

FALL 2021

# Year Six Policies, Regulations, and Financial Review

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## Introduction

Oregon Health and Science University (OHSU), Oregon's only academic health center, educates many of Oregon's future health professionals and scientists. OHSU partners with other Oregon public institutions and regional healthcare facilities to educate and provide care and specialty services to Oregonians and the region. OHSU's [educational offerings](#)<sup>1</sup> consist of programs within:

- School of Dentistry
- School of Medicine
- School of Nursing
- College of Pharmacy (joint Pharm.D. with Oregon State University)
- School of Public Health (joint school with Portland State University)

Many of OHSU's academic programs hold specialized accreditation, which attests to the academic rigor of the curriculum, and OHSU continually strives to be one of the [best graduate schools](#)<sup>2</sup> in the nation.

As COVID-19 spread across the state of Oregon and the globe in 2020, OHSU was thrust to the forefront of a local, regional, and global fight against the virus. OHSU's strong leadership under President Danny Jacobs and his executive team, made crucial and timely decisions to ensure a nimble university throughout the pandemic, while complying with federal and state public health requirements and adhering to established OHSU policies.

When Oregon Governor Kate Brown issued stay-at-home orders, OHSU quickly implemented public health measures across the institution in an effort to limit the spread of the COVID-19 virus to the OHSU community. OHSU limited the number of individuals coming to campus by requiring non-essential employees to work from home, implemented enhanced visitor screening at restricted entrances to OHSU's facilities, initiated a COVID-19 access pass system to ensure those employees who had to come to campus passed an initial screening questionnaire, and applied other controls with social distancing and mandatory mask wearing for individuals on campus. OHSU Strategic Communications initiated daily updates through the *OHSU Now* application to ensure consistent messaging to the

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1 <https://www.ohsu.edu/education/programs-and-schools>

2 <https://now.ohsu.edu/member/post/ohsu-again-ranks-among-top-graduate-schools/b28524ab-9974-42a9-b3b2-047d6e0ee97c>

OHSU community about the most recent developments surrounding the institution and the pandemic. The university also made face masks available and increased the number of hand sanitizing stations across campus.

Then-Provost and Executive Vice President Elena Andresen worked with Executive Vice Provost David Robinson and the deans of the schools and colleges to transition didactic courses to a temporary online format beginning Spring term 2020, which also required approval from NWCCU and specialized accrediting bodies. This transition was a heavy lift involving the faculty revising their curriculum and getting it approved through the OHSU curricular process, OHSU's Teaching and Learning Center (TLC) providing faculty training and support, Education Committee preparing classroom operations and video conferencing support, the Institutional Technology Group (ITG) supporting the increased technology demands, and a communication strategy rolled-out to students, faculty, and the OHSU community. OHSU also provided eligible medical and dental students whose clinical experiences could not be replicated with partial tuition or fee reductions in Spring 2020. The institution directed additional resources, including technological support, to faculty and students as didactic courses transitioned to online formats, so students could maintain their educational progress. OHSU provided financial support to its students and distributed over \$2.4 million in Coronavirus Aid, Relief, and Economic Security Act ([CARES](#)<sup>3</sup>) Coronavirus Response and Relief Supplemental Appropriations Act (CRRSAA), and American Rescue Plan (ARP) funds in the form of grants to support students during COVID-19.

As the COVID-19 pandemic continued, students raised concerns about attaining graduation requirements and the ability to celebrate graduation ceremonies with friends and family members. Educational programs developed telehealth competencies which enabled students to meet their graduation expectations as well as provide healthcare advice to individuals from the safety of their homes. OHSU navigated the student concerns, state regulations, and institutional policies to transition graduation ceremonies into a virtual format for 2020 and 2021 demonstrating the institution's commitment to its graduating students through effective decision-making processes. OHSU also maintained its student recruitment efforts, so the pandemic did not have a negative impact on admissions or enrollment numbers for the 2020–21 academic year, although

some health professions programs reduced their entering classes by a few students to ensure future clinical placements.

OHSU's educational, hospital, and fiscal resources have been challenged by the COVID-19 pandemic, but the institution has remained steadfast in its statewide mission and commitment to its students, patients, and community. OHSU also made a number of resources available for OHSU employees and learners who were displaced by regional wildfires. Allocated resources included: housing options for evacuees, options for time away from work, a Fire Hardship Fund which provides monetary grants to employee families who have been evacuated or displaced, and multiple other wellness tools and resources.

