ 110.13	\$ 1,703.65	\$ 9,540.78	\$ 9,837.78
1 credit hour	\$ 792.00	\$ 825.00	\$ 346.00	\$ 0.00	\$ 110.13	\$ 1,703.65	\$ 2,951.78	\$ 2,984.78
2 credit hours	\$ 1,584.00	\$ 1,650.00	\$ 346.00	\$ 0.00	\$ 110.13	\$ 1,703.65	\$ 3,743.78	\$ 3,809.78
3 credit hours	\$ 2,376.00	\$ 2,475.00	\$ 346.00	\$ 0.00	\$ 110.13	\$ 1,703.65	\$ 4,535.78	\$ 4,634.78
4 credit hours	\$ 3,168.00	\$ 3,300.00	\$ 346.00	\$ 0.00	\$ 110.13	\$ 1,703.65	\$ 5,327.78	\$ 5,459.78
5 credit hours	\$ 3,960.00	\$ 4,125.00	\$ 346.00	\$ 0.00	\$ 110.13	\$ 1,703.65	\$ 6,119.78	\$ 6,284.78
6 credit hours	\$ 4,752.00	\$ 4,950.00	\$ 346.00	\$ 0.00	\$ 110.13	\$ 1,703.65	\$ 6,911.78	\$ 7,109.78
7 credit hours	\$ 5,544.00	\$ 5,775.00	\$ 346.00	\$ 0.00	\$ 110.13	\$ 1,703.65	\$ 7,703.78	\$ 7,934.78
8 credit hours	\$ 6,336.00	\$ 6,600.00	\$ 346.00	\$ 0.00	\$ 110.13	\$ 1,703.65	\$ 8,495.78	\$ 8,759.78
Each Additional Hour	\$ 792.00	\$ 825.00						

*Insurance is charged Fall, Winter, and Spring for continuing students and students admitted in those terms. Students admitted Summer 2021, students returning in Summer 2021 after a leave of absence or other lapse in enrollment, and students entering in Summer 2021 from an uninsured program will be charged \$1,285.64 (Major Medical) and \$95.84 (Dental) for Summer 2021 coverage. Coverage ends 9/21/2022 for students insured during Spring 2022.

Nursing Education and Health Systems & Organizational Leadership

2021-2022 Tuition & Fee Charges By Term

Draft

6/25/2021

	Resident Tuition	Non-Resident Tuition	University Fee	Total Charges (Resident Tuition)	Total Charges (Non-Resident Tuition)
9 credit hours	\$ 5,841.00	\$ 7,569.00	\$ 346.00	\$ 6,187.00	\$ 7,915.00
Per Credit					
1 credit hour	\$ 649.00	\$ 841.00	\$ 346.00	\$ 995.00	\$ 1,187.00
2 credit hours	\$ 1,298.00	\$ 1,682.00	\$ 346.00	\$ 1,644.00	\$ 2,028.00
3 credit hours	\$ 1,947.00	\$ 2,523.00	\$ 346.00	\$ 2,293.00	\$ 2,869.00
4 credit hours	\$ 2,596.00	\$ 3,364.00	\$ 346.00	\$ 2,942.00	\$ 3,710.00
5 credit hours	\$ 3,245.00	\$ 4,205.00	\$ 346.00	\$ 3,591.00	\$ 4,551.00
6 credit hours	\$ 3,894.00	\$ 5,046.00	\$ 346.00	\$ 4,240.00	\$ 5,392.00
7 credit hours	\$ 4,543.00	\$ 5,887.00	\$ 346.00	\$ 4,889.00	\$ 6,233.00
8 credit hours	\$ 5,192.00	\$ 6,728.00	\$ 346.00	\$ 5,538.00	\$ 7,074.00
Each Additional Hour	\$ 649.00	\$ 841.00			

Pharm.D.
2021-2022 Tuition & Fee Charges By Term*

Draft

6/25/2021

	University Fee	Student Council Fee	Dental Insurance**	Major Medical Insurance**	Total Charges*
1st Year	\$ 0.00	\$ 0.00	\$ 110.13	\$ 1,703.65	\$ 1,813.78
2nd Year	\$ 0.00	\$ 0.00	\$ 110.13	\$ 1,703.65	\$ 1,813.78
3rd Year	\$ 583.00	\$ 16.00	\$ 110.13	\$ 1,703.65	\$ 2,412.78
4th Year	\$ 346.00	\$ 16.00	\$ 110.13	\$ 1,703.65	\$ 2,175.78

*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 2021 after a leave of absence or other lapse in enrollment, and students entering in Summer 2021 from an uninsured program will be charged \$1,285.64 (Major Medical) and \$95.84 (Dental) for Summer 2021 coverage. Coverage ends 9/21/2022 for students insured during Spring 2022.



Date: June 17, 2021

To: OHSU Board of Directors

From: Dr. Karen Eden, OHSU Faculty Senate President

RE: OHSU Faculty Senate Budget Response

Memo:

On behalf of the OHSU Faculty Senate, I appreciate the opportunity to provide the Senate's perspective, recommendations, and proposals to OHSU leadership and the OHSU Board of Directors.

This response summarizes:

- Senate request for transparency and equity in the application and selection for distributing the new development funds for faculty.
- Senate proposal and suggestions to increase the pool allotted for faculty salary increases.
- Senate request for a transparent process and timely communication when adjusting salaries or providing merit increases.



Faculty Senate Budget Response

OHSU Board of Directors

DATE: June 25, 2021 PRESENTED BY: Karen Eden, PhD, Faculty Senate President, Professor, School of Medicine

Good afternoon. I am Karen Eden, the senate president. I bring you greetings from the OHSU Faculty Senate.

Thank you for your service to OHSU and meeting with senators at virtual meetings to discuss priorities of the senate.

In this talk, we respond to the planned budget for FY22.

Senate Mission

The mission of the Senate is to represent and serve the faculty of OHSU to create, maintain, and protect an academic environment of scholarly learning, teaching, research, patient care, and community service

Senate role with OHSU President, Provost, and OHSU Board of Directors

- Propose, evaluate, and advise on policies and activities with OHSU-wide impact or affecting any school or unit.
- Provide feedback on those decisions from the perspective of the Senate and OHSU faculty.

Representing the Faculty Voice

New Development Funds for Faculty

- **The Senate appreciates the \$5M allocated to address needs of faculty to develop their careers and support research programs, e.g., leadership training.**
- **The Senate requests transparency and equity in the application and selection processes.**

Representing the Faculty Voice

Salary equity evaluation and implementation

- The Senate greatly appreciates OHSU leadership's effort to make salaries equitable to all faculty members internally and comparable to published salary tables. This will help us attract and retain a diverse faculty.
- We recognize the financial constraints on the FY22 budget due to COVID-19 limits the pool of money available to make all needed adjustments by October 2021.
- While some faculty members will see a salary increase, many faculty members will see no change in salary for the second consecutive year.

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- The Senate greatly appreciates OHSU leadership's effort to make salaries equitable to all faculty members internally and comparable to published salary tables. This will help with us attract and retain a diverse faculty.
- We recognize the financial constraints on the FY22 budget due to COVID-19 limits the pool of money available to make all needed adjustments by October 2021. The budget currently plans for an avg 3% increase per faculty member but this pool must cover equity adjustments and promotions. The current estimate is that more than 5% per faculty member should be allocated to fully adjust those in need and to bring salaries up to published salary tables. These adjustments should address rank (assistant professor, associate professor, professor) and time in rank to allow faculty members to move toward the median within a rank.
- While some faculty members will see a salary increase in October, many faculty members will see no change in salary for the second consecutive year. By comparison, our represented colleagues received raises in FY21 and will again in FY22.

Requests from the OHSU Faculty Senate

- **Increase the pool allotted for faculty salary increases to make all needed adjustments with consideration for rank and years in rank.**
- **A transparent process and timely communication when adjusting salaries or providing merit increases.**

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- Increase the pool allotted for faculty salary increases to make all needed adjustments with consideration for rank and years in rank. Note: for equity, these adjustments are particularly important for women and underrepresented faculty who often remain as assistant and associate professors.
- How to afford this?
 - Reduce or delay some FY22 capital spending. Instead of spending \$190M (a 40% increase from FY21), budget FY22 for a 30% increase (\$175M).
 - Use any incremental organizational revenues over the budgeted amount to make much needed salary adjustments to our valued faculty members, even if mid-year.
 - Should state appropriations be better than expected, please re-allocate funds to prioritize our people first and appropriately adjust faculty salaries.
- The Senate requests a transparent process and timely communication when adjusting salaries or providing merit increases.

Thank you for your service to the Senate and OHSU Community

Dr. Derick Du Vivier



Dr. Rose McPharlin



7

Dr. Derick Du Vivier:

Dr. Du Vivier joined OHSU in 2014. He served the Faculty Senate from 2015 to present in the roles of SOM Unit A senator, Senate President and Immediate Past President, and also served on numerous Senate and university councils and committees. We are grateful for his continued dedication and support of faculty and the OHSU Community.

We wish him great success in all his endeavors as OHSU's Senior Vice President of Diversity, Equity and Inclusion.

Dr. Rose McPharlin:

Dr. McPharlin joined the OHSU faculty in 2006 and served in the Faculty Senate twice, from 2006-2012 and 2015-2021.

Rose has just left OHSU to become the Chair of Clinical Sciences at the University of Nevada/Las Vegas.

We are grateful for the wise insights Dr. McPharlin brought to senate and wish great success in this new leadership role.

Senate President Elect

Dr. Martina Ralle



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My time as Senate President completes this month. I am pleased to announce that the Senate President Elect is Dr. Martina Ralle. She will begin her two-year term July 1, 2021.

- Dr. Martina Ralle, Ph.D., has been a senator since 2018 and an Executive Committee member since 2019. Dr. Ralle has been a member of the OHSU community since 1996. She is an Associate Professor in the Department of Molecular and Medical Genetics and the Director of the Elemental Analysis Core, a University Shared Resource.
- In her role as a senator and a member of the Executive Committee, Dr. Ralle is co-chairing the Faculty Rights and Responsibilities workgroup and serves on the Pay Gap task force as well as on the Data Governance Steering committee.



Thank You

senate@ohsu.edu

edenk@ohsu.edu

rallem@ohsu.edu



Thank you and feel free to contact me if you have comments or questions.



**RESOLUTION NO. 2021-06-04
OREGON HEALTH AND SCIENCE UNIVERSITY
BOARD OF DIRECTORS**

**(Operating Budget, Capital Budget, Academic Year Tuition and Fees,
and Health System Budgets)**

WHEREAS, Management has developed and has provided to the Board for its review the Operating Budget for Oregon Health and Science University ("OHSU") for fiscal year 2021-22, including the tuition and fees for the academic year 2021-22 and operating support for Hillsboro Medical Center pursuant to the Management Agreement between OHSU and Tuality Healthcare ("FY 21-22 Operating Budget");

WHEREAS, Management has developed and has provided to the Board for its review the Capital Budget for OHSU for fiscal year 2021-22 including capital budget funding for Hillsboro Medical Center pursuant to the Management Agreement between OHSU and Tuality Healthcare ("FY 21-22 Capital Budget"); and

WHEREAS, the Board believes that OHSU's adoption of the FY 21-22 Operating Budget and the FY 21-22 Capital Budget are in the best interests of OHSU.

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

1. The FY 21-22 Operating Budget for OHSU for fiscal year 2021-22 included in the June 25, 2021 Board docket accompanying this Resolution, including the tuition and fees for the academic year 2021-22 as shown in the OHSU Academic Year Tuition and Fee Book 2021-22, is hereby approved and adopted.
2. The FY 21-22 Capital Budget for OHSU for fiscal year 2021-22 included in the June 25, 2021 Board docket accompanying this Resolution is hereby approved and adopted.

This Resolution is adopted this 25th day of June, 2021.

_____ Yeas
_____ Nays
_____ Abstentions

Signed by the Secretary of the Board on June 25, 2021.

Connie Seeley
Board Secretary



**RESOLUTION NO. 2021-06-05
OREGON HEALTH AND SCIENCE UNIVERSITY
BOARD OF DIRECTORS**

(Selection of Public Accounting Firm for Audit Services)

WHEREAS, pursuant to Resolution 2013-06-02, the Board of Directors of the University approved the selection of KPMG, LLP as the OHSU auditor for fiscal years 2013 through 2014 and thereafter submit the engagement of the OHSU auditor for competitive bids on a 7-year cycle.

WHEREAS, the Charter of the Finance and Audit Committee ("F&A Charter") requires that the members of that Committee recommend the selection of an independent audit firm, review the engagement terms of the audit firm, and oversee certain other matters intended to ensure the independence of the auditor and the integrity of the audit.

WHEREAS, the members of the Finance and Audit Committee have recommended that the engagement of KPMG, LLP as OHSU auditor be extended for fiscal year 2021, and they have reviewed the audit plan associated with that extension.

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

1. The Board of Directors approves the extension of the engagement of KPMG LLP as the OHSU auditor for the fiscal year 2021, provided that the engagement letter associated with that extension ("KPMG Audit Engagement Extension") meets the requirements as set out in the F&A Charter.
2. The President of OHSU or his designee is authorized on behalf of OHSU to negotiate, execute and deliver the KPMG Audit Engagement Extension consistent with the terms of this Resolution.

This Resolution is adopted this 25th day of June, 2021.

_____ Yeas

_____ Nays

_____ Abstentions

Signed by the Secretary of the Board on June 25, 2021.

Connie Seeley
Board Secretary



Date: June 25, 2021

To: OHSU Board of Directors

From: Bridget Barnes, Chief Information Officer

RE: OHSU 2025 Refresh

On behalf of the OHSU 2025 Refresh team, I appreciate the opportunity to share with the OHSU Board of Directors the result of our work to refresh the OHSU 2025 Strategic Plan. We have prepared two written documents to share with you:

- 1) OHSU 2025 Refresh: Summary of Recommendations – defines our charge, process and final recommendations; and
- 2) OHSU 2025 Refresh Objective details – provides detailed scope and financial recommendations associated with each objective.