President Jacob's commitment to OHSU employees during this time was demonstrated in the decision to keep employees on full salary through the 2019-2020 fiscal year, though there were some temporary salary reductions for the 2020-2021 year. OHSU also expanded its resources for employees through a number of decisions, including increased time off, financial support for child care, and limited internet allowances to assist with work-life balance stressors.

OHSU's commitment to the health and wellbeing of all Oregonians was well demonstrated in the university's COVID-19 [response](#)<sup>4</sup>, which, among other actions, has helped administer over 910,000 total vaccination doses to OHSU employees, students, and the community through locations across the Portland metro area including at the Portland Convention Center and Portland International Airport. Throughout the public health crisis, OHSU experts provided guidance and direction for Governor Brown and other state health officials, including Dr. Renee Edwards, (Chief Medical Officer with OHSU Health) and Bruce Goldberg (Family Medicine) both serving on the Governor's COVID-19 Medical Advisory Panel. Connie Seeley, Executive Vice President, Chief Administrative Officer and Chief of Staff, was appointed as a special adviser for COVID-19 vaccine implementation. Senior Vice President Derick Du Vivier and faculty member Kelly Gonzales served on the Oregon COVID-19 Vaccine Advisory Committee.

As Oregon's only public health sciences university and academic health center, OHSU receives a general fund appropriation from the state of Oregon on a biennial basis, which includes funding for the Schools of Medicine, Dentistry,

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4 <https://news.ohsu.edu/covid-19>

and Nursing, the Office of Rural Health and Area Health Education Centers (AHEC), the Child Development and Rehabilitation Center, and the Oregon Poison Center. As a result of a projected \$2.7 billion state revenue shortfall because of COVID-19's impact on the state and local economy, and in preparation for challenging decisions to balance the state's 2019-21 biennial budget, Governor Brown asked state agencies to prepare impact analyses of 8.5% reductions in biennial funding. Fortunately, the Oregon Legislature passed a bipartisan budget package that prioritized education and health care funding. With this adjusted state budget, OHSU's state appropriation for the 2019–2021 biennium was maintained with limited reductions.

With the legislature's actions, OHSU education leaders recommended to the OHSU Board of Directors a 2% increase in tuition for the 2020–2021 academic year at the Board's September 2020 meeting. A 2% increase reflects the typical inflationary costs of providing education and is in keeping with the low tuition increases OHSU has prioritized over the last several years. In addition, the OHSU Board of Directors voted to continue the [OHSU Tuition Promise](#)<sup>5</sup> that guarantees students in eligible academic programs will not incur tuition increases for the normal length of their program. The OHSU Board of Directors again approved a 2% increase in tuition for the 2021–22 academic year at the Board's June 2021 meeting and also approved the continuation of the OHSU Tuition Promise for students entering in 2021–22 in eligible academic programs. The impact of the Tuition Promise and limiting tuition increases for first year students since 2013 has had a notable positive effect on the rate at which OHSU graduate debt is increasing. Indeed, in some health education programs students are now graduating with less debt than their counterparts up to six years ago.

For the 2021–23 biennium, the Oregon Legislature fully funded OHSU's general fund appropriation with a \$3.3 million current service level increase, which will allow the institution to continue offering high-quality education and training to Oregon's future health care providers while keeping tuition increases low for our students.

OHSU also addressed and raised social awareness as protests supporting the Black Lives Matter movement in downtown Portland thrust the city into the national spotlight. The nightly protests had a profound impact on OHSU's students, faculty, staff and administration. President Jacobs is leading efforts

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5 <https://www.ohsu.edu/education/tuition-and-fees>

to address [institutional and structural racism](#)<sup>6</sup> across OHSU through talks and town hall conversations while serving on Governor Brown’s Racial Justice Council to address systemic racism in Oregon. Additionally, OHSU’s Center for Diversity and Inclusion and the OHSU Library partnered to provide electronic resources for individuals to reflect on and to raise awareness about [Race, Racism and Health Disparities](#)<sup>7</sup>.