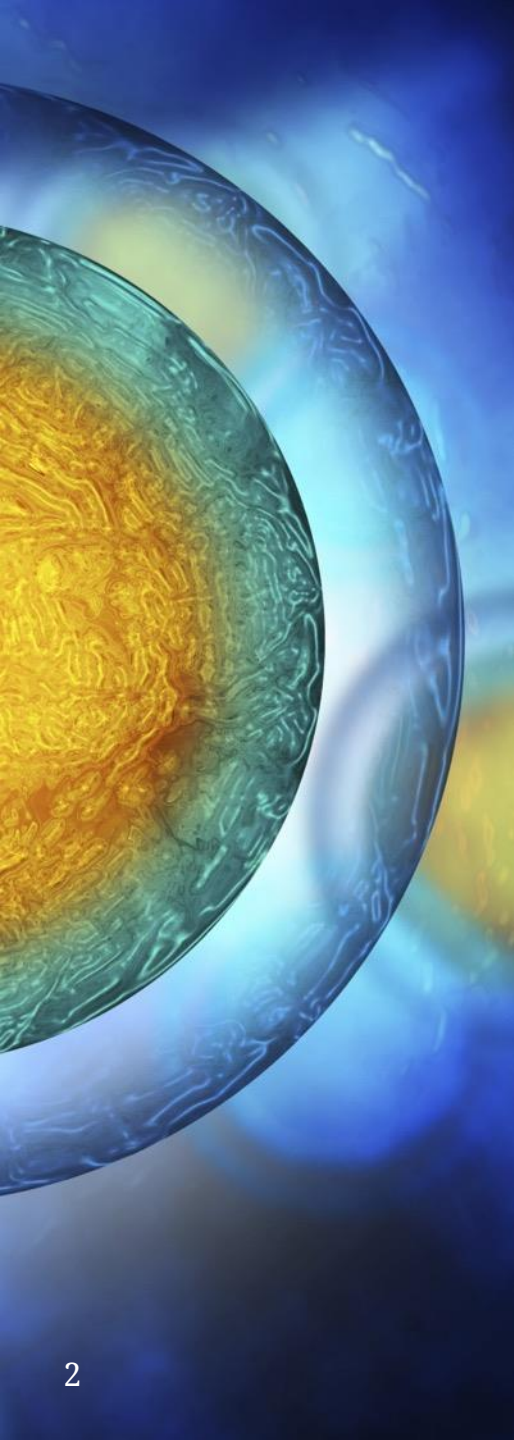
I am, unfortunately, unable to share this information with you in person, but have prepared a video presentation. Connie Seeley, Chief of Staff for OHSU and Wayne Shields, Director of OHSU's Enterprise Program Management Office will be available to answer any questions that may arise.



OHSU 2025 Refresh

Summary of Recommendations

DATE: June 25, 2021



OHSU 2025 Refresh

Agenda

- **Why & What**
- **Process**
- **Objectives**
- **Interdependencies**
- **Recommendations**
- **Next Steps**
- **Appendices – Support Team & Council Membership**



Refresh OHSU 2025 Strategic Plan

The “Why”

- **Align our Priorities with Environment**
 - **Finances**
 - **Pandemic Influenced Changes**
 - **Becoming an Anti-racist Organization**
 - **Ensuring a Safe and Welcoming Environment for All**

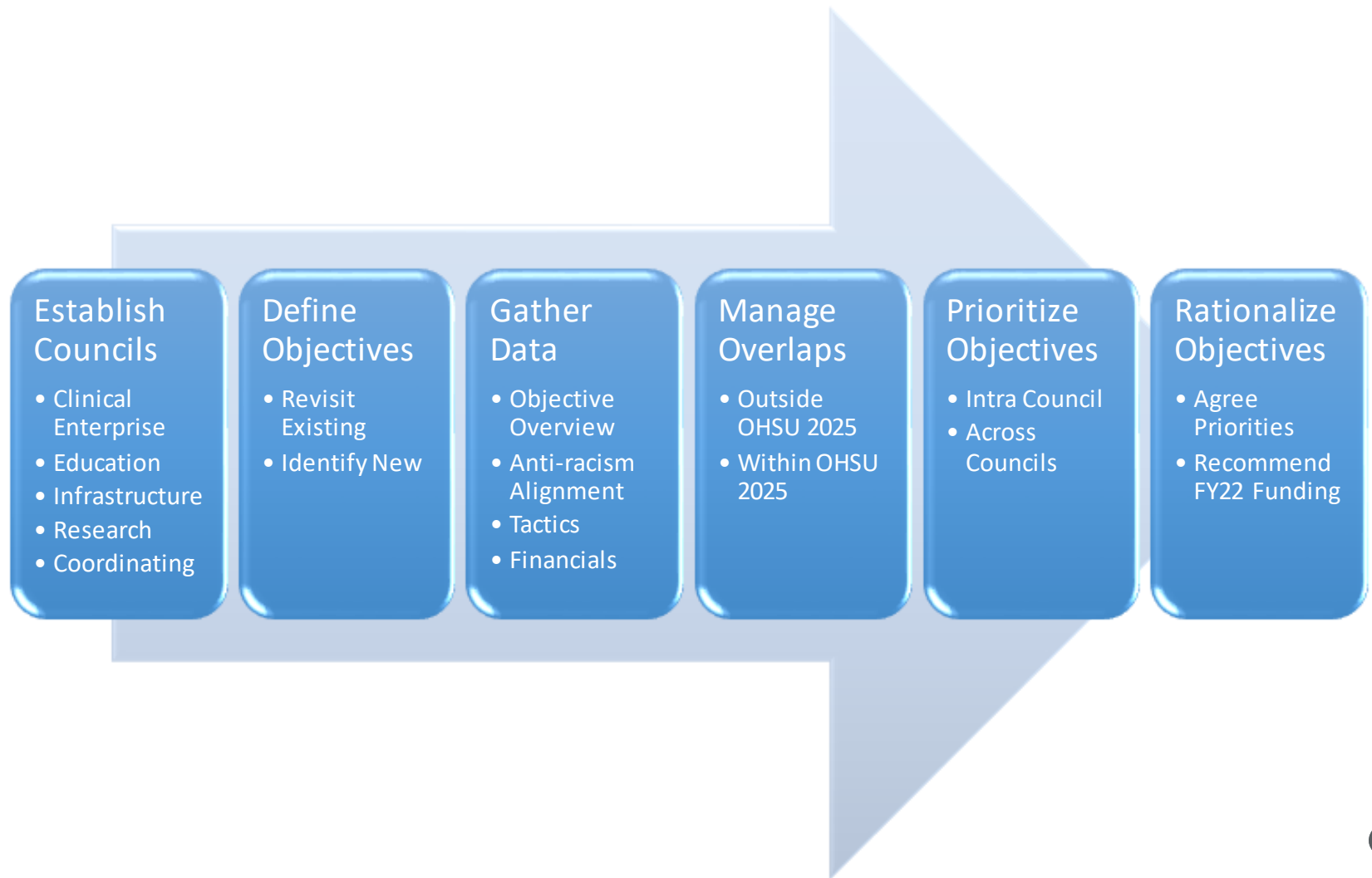
Refresh OHSU 2025 Strategic Plan

What

- Complete review of OHSU 2025 baseline Objectives
 - Review outcomes from the University Cabinet Study Group exercise
 - Review original Objectives through a post-COVID lens
 - Propose new Objectives for consideration given changed environment
- Identify and address interdependencies across Mission areas
- Prioritize Objectives for consideration
- Recommend OHSU 2025 plan modifications (including resource requirements) to the OHSU Budget Committee & University Cabinet
- Cabinet engages in final prioritization process and makes recommendations to the President

OHSU 2025 Refresh

Process



OHSU 2025 Refresh

Objectives

Clinical Enterprise
Education
Infrastructure
Interdependency
Research

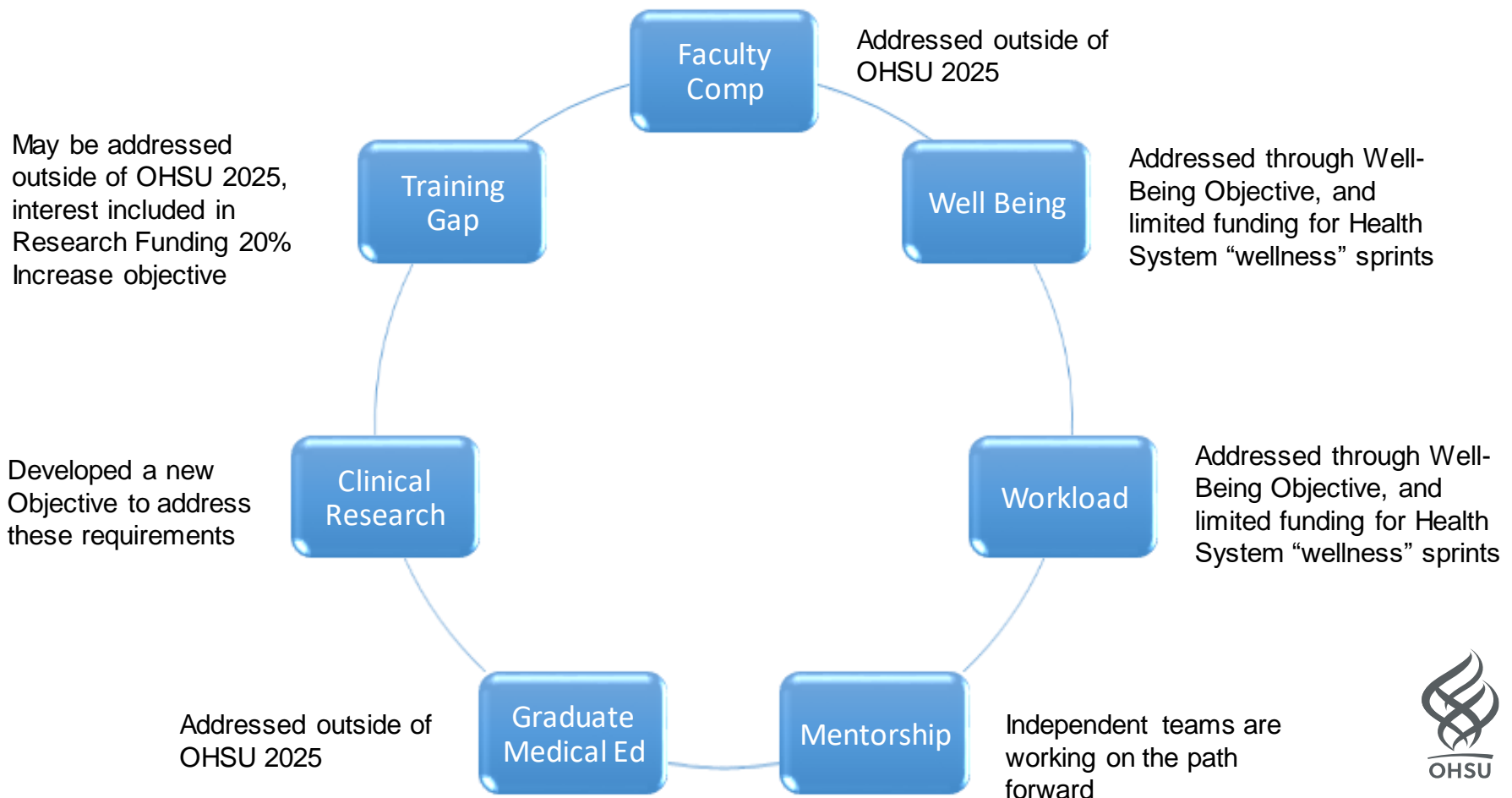
Obj #	Objective Name	Obj #	Objective Name
O1.2	Faculty/Staff Development	O3.8	Neuroscience Service Line
O1.3	Learner Success *	O4.1	Research Funding 20% Increase
O1.4	Faculty Support Principles *	O4.2	Research Support Services *
O1.5	Provider Enterprise	O4.3	Research Informatics *
O1.6	Clinician Workload & Workflow Optimization	O5.1	Population Health and VBC
O1.9	Environment of Respect, Trust, & Empowerment *	O6.1	Data Governance & CANDID *
O1.10	Mentoring *	O6.2	Enterprise Project Management Office *
O1.11	Well-Being *	O6.3	Research Transparent Decision-Making *
O1.12	Comprehensive Safety	O6.4	Collaboration Platform *
O2.1	Learner Placement *	O6.5	Classroom Technology
O2.2	Simulation *	O6.6	System Hospital Optimization
O3.1	Ambulatory Expansion	New	Sustainability
O3.2	Cancer Service Line	New	Public Safety
O3.3	Women's & Children's Service Line	New	Flexible Work
O3.4	Payor Partnerships	New	Advanced Analytics
O3.5	Heart & Vascular Service Line	New	Supplier Diversity
O3.7	Global Health	New	Clinical - Research Interdependency

*Objectives marked with an * had pre-approved OHSU 2025 funding for FY22*

OHSU 2025 Refresh

Interdependencies

Coordinating Council was responsible for identifying and rationalizing interdependencies between Objectives



OHSU 2025 Refresh

Recommendations

Clinical Enterprise
Education
Infrastructure
Interdependency
Research

OHSU 2025 Funded Objectives

Obj #	Obj Name
1.2	Academic Career Success
1.3	Learner Success
1.4	Faculty Support Principles
1.9	Environment of Respect, Trust, & Empowerment
1.12.1	Suicide Safety
1.12.2	Confidential Advocate Program
2.1	Learner Placement
2.2	Simulation
4.2	Research Support Services
4.3	Research Informatics
6.1	Data Governance & CANDID
6.4	Collaboration Platform
6.3	Research Transparent Decision-Making
New	Flex Workspace

Objectives with Non-OHSU 2025 Funding

Obj #	Obj Name
1.9	Environment of Respect, Trust, and Empowerment
1.10	DEI Training
1.11	Well-Being
1.12.2	Confidential Advocate Program
6.2	EPMO
New	Flex Workspace
New	Supplier Diversity