In 2019, OHSU commissioned its third [Economic Impact of Oregon Health & Science University](#)<sup>8</sup> report with the first two reports conducted in 2007 and 2012. The purpose of this report is to allow OHSU to develop a deeper understanding of its place in the Oregon economy by quantifying its economic impacts in 2019 and how those impacts have changed over the thirteen-year period. Understanding its current impacts and historical trends will help OHSU leaders and state policymakers shape OHSU’s future in a way that will be most valuable to Oregonians. According to the report, OHSU’s economic impact on Oregon has grown to \$7.2 billion a year, and the economic impact grew 196% from 2007 to 2019. The analysis also shows that OHSU operations bring a substantial amount of resources into the state, create jobs with high livable wages, and support multiple sectors of industry.

OHSU supports its researchers and innovators through [Technology Transfer](#)<sup>9</sup>. As one of the world’s leading research universities with researchers, faculty and clinicians known for world-renown discovery and innovation, the goal of OHSU Technology Transfer is to work with innovators to find market applications for their inventions and bring their ideas to life. For fiscal year 2019, OHSU Technology Transfer had over 140 technology disclosures, four start-ups launched, and 24 patents issued. OHSU has also joined the [COVID-19 Technology Development Framework](#)<sup>10</sup> led by Stanford University to address the COVID-19 pandemic through the utilization of technologies to prevent, diagnose, and treat COVID-19 infections.

In April 2021, Moody’s Investors Service affirmed OHSU’s Aa3 revenue bond rating with a stable outlook. The Aa3 reflects the expectation that OHSU will achieve significantly improved results in fiscal 2021, following a performance

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6 <https://www.ohsu.edu/about/ohsu-anti-racism-action-plan>

7 <https://libguides.ohsu.edu/race-racism-health>

8 <https://www.ohsu.edu/about/economic-impact-ohsu>

9 <https://www.ohsu.edu/tech-transfer>

10 <https://otl.stanford.edu/covid-19-technology-access-framework>

in 2020 that was largely driven by challenges related to COVID-19. The rating also reflects the expectation that OHSU will continue to benefit from a number of well-established organizational strengths that will provide ongoing stability, including: strong philanthropy; very strong academic programs; strong research; and very strong clinical offerings which draw admissions from across the state and from neighboring states. OHSU is the only academic medical center in the state, ranking 29th nationally in NIH funding, and has extremely competitive medical school admissions—at 4% selectivity. In fiscal 2020, OHSU generated approximately \$3.4 billion in revenues, including over \$700 million related to gifts, grants, and contracts.

In January 2021, OHSU in conjunction with Portland State University, Portland Community College, and the City of Portland; opened the \$111 million [Vanport Building](#)<sup>11</sup> at 1808 S.W. 5th Avenue. The new building is located conveniently along the Portland Street Car and near the Portland Max line with frequent shuttles to the South Waterfront. The School of Public Health will occupy floors five and six which will provide faculty, staff, and students much needed space and enhance the School’s learning environment.

While OHSU instituted a phased and controlled lifting of modified operations on June 21, 2021, and a regulated return to normal operations by September 7, 2021; the impact of the delta COVID-19 variant warranted a reconsideration of this plan. OHSU continues to monitor the external environment and the impacts of COVID-19 on the institution daily with the ongoing safety of all OHSU members a priority and in compliance with state and federal regulations; and as such the institution has extended modified operations through December 17, 2021.

As a public institution and the only public academic health center in Oregon, OHSU’s mission is to improve the health and wellbeing of all Oregonians. OHSU provides a wide variety of unique services that benefit individuals, communities, businesses, local and state governments, and the entire state in myriad ways. While there are a tremendous number of economic, social, and health issues impacting Oregon and the nation, OHSU remains committed to its mission, its community, and its learners. OHSU has the institutional leadership and organizational flexibility in place to effectively manage its resources while addressing the numerous factors impacting the institution and the state.



# Eligibility Requirements Compliance

OHSU attests that the institution maintains compliance with the NWCCU's Eligibility Requirements and has no outstanding [reports or obligations due to NWCCU](#)<sup>12</sup>.

## INSTITUTIONAL REPORT CERTIFICATION FORM

Please use this certification form for all institutional reports (Self-Evaluation, Annual, Mid-Cycle, PRFR, Evaluation of Institutional Effectiveness, Candidacy, Ad-Hoc, or Special)



### Institutional Report Certification Form

On behalf of the Institution, I certify that:

- There was broad participation/review by the campus community in the preparation of this report.
- The Institution remains in compliance with NWCCU Eligibility Requirements.
- The Institution will continue to remain in compliance throughout the duration of the institution's cycle of accreditation.

I understand that information provided in this report may affect the continued Candidacy or Accreditation of my institution. I certify that the information and data provided in the report are true and correct to the best of my knowledge.

Oregon Health & Science University

(Name of Institution)

President Danny O. Jacobs, M.D., M.P.H., F.A.C.S.

(Name of Chief Executive Officer)

*Danny Jacobs*

(Signature of Chief Executive Officer)

September 2, 2021

(Date)

## Executive Summary of Accreditation

Established in 1887, Oregon Health & Science University is the state's only public health and research university: it is a place where healing, teaching and discovery come together. Institutional and professional accreditation work is based on and shaped by [OHSU's Vision, Mission, and Values](#)<sup>13</sup>. Additionally, OHSU's strategic planning process, [OHSU 2025](#)<sup>14</sup>, provides goals and aspirations based on OHSU's vision to guide the direction of the institution. OHSU has the framework and personnel structure required to address the institution's accreditation needs and lead the institution's strategic planning efforts as shaped by the Vision, Mission, and Values.

OHSU maintains a strong, diverse, and inclusive framework to address the institutional expectations and obligations around its accreditation efforts. OHSU's executive vice provost serves as the Accreditation Liaison Officer (ALO) for the institution and reports directly to the provost, the president, the president's executive cabinet, and the OHSU Board of Directors on accreditation issues. The executive vice provost reviews all specialized accreditation reports and has assembled a standing working group in the Office of the Provost to track, monitor, and support accreditation efforts. This group consists of the vice provost for enrollment management and academic programs; vice provost for educational improvement and innovation; assistant vice provost for accreditation; assistant vice provost for academic program approval and policy, and a business data analyst. The executive vice provost convenes faculty and administrative teams to provide input and review accreditation reports and relies on institutional committees, such as the OHSU Assessment Council, to offer feedback on appropriate issues where relevant.

A number of institutional leaders contribute to ensuring OHSU continues to meet its accreditation standards and eligibility requirements. The provost and the executive vice provost are members of the [executive cabinet](#)<sup>15</sup> which provides recommendations to the president about institution-wide policies, procedures, initiatives and resource allocations to support OHSU's attainment of its vision and mission. OHSU's provost also provides leadership around fiscal decisions at the university level through membership on the OHSU Budget Committee,

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13 <https://www.ohsu.edu/about/ohsu-vision-mission-and-values>

14 <https://www.ohsu.edu/about/strategic-plan>

15 [Appendix 2 - Organization Chart](#)

where all financial decisions across the university are discussed and approved. The executive vice provost also provides a leadership role in the OHSU 2025 Strategic Planning process and chairs the [Academic and Student Affairs Council](#)<sup>16</sup> (ASAC), which addresses academic and student issues across the institution. The vice provost for educational improvement and innovation chairs the OHSU Assessment Council and manages the [annual assessment process](#)<sup>17</sup> of student learning outcomes for academic programs. OHSU has taken steps to integrate student support services into the OHSU assessment process. The vice provost for educational improvement and innovation also is charged to lead institutional faculty development efforts, which includes education about assessment. The vice provost for enrollment management and academic programs and the business data analyst are designing an institutional dashboard to assist OHSU as it addresses student achievement and student success metrics. The dashboard will also enable OHSU to compare institutional measures which can be benchmarked with OHSU's peer institutions. This dashboard will also permit OHSU to disaggregate data to address equity gaps that may exist. The vice provost for enrollment management and academic programs works in conjunction with the assistant vice provost for accreditation to ensure OHSU's NWCCU Annual Report is completed and the OHSU Institutional Portal for NWCCU is up-to-date and accurate. The executive vice provost, the vice provost for enrollment management and academic programs, the assistant vice provost for academic program approval and policy, and the assistant vice provost for accreditation communicate regularly to monitor curricular modifications, policy updates and revisions, and substantive changes that are submitted to NWCCU.

OHSU's specialized accreditation is managed at the appropriate school or college level, with all submissions reviewed by the Office of the Provost, which maintains an institutional repository of materials. The assistant vice provost for accreditation provides centralized support and serves as a resource to those programs going through specialized accreditation reviews.