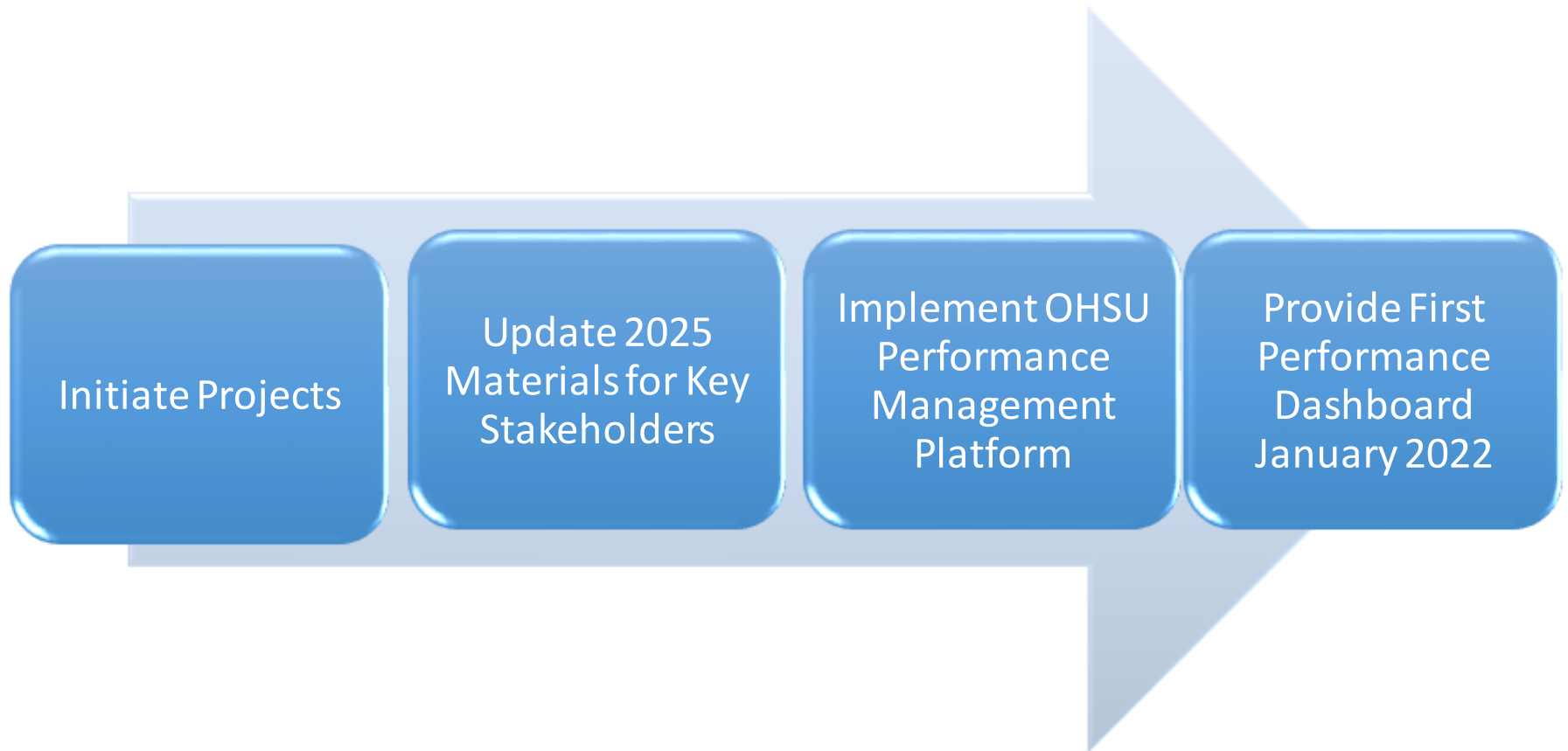
OHSU 2025 Objectives which are either Unfunded or Have Limited Support from Other Sources

Obj #	Obj Name
1.5	Provider Enterprise
1.6	Clinician Workload & Workflow Optimization
3.1	Ambulatory Expansion
3.2	Cancer Service Line
3.3	Womens & Children's Service Line
3.4	Payor Partnerships
3.5	Heart & Vascular Service Line
3.7	Global Health
3.8	Neuroscience Service Line
4.1	Increase Research Funding
5.1	Population Health and VBC
6.5	Academic Technology Tools
6.6	System Hospital Optimization
1.12.3	Illness and Injury Prevention
New	Clinical - Research Interdependency
New	Public Safety
New	Analytics Modernization
New	Sustainability

Unfunded OHSU 2025 Objectives will progress if operational budgets improve and resources become available.

OHSU 2025 Refresh

Next Steps

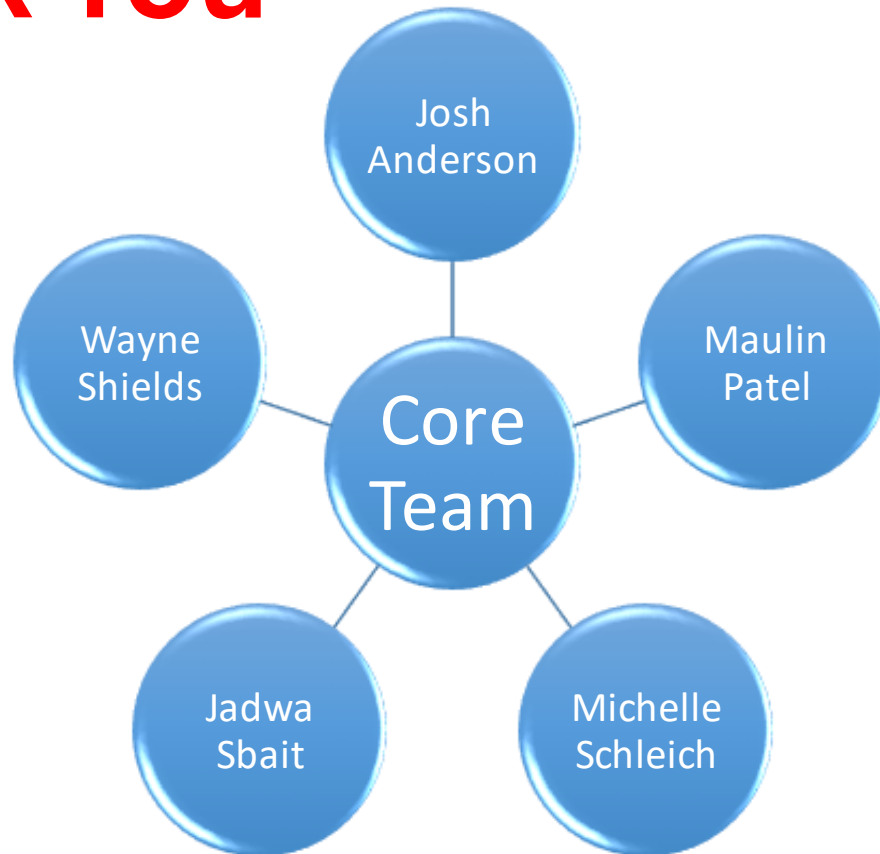


Appendices

OHSU 2025 Refresh

Support Team

Thank You



Clinical Enterprise Council

Name	Title
Mike Hill (Chair)	Chief Strategy Officer
Atif Zaman, MD, MPH (Chair)	CCO (Chief Clinical Officer)
John Hunter	CEO, OHSU Health
Sharon Anderson	Dean, School of Medicine
Diana Gernhart	CFO
Joe Ness	COO
Renee Edwards	CMO
Anthony Masciotra	CAPP (Chief of Ambulatory and Professional Practice)
Nate Selden	Chair, Neurosurgery (and Professional Board chair)
Mary Tanski	Interim Chair, Emergency Medicine
Lori James-Nielsen	President, Hillsboro Medical Center
Kyle King	President, Adventist Health Portland
Dana Bjarnason	Chief Nurse Executive
Mary Beth Martin	VP, Women's & Children's
Kevin O'Boyle	VP, Ambulatory Services
Bridget Barnes	Chief Information Officer
Jeff Conklin	Chief Payor Strategy Officer
Greg Moawad	Interim VP, Human Resources
Gina Hawley	VP, Professional and Support Services
Derick Du Vivier	Sr VP for Diversity, Equity & Inclusion
Tim Kringen	Chief of Staff to CEO
Jennifer Smith	Interim Director of Communications

Coordinating Council

Name	Academic Title
Bridget Barnes, MBA (Chair)	Chief Information Officer
Greg Moawad, JD, MBA	OHSU Interim Vice President of Human Resources
David Robinson, PhD	Executive Vice Provost
George Mejicano, MD, MS	Senior Associate Dean for Education
Mike Hill	Chief Strategy Officer
Atif Zaman, MD, MPH	CCO (Chief Clinical Officer)
Bonnie Nagel, PhD	Associate Vice President for Research
Daniel Marks, MD, PhD	Senior Associate Dean for Research, School of Medicine, Co-chair

Education Council

Name	Academic Title
David Robinson, PhD (Chair)	Executive Vice Provost
George Mejicano, MD, MS (Chair)	Senior Associate Dean for Education
Allison Fryer, PhD	Associate Dean for Graduate Studies
Chris Swide, MD	Designated Institutional Official (DIO) & Associate Dean for GME
Constance Tucker, PhD, MA	Vice Provost for Educational Improvement and Innovation
David Bearden, PharmD	Interim Dean, College of Pharmacy
Rick Johnson, PhD	Associate Dean for Academic Affairs
Donn Spight, MD	Medical Director of OHSU Simulation
Gary Stafford, DMD	Associate Dean for Academic Affairs
Susan Bakewell Sachs	Dean, School of Nursing

Infrastructure Council

Name	Title
Bridget Barnes, MBA (Chair)	Chief Information Officer
Greg Moawad, JD, MBA (Chair)	OHSU Interim Vice President of Human Resources
David Robinson	Executive Vice Provost
Elizabeth Willis	Vice Provost, Finance and Admin
Abigail Tibbs	VP, Public Affairs & Marketing
Jennifer Doll	Vice President, healthcare financial services
Derick Du Vivier	Senior Vice President
Maulin Patel	VP, Finance & Treasurer
Gina Hawley	VP, Professional & Support Svcs
Tim Marshall	Chief Integrity Officer
Phillip Cox II	VP/Chief Risk Officer
Fred Cocodrilli	Legal Counsel
Scott Page	Chief, OHSU Operations
Allen Metzenberg	Sr Associate Dean, Finance
Tara Sims	Chief Financial Officer
Dana Director	VP, Research Admin/Sr Staff Officer

Research Council

Name	Title
Bonnie Nagel, PhD (Chair)	Associate Vice President for Research
Daniel Marks, MD, PhD (Chair)	Senior Associate Dean for Research, School of Medicine, Co-chair
Kimberly Beatty, PhD	Associate Professor, School of Medicine
Luiz Bertassoni, DDS, PhD	Associate Professor, School of Dentistry
Dana Director, PhD	VP, Research Operations and Student Affairs
Nancy Elder, MD, MSPH	Director, Oregon Rural Practice Research Network
David Ellison, MD	Professor, Director, OCTRI, AVP, Clinical and Translational Research
Kelly Monk, PhD	Professor, Co-director, Vollum Institute
Joseph Quinn, MD	Professor, Director, OHSU Parkinson Center
Jonah Sacha, PhD	Professor, Vaccine & Gene Therapy Institute
Steven Shea, PhD	Professor, Director, Oregon Institute of Occupational Health Sciences
Kerri Winters-Stone, PhD	Research Professor, School of Nursing



Thank You

Obj #	Objective Name	Objective Description
Clinical Enterprise Objectives		
O1.5	Provider Enterprise	Build an aligned, centrally operated and clinically integrated provider enterprise. OHSU Health's provider network will continue to be inclusive of faculty, employed physicians, aligned affiliated independent physicians, and the full continuum of advanced practice and ancillary providers. Over time, our provider organization will evolve as an integrated practice clinically, operationally, and financially.
O1.6	Clinician Workload and Workflow Optimization	Initiate and broaden activities which optimize health system workload and workflow. These activities will result in a more engaged clinical enterprise across OHSU health system and accelerate wellness initiatives to position OHSU health system as an attractive place to work including leveraging and scaling existing effective activities across the health system.
O3.1	Ambulatory Expansion	Extend access platform digitally and with new model of Centers for Advanced Ambulatory Care in Metro and beyond. Deploy a robust digital and ambulatory platform with tools and services that provide maximum opportunity to acquire and retain patients across the system, ensures industry-leading ease of use for patients and internal stakeholders while enhancing user experience across OHSU Health's ecosystem based on a model uniquely designed around our complex patient care capability. Expansion of our physical and virtual ambulatory presence is required to fulfill our growth goals, meet patients where they are, and compete with area health systems that focus on convenience, access, and the patient first.
O3.2	Cancer Service Line	Grow and extend the cancer service line program. Develop a service line strategy that builds upon the reputation and success of Knight Cancer Institute to identify optimization and growth priorities, including a point of view on critical partnerships and signature programs that integrate clinical trial research and education to distinguish us from our competitors. Determine appropriate service line organizational structure, governance, execution, and financial architecture for cancer service line to achieve its objectives.
O3.3	Women's and Children's Service Line	Grow and extend women's and children's service line program. Develop a service line strategy that identifies optimization and growth priorities, including a point of view on critical partnerships/affiliations and the incorporation of research and education. Determine appropriate system organizational structure, governance, and financial architecture for women's and children's services to achieve its growth objectives

Obj #	Objective Name	Objective Description
O3.4	Payor Partnerships	Solidify payor partnerships to fuel health system growth. Value-based contracts with key payors will be critical to growing OHSU Health's presence in the individual, small group, large group markets, and across all payor segments including the seamless transition of Medicaid member to OHSU Health's Integrated Delivery System (IDS).
O3.5	Heart & Vascular Service Line	Grow and extend the heart and vascular service line program. Develop a distributed, system-wide service line including principles articulating how OHSU, Hillsboro Medical Center, and Adventist will work together including a defined scope of oversight and operations. Identify optimization and growth priorities, including a point of view on critical partnerships and affiliations. Aim to improve operating margins to continue investment in clinical growth (capital, recruitment, programs) and our education and research missions. We must reinforce the premise that the success of each mission is inextricably interdependent, we must embrace a higher degree of integration across our three missions as external market factors continue to present new challenges that put our key differentiating features at risk.
O3.8	Neuroscience Service Line	Grow and extend the neuroscience service line program. Develop a service line strategy that identifies optimization and growth priorities, including a point of view on critical partnerships/affiliations and incorporation of research and education. Aim to improve operating margins to continue investment in clinical growth (capital, recruitment, programs) and our education and research missions. Reinforce the premise that the success of each mission is inextricably interdependent and we must embrace a higher degree of integration across our three missions as external market factors continue to present new challenges that put our key differentiating features at risk.
O5.1	Population Health and Value-Based Care	Transform our care model to excel at population health and value-based care. To compete with regional lower cost, high value health systems, we must build capacity to manage total cost of care and develop capabilities to treat and manage patients over a lifetime. This develops an approach to organize OHSU Health's population health management capabilities, clarifies how care will be transformed and organized to impact population health outcomes, and be successful under risk-based contracts.