OHSU has an extensive and qualified accreditation team and processes in place to ensure the institution addresses all expectations and requirements by NWCCU. The executive vice provost serves as the conduit to ensure the OHSU Board of Directors, the president, the president's executive cabinet, and the provost are all updated on institutional accreditation issues. The

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16 [Appendix 3 - Academic and Student Affairs Council](#)

17 <https://www.ohsu.edu/education/academic-assessment>

OHSU community is regularly informed about accreditation deadlines and expectations at ASAC meetings as the institution continually self-reflects on accreditation standards and eligibility requirements.

## Standard Two: Governance, Resources, And Capacity

*The institution articulates its commitment to a structure of governance that is inclusive in its planning and decision-making. Through its planning, operational activities, and allocation of resources, the institution demonstrates a commitment to student learning and achievement in an environment respectful of meaningful discourse.*

### Governance

**2.A.1** The institution demonstrates an effective governance structure, with a board(s) or other governing body(ies) composed predominantly of members with no contractual, employment relationship, or personal financial interest with the institution. Such members shall also possess clearly defined authority, roles, and responsibilities. Institutions that are part of a complex system with multiple boards, a centralized board, or related entities shall have, with respect to such boards, written and clearly defined contractual authority, roles, and responsibilities for all entities. In addition, authority and responsibility between the system and the institution is clearly delineated in a written contract, described on its website and in its public documents, and provides the NWCCU accredited institution with sufficient autonomy to fulfill its mission.

OHSU has an effective governance structure with a nine-member [Board of Directors](#)<sup>18</sup>. OHSU's authority as a public corporation, the establishment of the OHSU Board of Directors, and the authority, roles, and responsibilities of the board is established by [Oregon Revised Statute \(ORS\) in Chapter 353](#)<sup>19</sup>. The OHSU president serves on the board throughout his or her presidency as an *ex officio* member. The remaining eight members are appointed by the governor of the State of Oregon and confirmed by the Oregon State Senate. These eight members do not have any contractual, employment relationship, or financial interest with the institution. One member is a student who is appointed for a two-year term while the remaining appointed members serve a four-year term. The

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18 <https://www.ohsu.edu/about/board-directors>

19 <https://www.oregonlaws.org/ors/353.050>



Board monitors the [institutional policies process](#)<sup>20</sup>, grants the OHSU President the authority to adopt and amend policies under [Policy No. 01-01-001 – Policy Development and Approval](#)<sup>21</sup>, and when necessary, reviews and enacts Board level policies, which are publicly available.

The appointment, membership, meetings, and removal of members of the OHSU Board of Directors is clearly delineated in [ORS 353.040](#)<sup>22</sup>. Appointments are staggered to provide for continuity as changes occur in board membership. The governor may remove any member at any time for cause after notice and public hearing, but not more than three members may be removed within a period of four years, unless it is for corrupt conduct in office. The board elects a chair and vice chair, and committees meet regularly. The Secretary to the Board manages preparation for all board meetings, serves as an information source on board matters, and is the recorder and repository of the board’s official record. The board customarily convenes four to five times a year in public session. A meeting [docket](#)<sup>23</sup> and any related materials are made public on the OHSU website, and the public is invited to attend or watch a live stream of the meeting.

OHSU is not part of a multi-unit governance system. As an independent university, established as a public corporation, OHSU has sufficient autonomy to fulfill its mission.

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20 [Appendix 4 – OHSU Policy Approval Process](#)

21 <https://ohsu.ellucid.com/documents/view/20725/?security=e30f590c710b82e3258aa3918c0dbb5e66b76ef8>

22 <https://www.oregonlaws.org/ors/353.040>

23 <https://www.ohsu.edu/about/board-directors-meetings>

Table 1: OHSU Board of Directors

Board Member	Term Expiration	Affiliation
Wayne Monfries, Chair	09/30/2024	Senior Vice President, Global Tax at Visa
Ruth Beyer, Vice Chairwoman	09/30/2021	Senior Vice President and General Counsel of Precision Castparts Corporation
Stacy Chamberlain	09/30/2021	Executive Director, Oregon AFSCME Council 75
Prashant Dubey	09/30/2021	VP Contract Solutions Elevate Services
Danny Jacobs, M.D., M.P.H., F.A.C.S.	ex officio	President, OHSU
OHSU Student Representative		Student representative has been submitted to the Governor's Office and awaiting approval
Chad Paulson	09/30/2021	Senior Vice President, Human Resources and Corporate Secretary of See's Candies
James Carlson	09/30/2024	Senior Advisor, Oregon Health Care Association
Steve Zika	09/30/2021	CEO of Hampton Lumber

**2.A.2** The institution has an effective system of leadership, staffed by qualified administrators, with appropriate levels of authority, responsibility, and accountability who are charged with planning, organizing, and managing the institution and assessing its achievements and effectiveness.

OHSU has a very effective system of leadership, staffed by qualified administrators, with appropriate levels of authority, responsibility, and accountability who are charged with planning, organizing, and managing the institution and assessing its achievements and effectiveness. The OHSU president manages the operation of the institution with OHSU's [senior executive leadership](#)<sup>24</sup> members. The executive leadership [organization](#)<sup>25</sup> comprises the following individuals and positions:

- President **Danny Jacobs, M.D., M.P.H., F.A.C.S.**
- Executive Vice President and Dean of the School of Medicine, **Sharon Anderson, M.D.**
- Executive Vice President and Chief Research Officer, **Peter G. Barr-Gillespie, Ph.D.**
- Executive Vice President and General Counsel, **Alice Cuprill-Comas, J.D.**
- Executive Vice President and Chief Financial Officer, **Lawrence J. Furnstahl**
- Executive Vice President and Chief Executive Officer of OHSU Health System, **John Hunter, M.D., F.A.C.S.**
- Executive Vice President, Chief Administrative Officer and Chief of Staff, **Connie Seeley**
- Interim Executive Vice President and Provost, **David W. Robinson, Ph.D.**

The executive leadership meets frequently to ensure that the institution's direction and vision are being effectively articulated and managed through all areas of the university. These meetings focus on university priorities, including the accomplishment of the strategic plan—[OHSU 2025](#)<sup>26</sup>, and on addressing issues as they arise that require integration, collaboration and coordination for the institution to be successful.

The [Office of the Provost](#)<sup>27</sup> is responsible for overseeing the academic mission of OHSU, including providing vision, creating strategies, and prioritizing resources to ensure the quality of that mission. In doing so, the office works closely with

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24 <https://www.ohsu.edu/about/ohsu-leadership>

25 [Appendix 2 - OHSU Organization Chart](#)

26 <https://www.ohsu.edu/about/strategic-plan>

27 <https://www.ohsu.edu/education/office-provost>

senior leadership, the institutional deans, faculty, and staff to enhance academic excellence, student success, and the university's academic profile.

Led by Interim Executive Vice President and Provost, David W. Robinson, Ph.D., this office leads and manages a variety of collegial initiatives, processes and services. The office is devoted to creating a positive and inclusive campus environment. Interim Provost Robinson convenes the Deans Council, which serves as an advisory body to the provost and includes:

- Executive Vice President and Provost
- Executive Vice President and Dean of the School of Medicine
- Executive Vice President and Chief Research Officer
- Dean and Vice President for Nursing Affairs
- Dean of the School of Dentistry
- Dean of the College of Pharmacy
- Dean of the School of Public Health
- Executive Vice Provost
- Vice President for Research Administration
- Vice Provost for Finance and Administration

OHSU's academic programs are divided among the [School of Dentistry](#)<sup>28</sup>, [School of Medicine](#)<sup>29</sup>, [School of Nursing](#)<sup>30</sup>, [College of Pharmacy](#)<sup>31</sup>, and the [School of Public Health](#)<sup>32</sup>. In addition, OHSU has joint programs with other institutions in Oregon (Oregon State University, Oregon Institute of Technology and Portland State University). Each school is guided by a dean, who is responsible for all faculty, staff, students and academic programs as well as an administrative structure that includes associate deans and directors responsible for academic affairs, student affairs, clinical affairs, business and financial operations, and human resources. The schools are divided into departments or divisions that are administered by a department chair or director overseeing academic programs leading to degrees or certificates.

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28 <https://www.ohsu.edu/school-of-dentistry>

29 <https://www.ohsu.edu/school-of-medicine>

30 <https://www.ohsu.edu/school-of-nursing>

31 <https://pharmacy.oregonstate.edu>

32 <https://ohsu-psu-sph.org>

**2.A.3** The institution employs an appropriately qualified chief executive officer with full-time responsibility to the institution. The chief executive may serve as an ex officio member of the governing board(s) but may not serve as its chair.