Obj #	Objective Name	Objective Description
O6.6	System Hospital Optimization	Organize operations to deliver market leading quality and service. Develop a multi-year approach and plan to support the growth and performance described in OHSU 2025; along with a short-term inpatient bed utilization strategy that identified optimization opportunities and priorities, including implications for research and education and key enablers for successful execution: bringing higher acuity cases to OHSU, better integrating partner facilities and providers, and expanding community capacity for increasingly complex care.
Education Council Objectives		
O1.2	Faculty / Staff Development	Ensure educators and learners in research and clinical environments advance through training, consulting, and coaching with additional emphasis on diversity, equity, and inclusion.
O1.3	Learner Success	Ensure OHSU learners have access to efficient, effective, and innovative programs that promote their success.
O2.1	Learner Placement	Implement an integrated system to manage placement of clinical learners in all required settings.
O2.2	Simulation	Develop a model of simulation that serves the needs of all university stakeholders.
O3.7	Global Health	Integrate/Expand Global Health initiatives at OHSU.
O6.5	Classroom Technology	Create a platform of integrated technology tools that support all learning environments throughout the learning lifecycle.
Infrastructure Council Objectives		
O1.9	Environment of Respect, Trust, and Empowerment	OHSU will foster a workplace climate where employees and the institution can thrive. In such an environment, employees are free from experiencing discrimination, harassment, intimidation, and inequitable treatment in all its forms. Workforce members feel safe to bring concerns forward and have confidence and trust that such concerns will be appropriately and expeditiously addressed. Efforts will focus on systemic causes for inequities (hiring, promotion, termination, etc.), as well as addressing individual conduct inconsistent with expectations. Leaders at all levels of the organization will be held accountable for creating the desired workplace climate.
O1.10	Mentoring	Develop multi-faceted DEI curricula for OHSU member training.

Obj #	Objective Name	Objective Description
O1.11	Well-Being	The global COVID-19 pandemic has resulted in significant emotional and psychological burden on OHSU members beyond the high levels of stress and burnout that members were already experiencing before the pandemic began. In addition to focusing on systemic issues that impact member well-being (i.e. work load, work flow, climate), there is an increased need for focus on individual well-being support. Work under this Objective will enable OHSU to become a national leader in workplace engagement and well-being by investing in an environment that fosters meaningful work, personal safety, wellness and resilience for all OHSU members, as we work together to achieve our mission.
O1.12.1	Suicide Safety	OHSU is not a suicide safe campus. You only need to step onto the tram platform to realize that the lack of barriers and suicide prevention signs are a gross oversight and a refusal to recognize a growing problem in our culture and in the medical community at large. A growing body of literature also suggests that suicide is preventable if it is approached as a community effort. Suicide safety involves two components. First, it involves making the physical environment safe with prescription drug drop boxes and simple signs promoting hope and providing readily accessible resources like hotline numbers. The second part of suicide prevention involves training people on how to respond to mental health crises, ask about suicidal thoughts, promote hope, and link people in need to appropriate resources. We all know that if someone on our campus experienced cardiac arrest, nearly everyone around them would know how to respond to save a life. But in our current climate, if someone is experiencing a mental health crises, very few people would understand their role or know how to intervene. We believe this can and should be changed.
O1.12.2	Confidential Advocate Program	Leverage existing knowledge, expertise, and structures at the Confidential Advocacy Program to expand supports for OHSU members who experience sexual misconduct (sexual harassment, assault, rape, dating or domestic violence, and stalking) and discrimination (racism, xenophobia, colorism, transphobia, homophobia, sexism, ableism, and other forms of protected classifications); improve institutional systems so that we can effectively address discrimination and sexual misconduct and ensure our members are not harmed further when they reach out for support, interventions, and accountability for discriminatory behavior; engage intervention and prevention initiatives to stop discrimination and violence, address the harms done, and prevent reoccurrence.

Obj #	Objective Name	Objective Description
O1.12.3	Illness and Injury Prevention	Develop and implement a standard for injury and illness prevention efforts at OHSU. The objective will provide a template framework for business units (e.g., departments, locations, and/or cross-functional teams with similar hazards) to navigate preventing employee injury and illness in the workplace.
O6.1	Data Governance & CANDID	This OHSU 2025 Objective establishes core capabilities through the implementation of a Data Governance Program and the Candid system. These capabilities are essential to providing consistency and transparency to OHSU 2025 organizational KPIs, and Faculty activities. These items will facilitate and benefit existing analytic processes, support the Faculty Compensation plan and enable reporting for compliance (for example, with Oregon's Pay Equity Act). For OHSU to excel, analytic capabilities that effectively span all missions and facilitate integrated reporting across the organization will be essential to leverage our data assets for decision making and measuring success. Data Governance will establish the consistency necessary to facilitate the use of reliable data for the implementation of enterprise applications such as Candid and facilitate the use of KPIs for associated institution wide initiatives, as well as ongoing analysis to identify future opportunities. Developed by ITG, the Candid system is comprised of: a data collection and planning application; data integration processes to combine existing enterprise information; a robust analytics tool for reporting and data visualization; and data governance standards and documentation to facilitate information quality and understanding. Candid leverages data from existing enterprise systems such as Oracle, Epic and Banner but also contains data not centrally maintained and collected. It aggregates and analyzes data on faculty, clinical, research and mission efforts, benchmarks and tenure and rank data across the Healthcare, Research and Education missions.

Obj #	Objective Name	Objective Description
O6.2	Enterprise Program Management Office	The primary goal for this Objective is the implementation of an Enterprise Program Management Office to facilitate the successful delivery of OHSU enterprise-wide, strategic initiatives and the associated benefits, with an initial focus on the OHSU 2025 program of work. The EPMO will provide standardized project management tools, templates, methodologies, and processes for OHSU 2025 project managers to ensure a consistent approach to project delivery and the management of scope, budget, timelines, issues, and risks. The application of standardized processes and tools will enable regular communication and reporting across the OHSU 2025 portfolio, providing OHSU leaders with consistent data related to project status reporting, the tracking and management of issues and risks, actual versus expected budget expenditures, project timelines, and the delivery of expected benefits. In addition to the program and project management services described above, EPMO staff will also (i) provide end user and technical support for a suite of enterprise-level applications, including IdeaScale, Smartsheet, OHSU Now, and MedePM and (ii) foster a community of practice and collaboration to provide opportunities for professional growth for project managers across OHSU.
O6.4	Collaboration Platform	21st century collaboration tools and technologies have become essential and will need to continue to expand and pivot as OHSU (and the world) adjust to the new work environment. This initiative will ensure that OHSU has the tools, processes and people in place to create modern collaborative workspaces, connect in professional learning, healthcare and research communities, and communicate seamlessly with internal and external colleagues -- all from a single unified experience through continued implementation and rollout of the Microsoft 365 collaboration platform, that started with the deployment of Teams in FY21.
New	Sustainability	Develop a comprehensive institution-wide greenhouse gas inventory, a long-term strategic plan with commitments that prioritize the benefits to communities of color, and an objective reporting system to track progress.
New	Public Safety	This Objective includes a number of diverse Tactics related to improving Public Safety effectiveness, with a particular focus on de-escalation and a trauma informed approach. Key Tactics include: Increased support for emergency department and inpatient relating to patients suffering from mental health issues, Safety, de-escalation and Trauma Informed Care education for OHSU members, OHSU Campus Safety Review Task Force, Police Officer Body Cameras, Visitor Management, Public Safety Long Gun Program, and Structured Training and Policy Plan.

Obj #	Objective Name	Objective Description
New	Flexible Work	Create a culture and environment that enables individuals and work units to thrive while increasing flexibility in schedules, work location, and flex office space.
New	Advanced Analytics	Implement a modern analytics platform that propels OHSU forward in fully leveraging a new class of, now industry standard analytics to maximize the value of enterprise data assets. Doing so will enable OHSU to provide limitless analytics services that bring together data integration, enterprise data warehousing, and big data analytics. These services will give OHSU the freedom to query data on our terms, using either server-less or dedicated resources—at scale. This modern analytics platform establishes a unified experience to enable efficient ingestion, exploration, preparation, management, and presentation of data for immediate BI, reporting, analytics and machine learning needs. The last time OHSU did an RFP and invested significant resources in analytics platform was over a decade ago and that resulted in acquiring COGNOS. Over the years, while COGNOS has served its purpose, it has fallen significantly behind in terms of its capability, functionality and position in the market place. It is time for OHSU to make the investment in a true modern analytics platform that provides a unified experience to ingest, explore, prepare, manage, and serve data for immediate BI, reporting, analytics and machine learning needs.
New	Supplier Diversity	To start, OHSU will determine what type of a Supplier Diversity program is needed in order to drive a more socially inclusive approach to procurement. The initial work will be focused on what structures and resources are needed to increase spend amongst the diversity community, particularly in the BIPOC community. Early efforts will focus immediately in the area of capital construction and professional services spend where near-term opportunities exist. Parallel efforts will focus on building the policies, system and infrastructure to sustain high levels of performance and accountability where leaders at all levels of the organization will support the achievement of specific goals. Additional areas of focus are expected to include vendor outreach, mentoring and development, establishing a clear presence in the community and high levels of engagement within the general construction community.

Obj #	Objective Name	Objective Description
Interdependency Objective		
New	Clinical-Research Interdependency	Building capabilities for knowledge discovery integrated with clinical care priorities and workflow is one step towards becoming a Learning Organization. This objective team met in the early phases and focused on a set of tactics to build infrastructure and systems to meet needs. This included expanding Research at OHSU Partners, where demand outstrips current capabilities; improved abilities to capture and use data for both research and health system improvement; building a culture where every patient is offered the opportunity to participate in research; and building embedded pragmatic trial capabilities. Pragmatic trials are those offered in the context of routine clinical care, have broad inclusion criteria to reflect a diverse population, and offer insight into key clinical questions. Pragmatic trials can also address equity by ensuring populations are representative.
Research Council Objectives		
O1.4	Faculty Support Principles	Implementation of the goals for Objective 1.4 is a multi-step process. The first step will be to obtain the necessary information from OHSU's schools and research centers and comparator institutions. The second step is to define the principles for compensation and other forms of faculty support, and identifying mechanisms and processes for implementing those principles. It will be important to review behavioral research that have identified the effective incentive and reward programs. It will also important to define and communicate the relationship between job expectations, funding sources, and financial rewards. The final step will be to identify the funding sources required to implement the proposed faculty support plan.
O4.1	Research Funding 20% Increase	In order to increase grant funding to the university, we will reward principal investigators (PIs) with funds corresponding to 10% of their summed unrestricted IDCs.
O4.2	Research Support Services	Objective 4.2 is intended to strengthen and improve OHSU's research administration infrastructure in support of all research at OHSU. This objective has multiple components, including: integration and optimization of central and local research administration processes and support programs; evaluation, improvement, and possibly replacement of electronic research information systems; revitalization of research administration training programs, including faculty/investigator onboarding and training; evaluation and implementation of centralized support for complex grant mechanisms; and (ad-hoc) exploration of opportunities for engagement and professional development of research ranked employees.

Obj #	Objective Name	Objective Description
O4.3	Research Informatics	We will stabilize, improve and transform the research informatics environment and services at OHSU. Year over year, demand for research informatics support has risen and expectations of funders – for more and better data more efficiently – has risen. OHSU has been successful in meeting many of these demands, but inadequate investment has rendered our system unstable and we are unable to transform to meet demands. In this objective, we will develop our current research computing environment (Exacloud) into a University-wide flexible computing resource in the service of research needs; and transform our research data warehouse and tools to meet data, information, knowledge, and analytic research needs more effectively and efficiently. This will allow us to scale and expand to meet needs. Expansion will include more and better data related to equity, such as social determinants of health, race and ethnicity data, and patient reported outcomes; and scaling will allow us to keep up with more intensive computational needs.
O6.3	Research Transparent Decision-Making	Develop general principles of how to make the decision-making process for research expenditures dependent on good data, and on how to make that process transparent to everyone involved. We need to do a better job of looking at data and trends to inform our decisions (on everything from new equipment, to recruitment priorities, to incentive programs). In turn, this will allow more transparency into how decisions are made, as well as increase accountability and monitoring of investments.



Date: June 15, 2021

To: OHSU Board of Directors

From: Derick Du Vivier, Senior Vice President Diversity, Equity and Inclusion; and Director, Center for Diversity & Inclusion (CDI)

RE: OHSU Diversity, Equity and Inclusion Update

Memo: As OHSU advances on its aspirational and intentional journey of organizational transformation, it continues to promote anti-racism and multi-culturalism within its community and in the region. This work continues to follow a multi-pronged strategy predicated on the centrality of anti-racism and equity in the educational, research and healthcare missions. Multiple stakeholders across the institution continue to advance our core values while increasing capacity for sustained organizational change.

Over the past three months, OHSU has promoted and supported anti-racism work through multiple channels with tangible outcomes.

State Advocacy: OHSU successfully supported the passage of Senate Bill 398 which “Creates crime of intimidation by display of a noose. Punishes by maximum of 364 days’ imprisonment, \$6,250 fine, or both.”

Policy and Procedure Review: The OHSU Campus Safety Review Task Force (OCSRTF) has transitioned to its second phase which entails the transition of the OCSRTF to the OHSU Campus Safety Accountability Board (OCSAB). “The OCSAB will implement and operationalize recommendations from the OCSRTF by committee and will present on the progress of operationalization and realization of recommendations to the President and the OHSU Board of Directors.”

In addition, the Committee for the Review of Policies Addressing Patients Engaging in Racist, Sexist or Otherwise Harassing Behavior provided invaluable guidance in the design and display of anti-racism signs. Currently, the logistics behind the printing and distribution of the signs across the campus are being worked out with the intent to display the signs on campus in the coming months. Lastly, the Anti-racism Committee provided invaluable recommendations on parking policy.

Staff/Employee Support: The CDI convened a workgroup with representation from the Transgender Health Program, Transportation & Parking Customer Service, Campus Safety, Systems Application Analyst, AAEO, and Legal to address equity concerns regarding the limited available choices for personal pronouns. This group was able to develop a process that resulted in the expansion of available pronouns. In addition, the CDI was able to facilitate a discussion between Parking and Transportation, Student Access and AAEO to address campus access needs

of students with disabilities. The result was the creation of a pilot program that will be trialed in the coming months.

Employee Resource Groups (ERGs): The CDI continues to support ERGs. During the month of June, the CDI partnered with the BERG and other stakeholders to design and implement a week of commemorative activities in recognition of Juneteenth. And in celebration of Pride month, the CDI supported OHSU Pride by sponsoring a virtual celebration.

Health Equity: OHSU continues to address the need to increase the vaccination rates in Oregon's communities of color. Through the efforts of the Vaccine Equity Committee, OHSU community members have worked to improve vaccination rates and vaccine education among culturally, racially, ethnically and linguistically diverse communities.

Center for Diversity and Inclusion: The center continues to expand its resources with the most recent addition of an executive assistant and is currently in the process of hiring 2 program coordinators. Programmatically, the center has trained its first cohort of Stepping-in trainers and has recently provided a search advocate for the Provost Search Committee. Implicit bias training continues with a 67% completion rate to date for hiring managers. And the center this summer will host a record 33 equity interns. Lastly, the center continued its commitment to students by supporting the establishment of a new student interest group in the school of nursing - The Black Student Nurses Umoja (BSNU).

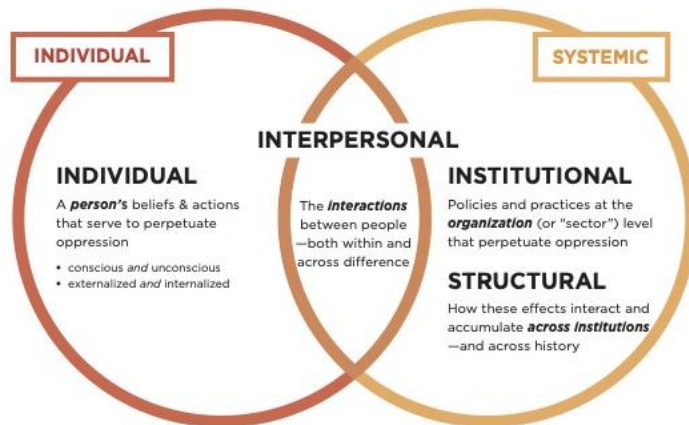
I would like to acknowledge that this update is not representative of all diversity and equity work across the university. There are ongoing anti-racist efforts in the Research, Education, and Clinical Missions such as the Racial Equity Inclusion Centers and the Health Disparities Reduction Hub. In recognition of this, the CDI and other stakeholders have completed the initial stage of creating a tracking system and an updated webpage to track progress on our institutional efforts and facilitate accountability.



OHSU DEI Update

June 25, 2021 PRESENTED BY: Derick Du Vivier MD, MBA; Senior Vice President Diversity, Equity and Inclusion

THE LENS OF SYSTEMIC OPPRESSION



Some phenomena playing out at each level

INDIVIDUAL

- Identity and difference
- Individual advantage and disadvantage
- Explicit bias
- Implicit bias
- Stereotype threat
- Internalized oppression

INTERPERSONAL

- Reproductive discourse ("Discourse 1")
- Microaggressions
- Racist interactions
- Transferred oppression

INSTITUTIONAL

- Biased policies and practices (e.g. in hiring, teaching, discipline, parent-family engagement)
- Disproportional (e.g. racialized) outcomes and experiences

STRUCTURAL

- Systems of advantage and disadvantage
- Opportunity structures
- Societal history of oppressive practices and policies

State Advocacy

- Senate Bill 398
- Covid-19 Vaccinations and the Black Community - Oregon Commission on Black Affairs (OCBA)
- Racial Justice Council (RJC)

Staff/Employee Support

- Employee Resource Groups (ERGs)
 - OHSU Pride Month
 - Virtual Bingo Event
 - Juneteenth Commemoration
 - Recognized university holiday
 - Week of commemoration events
- Human Resources
 - Anti-racism plan ongoing

OHSU Observes Juneteenth: A Sankofa Series



Sankofa expresses the importance of reaching back to knowledge gained in the past and bringing it into the present in order to make positive progress. CDI invites you to go on a journey with us we look back to move forward, toward wellness.

Monday, June 14: Noon to 1 p.m.

A Conversation on Juneteenth: What it is and why we observe.

[Click here for more information](#)

Tuesday, June 15: Noon to 1 p.m.

Dr. Ali Olyaei on the intersection of BIPOC health.

[Click here for more information](#)

Wednesday, June 16: Noon to 1 p.m.

Wellness Wednesday.

[Click here for more information](#)

Thursday, June 17: Noon to 1 p.m.

Reflections on Juneteenth with OHSU alumnus Dr. Monique Hedmann.

[Click here for more information](#)

Friday, June 18: Noon to 1:30 p.m.

Wellness Resources Fair with information/presentations plus a mindfulness exercise.

[Click here for more information](#)

If you have a disability and need an accommodation to attend or participate, or would like to access this information in another format, please contact the Center for Diversity and Inclusion.



Antiracism and Equity Education and Action

- Provost Search Committee - Search Advocate
- "Stepping In - Creating a Culture of Respect and Inclusion Collaboration Program “
- Summer Equity Research Program
- Diversity Honor Cords
- Implicit Bias education – Hiring managers
- Anti-racism signs
- CDI expansion

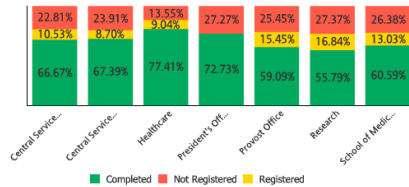


Unconscious Bias for Hiring Managers & Search Committees Class

Data Refreshed On : Jun-15-2021

Hiring Manager Count

958



Notes: "Not Registered" represents Hiring Managers who have not taken or registered for the "Unconscious Bias for Hiring Managers and Search Committee" class.

Total Trainings - Current Active Hiring Managers

Completed

66.70%

Registered

11.51%

Not Registered

21.79%

Headcount ELT	Completed	Registered	Not Registered	Total
Central Services - CFO	38	6	13	57
Central Services - Chief of Staff	31	4	11	46
Healthcare	257	30	45	332
President's Office	8	3	11	22
Provost Office	65	17	28	110
Research	53	16	26	95
School of Medicine	186	40	81	307
Total	638	113	207	958

Rep Group/Job Category	Completed	Registered	Not Registered	Total
AFSCME	2	1	1	4
APP	6	2	0	8
Faculty (ex. APP & OPP)	70	24	57	151
Fellow	1	0	0	1
ONA	0	0	1	1
OPP/Physician/Clinical Assoc	21	10	17	48
Research	22	5	11	38
Unclass Admin (ex. Clinical Assoc)	516	71	120	707
Total	638	113	207	958

Total Trainings - Prior Months

Includes active & terminated hiring managers and non-hiring managers

Headcount ELT	Jul-2020	Aug-2020	Sep-2020	Oct-2020	Nov-2020	Dec-2020	Jan-2021	Feb-2021	Mar-2021	Apr-2021	May-2021	Jun-2021	Total
Central Services - CFO								4	5	3	31	4	47
Central Services - Chief of Staff								8	11	7	4	4	30
External	2			11	3	1			1		5	1	24
Healthcare	12	9	12	12	16	26	4	12	44	31	91	13	282
President's Office	1			1	1	1	2					1	7
Provost Office	1	5	3	1	4	9	9	11	22	12	37	14	128
Research	2	1	2	1		3	2	4	18	15	15	5	68
School of Medicine	30	5	6	16	4	45	12	17	71	47	89	89	431
University Students (Not EE)												2	2
Total	48	20	23	42	28	85	29	48	169	119	275	133	1019

Rep Group	Jul-2020	Aug-2020	Sep-2020	Oct-2020	Nov-2020	Dec-2020	Jan-2021	Feb-2021	Mar-2021	Apr-2021	May-2021	Jun-2021	Total
AFSCME	2	3	2			3	2	6	15	4	10	1	48
External	2			11	3	1			1		5	1	24
Faculty	21	4	5	13	4	42	18	15	51	26	63	77	339
Fellow											1		1
House Officer						16							16
ONA	1					2					1	2	6
Research	4	2	3	1	2	2	2	6	6	10	7	8	53
Unclass Admin	18	11	13	17	19	19	7	21	96	79	188	42	530
University Students (Not EE)												2	2
Total	48	20	23	42	28	85	29	48	169	119	275	133	1019



OHSU will not tolerate racism or discrimination of any kind

Children need a safe place to heal. At Doernbecher, we expect everyone – ourselves, our patients and families, and our visitors – to act with kindness and respect. We do not tolerate harming others with words or actions.

Patients may contact a patient advocate at advocate@ohsu.edu or 503-494-7959. Employees can contact their manager, the administrator on duty or social work via SmartWeb.

Regardless of how you decide to respond to an incident in the moment, report the situation to the Affirmative Action and Equal Opportunity Department (AAEO) at aaeo@ohsu.edu or 503-494-5148. Visit www.ohsu.edu/aaeo for more resources.



Policy Review

- Parking policy review
- Parking subsidies for students with disabilities
- Badge pronouns expansion
- Promotion/Tenure
- Survey Committee

Health Equity

- Health Disparities Reduction Hub
- Vaccine Equity Committee
 - In response to a decreased rate of vaccination in Oregon communities of color, OHSU health has stood up a committee tasked with improving vaccination rates in historically marginalized communities

Equality



Equity



Empowerment





Date: June 15, 2021

To: OHSU Board of Directors

From: Donn Spight and Derick Du Vivier, Chairs of the Vaccine Equity Committee

RE: Vaccine Equity

Memo:

Despite statewide numbers showing we are rapidly approaching Governor Brown's goal of vaccinating 70% of Oregonians for COVID-19, data show that the burden of disease of COVID-19 is still disproportionately higher and vaccination rates are still lower in communities suffering from traditional health disparities. There are multiple factors including structural racism that have led to this health inequity.

The OHSU Vaccine Equity Committee (VEC) was charged by Dr. John Hunter in February 2021 to address barriers to COVID-19 vaccination across OHSU's system wide efforts. The committee provides accountability, guidance and resources for cultural humility at the mass vaccination sites at PDX, Hillsboro Stadium and the Oregon Convention Center. In addition, the committee has engaged in education, advocacy and outreach to boost vaccine confidence in communities historically mistreated by or mistrustful of healthcare systems.

To date, the VEC has co-hosted over 30 community centered, community focused vaccination events in safe spaces across the region resulting in the delivery of 5,775 vaccine doses. The committee conducts its clinics utilizing three mobile vans, a seven-member medical assistant team and a committed workforce of 1309 interested OHSU members. As populations needing to be vaccinated move from the eager to the willing to the hesitant, the hard work is just beginning.

It is clear that communities of color seek enduring authentic partnership to defeat COVID-19 as well as eliminate the significant health disparities that existed before the pandemic. The work of the VEC in underserved communities presents a unique opportunity to break the pattern of transactional relationships and restore the faith in large academic medical centers. There is tremendous desire in the OHSU member community and external partners to see the work of the VEC transform into a functional operational arm of healthcare delivery focused on equity. To continue to move the needle in this important direction the sustained prioritization and allocation of resources will be necessary.



Vaccine Equity Committee:

Community Outreach

DATE: JUNE 25, 2021 PRESENTED BY: DR. DONN SPIGHT, VACCINE EQUITY COMMITTEE CO-CHAIR

Vaccine Equity Committee: Charge

(vaccineequity@ohsu.edu)

- Convened February 2021: Now 22 members
- To ensure every Oregonian has access to COVID-19 vaccine regardless of race, ethnicity, language, mobility, zip code, education level, occupation, technology access, socioeconomic or immigration status.
- To be a resource for all OHSU COVID-19 vaccine processes to ensure accountability, cultural humility and mission based education, advocacy and outreach.
- To operationalize data driven vaccination clinics wherever needed.

Community centered, Community focused events

Talaalka COVID-19

Looma baahna inaad balan qabsato

Si aad xog ugaarto COVID ama aad u hesho munaasabada talaalka oo kuu dhow boogo ama wac: www.ohsu.edu/vaccineevents 833-647-8222



Juun 27
Luuliyo 24
10 a.m. - 4 p.m.

Historic Parkrose Pop-Up Market
10750 NE Sandy Blvd Portland, OR 97220

Munaasabad bilaash ah oo bulshada loo qabanaayo

- Talaalada Pfizer ee dadka waawayn iyo carruurta 12+ jirada ah
- Talaal amaan ah oo bilaash ah
- Shaqaaale labo luuqadood ku hadla ayaa jooga goobta
- Ballanso kuuradaada 2aad adoo goobta jooga

Qasab maaha:
• lambarka Social Security
• Aqoonsiga Oregon
• Caymiska Caafimaadka
• inaad tahay bukaan ka tirsan OHSU

Taageerayaasha Portland Trail Blazers ee qaata kuuradooda koobaad ee talaalka COVID-19 ayaa heli doona funaanado, boorar, ama tigilhadada munaasabada eediyarta 2021-22 preseason.



接种 COVID-19 新冠疫苗 无需预约

要了解新冠 或查找您附近的接种安排，请访问或致电：
www.ohsu.edu/vaccineevents 833-647-8222



6月21日
7月12日
3 - 7 p.m.

Harrison Park School
2225 SE 87th Ave, Portland, OR 97216

社区免费接种

- Pfizer (辉瑞) 疫苗，面向成人和 12 岁以上儿童
- 疫苗不仅安全，而且免费
- 现场有双语工作人员
- 现场预约接种第二剂疫苗

无需：
• 社会安全号码 (SSN)
• 俄勒冈州身份证
• 医疗保险
• 是 OHSU 的患者

Portland Trail Blazers (波特兰开拓者队) 的球迷在接种第一剂新冠 新冠疫苗后，将获得 2021-22 季前赛的 T 恤、海报或活动门票。



833-647-8222

Call us to get your COVID-19 vaccination appointment or register at <https://www.ohsu.edu/health/vaccine-scheduling-bsxc>

4 - 7 p.m.	May 11 & 13	Hillsboro Stadium Pfizer (12+)
11 a.m. - 7 p.m.	May 16	Hillsboro Stadium (Español) Pfizer (12+)

Vaccination for 12+ year-olds available
Safe and free vaccine
Bilingual staff on-site
Schedule your 2nd dose on-site

Not required to have a social security number, an Oregon ID or insurance.
Not required to be an OHSU patient.

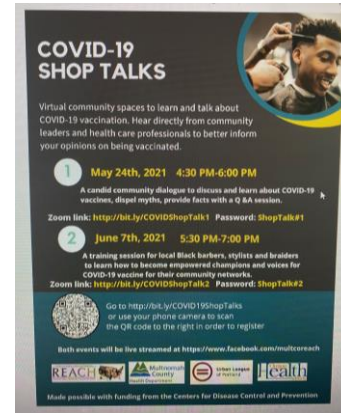


We share space with Cultural Humility

Cultural Humility is about recognizing that there are things we don't know and should approach learning of other cultures - A life long goal and process of self reflection.

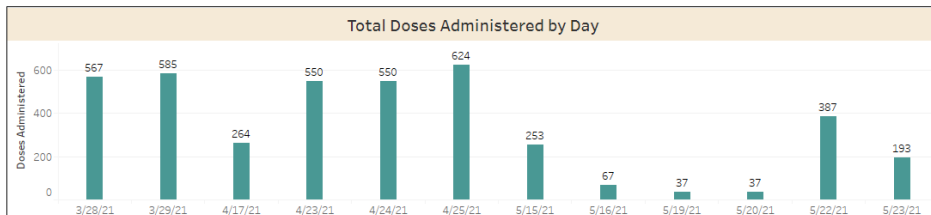
We must show humbleness, and ask questions so that we can better understand.

- Show respect toward the cultures of others
- Push ourselves to challenge our own cultural biases
 - communication styles
 - cultural identities
 - practices
 - use of reference of terminology
- Recognize and challenge power imbalances for respectful partnerships
- Develop mutual beneficial partnerships with communities - Not one sided
- Make ourselves feel vulnerable and not control
- Advocate and maintain institutional accountability (Data, Trends, Outcomes for diverse representation to better serve and respond to different community members.



40 VEC Community Events

(March 28th-July 24th)



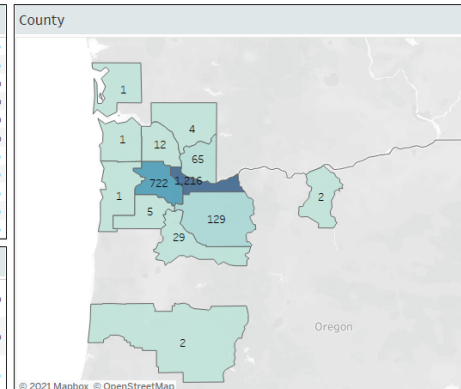
Race		
White	698	30.68%
Null	482	21.19%
Asian	442	19.43%
Unknown	185	8.13%
Black	267	11.74%
Declined	175	7.69%
American Indian/Alaska N..	22	0.97%
Other Pacific Islander	4	0.18%

Age Groups		
12-15	60	2.64%
16-19	202	8.88%
20-29	440	19.35%
30-39	466	20.49%
40-49	531	23.35%
50-59	405	17.81%
60-64	115	5.06%
65-69	36	1.58%
70-74	15	0.66%
75-79	10	0.44%
80+	5	0.22%

Ethnicity		
Non-Hispanic	958	42.11%
Hispanic	796	34.99%
Null	316	13.89%
Declined	104	4.57%
Unknown	101	4.44%

Sex at Birth		
Female	1,107	48.66%
Male	1,163	51.12%
Unknown	5	0.22%

Total Doses Administered	
4,115	
Administered 1st Doses	Fully Vaccinated Members
2,179	1,936
Scheduled Appts.	New MRNs Created
173	1,073



Data (as of June 6, 2021)

Languages >55% vaccinated

Language	% vaccinated	Increase past month
Korean	81%	7.3%
Vietnamese	80%	6.0%
Chinese (Mandarin, Cantonese)	78%	8.7%
Punjabi	75%	0.0%
Hindi	77%	3.9%
Tagalog	76%	6.3%
Nepali	80%	13.6%
Laotian	77%	8.9%
Farsi	74%	7.1%
Hmong, Mong, Mien	74%	5.8%
Cambodian	72%	4.4%
Thai	61%	5.5%
Bosnian	63%	9.1%
Burmese	67%	20.8%
Oromo	60%	13.2%

Current average vaccination rate for ***Health Share*** patients (all >16y): **47%**

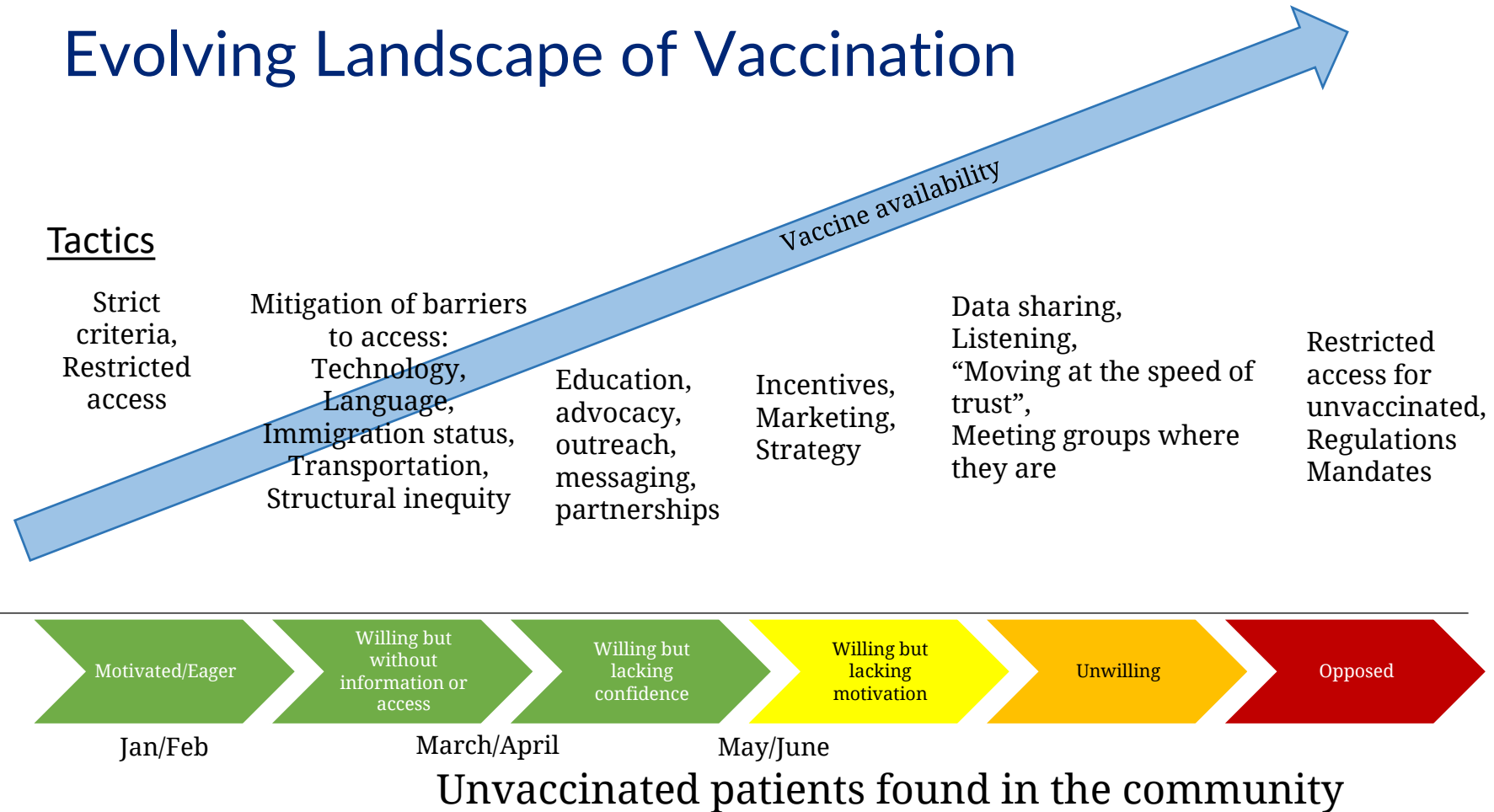
Languages 40-55% vaccinated

Language	% vaccinated	Increase past month
Amharic	54%	4.1%
Tigrinya	58%	14.7%
Arabic	54%	12.3%
Spanish	52%	13.1%
English	47%	8.2%
Armenian	44%	0.0%
Somali	45%	14.0%
Afghan, Pashto	46%	12.7%

Languages <35% vaccinated

Language	% vaccinated	Increase past month
Karen	37%	16.2%
Romanian	16%	1.8%
Swahili	23%	9.1%
Russian	7%	1.8%

Evolving Landscape of Vaccination



Vaccine Equity Committee: What is next?

- Continued data driven vaccination outreach with increased emphasis on canvassing
 - Russian Speaking/Slavic Communities, African/African American
 - Youth
 - Houseless
 - Homebound
 - Medicaid
- Transitioning of work to provide additional COVID education and support services
 - Back to school virus testing
 - Long COVID clinic
 - Antibody testing
- Novel, engaging and meaningful approaches to increase vaccination in communities being left behind
- **Sunset Date: Unknown**

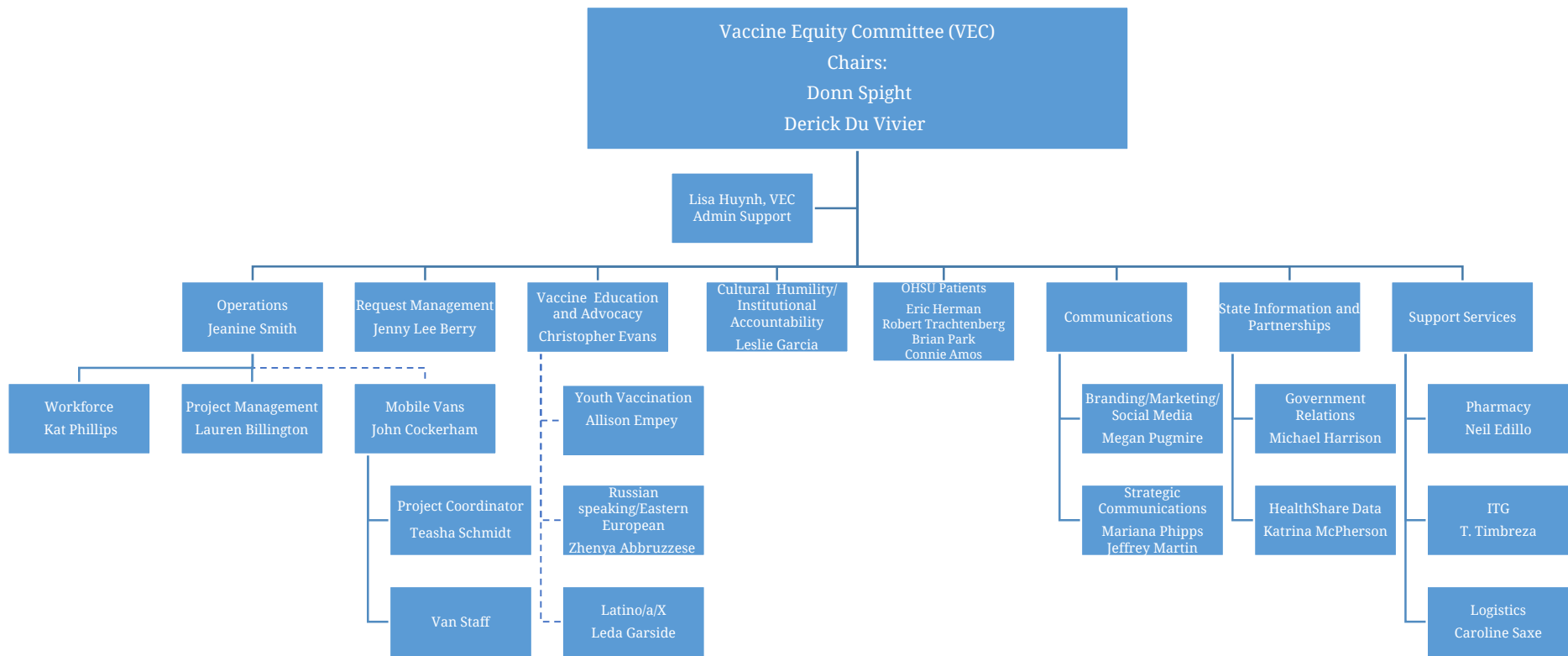


Lessons Learned from 4 months in the Community

- The disparities that led to the disproportionate burden of COVID disease in underserved communities existed long before the pandemic and will remain long after.
- The complex history of medical mistreatment, structural racism, and transactional exploitation creates profound mistrust of health entities in general.
- The messenger is as important as the message to build trust.
- OHSU sits at an inflection point in which the narrative defining it's place in the community can be re-written.
- Communities want and need an authentic and enduring partnership with OHSU that goes beyond a transactional relationship.
- Cultural humility must be continuously centered in all aspects of community engagement to achieve true bidirectional partnership.
- Health equity work is an uphill battle that requires not only desire but commitment, innovation, appropriation and often reallocation of resources to be sustainable.



VEC Supplemental Slides

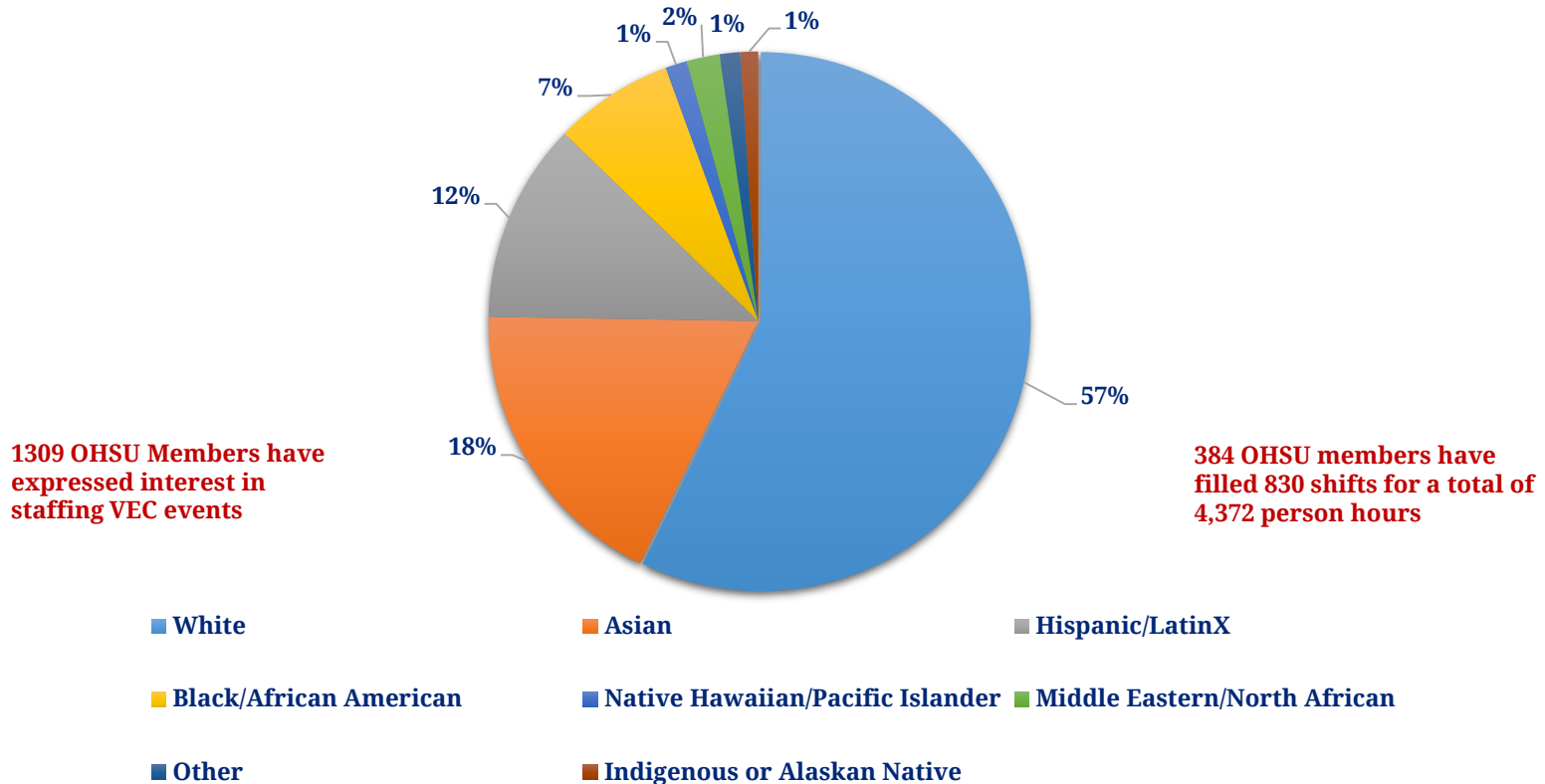


OHSU Vaccine Equity Committee Members

Name	Title
Donn Spight, MD, FACS, FASMBS	Medical Director, OHSU Simulation Professor of Surgery, OHSU Department of Surgery Staff General and MIS Surgeon, Portland VA Medical Center
Derick Du Vivier, MD, MBA	Senior Vice President for Equity and Inclusion Director, Center for Diversity and Inclusion Assistant Professor, Department of Anesthesiology & Perioperative Medicine Oregon Health & Science University
Robert Trachtenberg, MS	Executive Director, OHSU Family Medicine at Richmond Interim Chief Administrative Officer, OHSU Practice Plan, OHSU School of Medicine, Office of the Dean
David Robinson, PhD	Executive Vice Provost
Abby Tibbs	Vice President, Public Affairs & Marketing
Leslie Garcia, MPA	Assistant Dean for Diversity, Equity, & Inclusion, School of Medicine
Jeanine Smith, MD, MPH	Practice Manager, Family Medicine South Waterfront
Connie Amos, MS	Senior Director, Post-Acute Care
Michael Harrison	Director of Local Relations
Jenny Lee Berry	Program Manager, Community Relations, Public Affairs
Chris Evans, MD/MPH, AAHIVS	Assistant Professor HIV Clinic Team Lead General Internal Medicine Clinic OHSU Division of General Internal Medicine & Geriatrics OHSU Division of Infectious Diseases

Name	Title
Leda Garside, RN, BSN, MBA	¡Salud! Services Manager & Cultural Liaison OHSU Health Hillsboro Medical Center
Eric Herman, MD	Chief Primary Care and Population Health Officer
Megan Pugmire	Director of Brand and Design , Marketing and Communications
Katrina McPherson, MD	Pediatrics, Primary Care Clinic, Forest Grove
Lauren Billington, BA	Program Administrator, Ambulatory Services
Brian FM Park, MD, MPH	Assistant Professor, Family Medicine, Richmond Clinic
Kat Phillips, MHA, PMP	Clinical Practice Manager, OHSU Spine Center
Jeffrey Martin	Communications Specialist, Center for Diversity and Inclusion
Mariana Phipps, MSc	Communications Specialist, OHSU School of Medicine & APOM
Zhenya Abbruzzese	Healthcare Innovator, J Curve Consulting and Enigma Health Vaccine Advisory Committee, Adventist Hospital
Allison Empey, MD	Vice Chair of Equity, Diversity and Inclusion Assistant Professor of Pediatrics, School of Medicine
Neil Edillo, PharmD	Assistant Director, Information Management and Medication Safety, Pharmacy Services
Tirilee Cassel, AAMA	Certified Medical Assistant (AAMA), Community Outreach Van Team
Lisa Huynh, BSc	Sr. Executive Assistant, Office of the Provost

Race/Ethnicity of VEC Workforce



OHSU VEC Community Partners

Vaccine Events - March 2021 to present

- Adelante Mujeres
- African Communities Behavioral Health Collaborative Members: (Somali Empowerment Circle, Somali Oregon Service Center, African Family Holistic Health Organization, Eritrean and Ethiopian Cultural Resource Center, Togo Community Organization of Oregon)
- APANO
- Asian Health and Service Center
- Bienestar
- Bridges Collaborative Care Clinic
- Bridges Pamoja Coalition
- Centro Cultural
- Centro de Prosperidad
- Common Ground Church
- Emmanuel Central Church
- Gobierno de Guatemala
- Harrison Park School
- Hillsboro Medical Center ¡Salud! Program
- Historic Parkrose Pop-Up Market
- Imago Dei – Eastside
- Immigration Counseling Services
- Jade District Association
- League of United Latin American Citizens
- Life Change Church
- Lu Mien Association
- Lutheran Community Services NW
- Mexican Consulate
- Mt. Olivet Church – Westside
- Multnomah County REACH Program
- Muslim Community Center
- Ngoc Phuoc Pagoda
- Oasis of Praise
- OHSU Partnership Project
- OHSU Transgender Health Program
- Oregon Latino Leadership Network
- Oregon Health Authority
- Peter's Catholic Church
- Portland City Blessings Church
- Portland Community College Dreamer Resource Center
- Portland Public Schools
- Prescott Elementary School
- Quest Integrative Center for Health
- Self Enhancement Inc.
- Trillium Family Services, Parry Center
- Vietnamese Community of Oregon

OHSU Community Vaccination Events

(1st and 2nd dose)

- 3/28 & 3/29: Emmanuel Central
- 4/17: Portland City Blessings Church
- 4/18: Quest Integrative Center for Health
- 4/18: Emmanuel Central
- 5/11 & 5/13: Latino/¡Salud! (extended hours)
- 5/15: Portland City Blessings Church
- 5/16: Latino/¡Salud! @ Hillsboro Stadium
- 5/16: Muslim Community Center
- 5/19 & 5/20: Mt. Olivet Church – Beaverton/Aloha
- 5/22: Emmanuel Central Church
- 5/23: Quest Integrative Center for Health
- 5/26: Chinese Friendship Association
- 5/29: Common Ground Church – Central Beaverton
- 6/2: Lutheran Community Services NW
- 6/3: Prescott Elementary School
- 6/6: Muslim Community Center
- 6/7: Latino/¡Salud! @ Hillsboro Stadium
- 6/11: Bridges Collaborative Care Clinic
- 6/12: Vietnamese Community of Oregon
- 6/13: Life Change Church
- 6/13: St. Peter's Catholic Church
- 6/15: Trillium Family Services, Parry Center
- 6/16: Chinese Friendship Association
- 6/16: Mt. Olivet Westside
- 6/17: Mt. Olivet Westside
- 6/21: Harrison Park School
- 6/23: Lutheran Community Services NW
- 6/24: Prescott Elementary School
- 6/26: Common Ground Church
- 6/27: Historic Parkrose Pop-Up Market
- 7/6: Trillium Family Services, Parry Center
- 7/10: Lu Mien Association
- 7/10: VNCO Vietnamese Buddhist Temple
- 7/11: Life Change Church
- 7/11: St. Peter's Catholic Church
- 7/15: Mt. Olivet Church
- 7/24: Historic Parkrose Pop-Up Market



Date: June 14, 2021

To: OHSU Board of Directors, Chair Monfries

From: Susan Bakewell-Sachs, Dean School of Nursing

RE: School of Nursing Diversity, Equity, Inclusion and Anti-Racism update for June 25th

We are delighted to have this opportunity to share highlights of the School of Nursing journey on Diversity, Equity, Inclusion and Anti-Racism with the OHSU Board of Directors. Presenters for this update will be Dr. Susan Bakewell-Sachs, Dean, and Dr. Karen Reifenstein, Sr. Associate Dean for Student Affairs and Diversity.

The School of Nursing history on these areas of work includes an intentional focus on increasing diversity since 2012, initially with undergraduate students then graduate students, with funding from the U.S. Health Resources & Services Administration (HRSA). Two Nursing Workforce Diversity grants resulted in development of the HealthE: STEPS Advancing Health Equity through Student Empowerment & Professional Success Model, with significant increases in underrepresented and disadvantaged students and retention to graduation that has met or exceeded our on-time graduation rates for baccalaureate students.

The past year added focused work on anti-racism, aligned with the OHSU goal to become an anti-racist organization, with a school-wide listening session, an anti-racism statement, and initial action steps that guided us. Our work continues to achieve our goals and support our faculty, staff, and students on this important journey.



Strengthening the Culture of the School of Nursing: Diversity, Equity, Inclusion and Anti-Racism

Susan Bakewell-Sachs, PhD, RN, FAAN Dean, School of Nursing
Karen Reifenstein, PhD, RN Sr. Associate Dean Student Affairs & Diversity

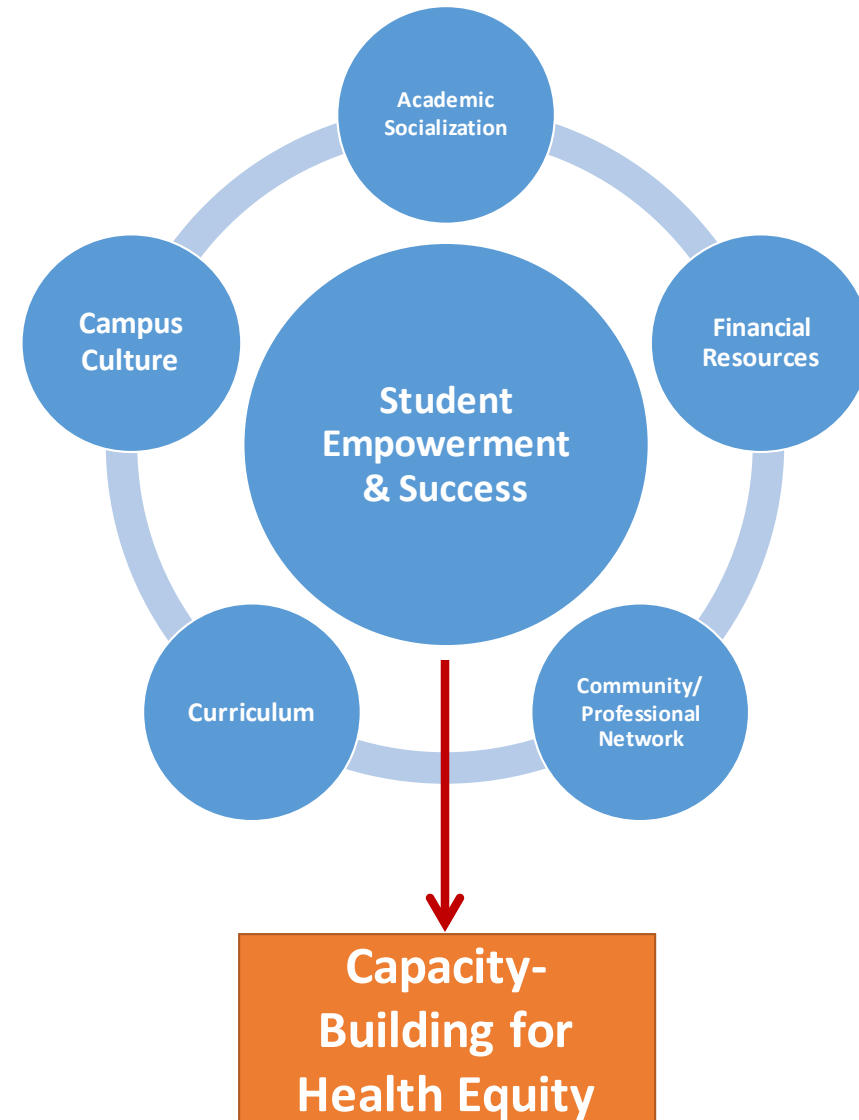


School of Nursing Journey

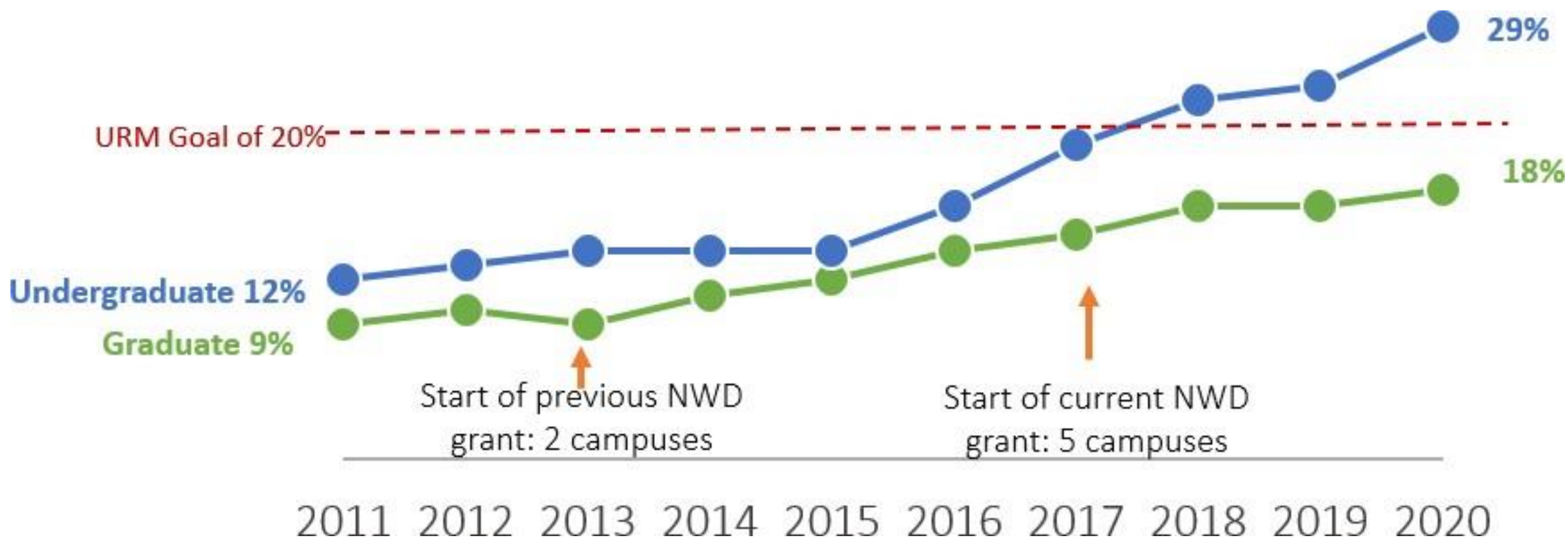
- 2012 Sr. Associate Dean Student Affairs & Diversity
- 2013-2017, 2017-2021 HRSA Nursing Workforce Diversity Grants, HealthE STEPS
 - Holistic admissions, multi-cultural curricula, student services, Diversity Advisory Group
- 2018 First Diversity Action Plan, UB training
- 2019 Recognized curricula for SDoH
- 2020, People/Culture Goal, Anti-Racism Statement

HealthE STEPS: Advancing Health Equity through Student Empowerment & Professional Success Model

Social Determinant	Strategy
Educational opportunity	Academic socialization
Economic stability	Financial resources
Socioeconomic opportunity	Community & Professional Network
Inclusive learning environment	Campus Culture
Health equity	Multi-cultural Curriculum Development



Underrepresented Minorities Among **Undergraduate** and **Graduate** Nursing Students 2011-2020 demonstrates the success and impact of HealthE STEPS in the **Undergraduate Programs** and potential for impact to **Graduate Programs**.



2017-2021 HealthE STEPS Outcomes

Awarded \$807,949 in scholarships and stipends to 99 undergraduate students and 14 graduate students.

	Undergraduate (n=99)	Graduate (n=14)
Underrepresented Minority	95%	100%
First In Family	82%	79%
Retention	100%	100%
On-Time Graduation	96%	93%

OREGON HEALTH & SCIENCE UNIVERSITY

Diverse nurses make a difference in the communities they serve

Become a nurse at the OHSU School of Nursing!

OHSU School of Nursing has been awarded a special grant to enroll, empower and graduate students from backgrounds typically underrepresented in nursing, including students from ethnic and racial minority groups, to improve health equity within our communities through professional nursing practice. The Advancing Health Equity through Student Empowerment & Professional Success (HealthE STEPS 2.0) program provides tuition and academic support for nursing students on all campuses.

I see the importance and the need for diversity in this ever-changing health care field. I get to meet that need thanks to the leadership and training at OHSU.

Fily Bencomo Gonzalez
Class of 2018
Accelerated Bachelor of Science, Ashland campus




Take your next step into nursing!

Contact our HealthE Steps Diversity Coordinators:

Tito Onesto
Ashland Campus, 541-552-6256 or onesto@ohsu.edu

Ilana Garcia, Monmouth and Portland Campuses,
503-407-2398 or garcial@ohsu.edu

Francis Rojina
Klamath Falls Campus,
541-885-0858 or rojinaf@ohsu.edu

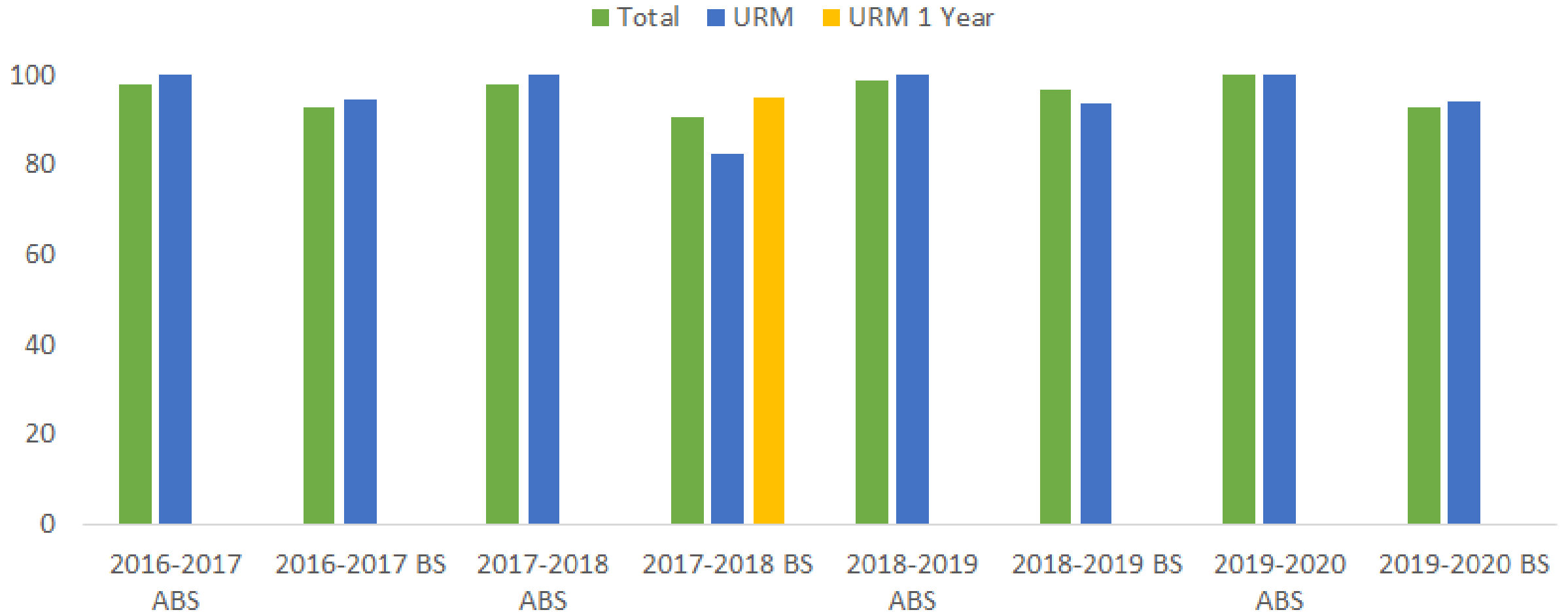
Beckie Juarez
LaGrande Campus, 541-962-3170 or juarezr@ohsu.edu

www.ohsu.edu/son
www.ohsu.edu/med

OHSU School of Nursing campuses




On-Time Graduation Rates of Prelicensure Students



ABS = Accelerated Baccalaureate; BS = Baccalaureate

2020-2021

Listening and Dialog forum (June 2020): Importance of Diversity, Equity, and Inclusion: Standing Up Against Structural Racism

- Need for ongoing Unconscious Bias Training
- Continue addressing diversity and inclusion
- Bystander ally training
- Advance multicultural curriculum development
- Increase education in structural racism, health disparities

July 2020 School of Nursing Statement of Commitment to Anti-Racism

Immediate Initial Anti-Racism Actions:

- Create anti-racism resource repository for faculty, staff, and students, including for multicultural curriculum (August 2020)
- Listen to students about their observations of racism, provide opportunities for dialog and processing of observations in classes and clinical, and potential responses and interventions
- Listen to faculty and staff about racism and anti-racism efforts and seek to provide opportunities for dialog and action
- Examine clinical course outcomes and rubrics, add language regarding systemic racism, incorporate more opportunity for students to pay attention to the racism that exists in care microsystems.

July 2020 School of Nursing Statement of Commitment to Anti-Racism

- Consider program outcomes to incorporate social justice.
- Conduct a reviews of cases, exam questions, assignments and simulations across UG and GRAD curricula to ensure accuracy, lack of bias, diversity and multicultural examples.
- Offer courses for student UBT in specific undergraduate and graduate courses beginning summer 2020. (UG & GRAD courses implemented)
- Encourage a personal anti-racism individual Faculty Performance Review goal for SoN employees in the coming year. (started 2020)

July 2020 School of Nursing Statement of Commitment to Anti-Racism

- Consider a personal anti-racism goal in the Faculty Performance Review. (Faculty vote May 2021)
- Support an Interprofessional Education focus on anti-racism
- Health Systems & Organizational Leadership Program racism courses
 - Clarifying Racism – Institutional Racism –Fall Term, 2020
 - Clarifying Racism – Foundational Concepts of Bias-Winter Term 2021
 - Clarifying Racism – Unequal Treatment –Spring Term 2021
- Update statement on diversity, equity, and inclusion for the SoN Catalog (completed July 2020)

July 2020 School of Nursing Statement of Commitment to Anti-Racism

- Create pre- and post-conferences for UG clinical faculty to support faculty in addressing racism and opening conversation about it.
- Create a safe place for faculty to bring situations forward and discuss how to address and learn from them.
- Create safe spaces for students and staff for dialog, being together, and learning.
- Conducted monthly diversity, equity, and inclusion webinars
- Leadership Council reading and dialog – *Me and White Supremacy*



**RESOLUTION 2021-06-06
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

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

James Carlson
Stacy Chamberlain
Prashant Dubey

Board Members Appointed to University Health System Board

Ruth Beyer
James Carlson
Steve Zika

This Resolution is adopted this 25th day of June, 2021.

_____ Yeas
_____ Nays
_____ Abstentions

Signed by the Secretary of the Board on June 25, 2021.

Connie Seeley
Board Secretary

Glossary of Terms

A3 – Single page strategy

AAEO – Affirmative Action and Equal Opportunity

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

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

AH - Adventist Health.

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

AHRQ – Agency for Healthcare Research and Quality

AI/AN - American Indian/Alaska Native

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

APP – advanced practice providers

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

ARRA - American Recovery and Reinvestment Act of 2009.

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

ASF - Assignable Square Feet. The sum of all area 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.

DAC - Diversity Advisory Council

DEI – Diversity, Equity, & Inclusion

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.

EHS - 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.

ERG - Employee Resource Groups

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 July 1 – June 30.

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 Promoter 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.

OCBA – Oregon Commission on Black Affairs

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.

Prrogram – 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

RJC – Racial Justice Council

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.

SoD – School of Dentistry

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

TBD - 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

VEC – Vaccine Equity Committee

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.