The authority granted to the OHSU Board of Directors to select the OHSU President is outlined in [ORS 353.060](#),<sup>33</sup> and [Danny Jacobs, M.D., M.P.H., F.A.C.S.](#)<sup>34</sup>, was unanimously approved by the OHSU Board of Directors on August 1, 2018 to be the fifth president of OHSU. Previously, President Jacobs was the executive vice president, provost and dean of the School of Medicine at the University of Texas Medical Branch. Dr. Jacobs received his M.D. from Washington University in St. Louis; completed his residency in general surgery and fellowships in surgical nutrition and metabolism at the University of Pennsylvania and the Brigham and Women’s Hospital; and earned his M.P.H. from Harvard University. He previously held faculty appointments at the University of Pennsylvania School of Medicine, Harvard Medical School, Creighton University School of Medicine, and Duke University Medical Center.

A list of President Jacobs’ accomplishment include:

Selected awards and recognitions:

- National Medical Association Presidential Award
- Julius A. Mackie Distinguished Graduate Award, University of Pennsylvania
- Recognized by National Library of Medicine in “Opening Doors: Contemporary African American Academic Surgeons”
- American College of Surgeons, Fellows Leadership Society, Life Member
- Matson Award for Teaching, Brigham and Women’s Hospital
- Alumni Achievement Award, Washington University – St. Louis School of Medicine

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33 <http://www.oregonlaws.org/ors/353.060>

34 <https://www.ohsu.edu/people/danny-o-jacobs-md-mph-facs>

### Selected professional societies:

- Board of Directors and Chair of the Finance and Audit Committee, Association of American Medical Colleges
- Fellow, American Surgical Association
- Fellow, American College of Surgeons
- Member, National Academy of Medicine (formerly Institute of Medicine)
- Member, European Academy of Sciences
- Member, Society of University Surgeons
- Member, Society of Black Academic Surgeons
- Member, Halsted Society
- Member, Southern Surgical Association

President Jacobs serves an *ex officio* member on the OHSU Board of Directors.

**2.A.4** The institution's decision-making structures and processes, which are documented and publicly available, must include provisions for the consideration of the views of faculty, staff, administrators, and students on matters in which each has a direct and reasonable interest.

OHSU has appropriate and sufficient decision-making [committees](#)<sup>35</sup>, structures, and processes to allow for broad input from various constituencies. The institution values the input and views of its faculty, staff, administrators, and students on matters where there is a direct and reasonable interest.

The OHSU president and the provost are authorized to adopt policy consistent with bylaws and policies of the OHSU Board of Directors. The board of directors appoints the president, who has broad discretion and authority to set the strategic directions of the university. Executive vice presidents have discretion and authority to oversee their respective units. The authority to make academic program decisions is an inclusive process at OHSU. External educational environments are monitored by the academic programs and curricular

improvements or modifications, including new courses, new programs, or program closures, are frequently initiated at the school/college level through the school/college curricular committee; then sent to the academic dean for endorsement; then proposed to the OHSU Educational Policy Committee; presented to OHSU Faculty Senate; and submitted for approval to the Office of Academic Affairs. OHSU, in order to keep Oregon’s public universities updated on the institution’s educational offerings, provides appropriate curricular notifications to the Statewide Provost’s Council, which is comprised of the provosts from the public universities. OHSU also submits substantive change notifications to NWCCU in accordance with NWCCU policy.

The OHSU structure is fully explicated on the [OHSU organizational chart](#)<sup>36</sup>. The managing structure reflects the complexity of a free-standing academic health center with executive vice presidents for each of the mission areas of academics, research and health care as well as for the major service areas of finance, administration and legal. This structure allows for the intraorganizational, interorganizational and governmental relationships of a complex institution comprising approximately 18,000 employees, 3,000 students, and 6,000 volunteers. This structure establishes defined roles and responsibilities each with defined authority. The organizational structure also allows for the consideration of the views of administrators, faculty, staff, students, and other members of the OHSU community.

The practice of shared governance—soliciting and considering the input of faculty, staff, administrators and students—is an important component of OHSU’s decision-making process. OHSU’s governance structure includes a number of teams, committees and councils. The OHSU strategic planning process, better known as [OHSU 2025](#)<sup>37</sup>, is one recent example of involving and incorporating the input of various stakeholders. More than 5,000 OHSU members contributed their thoughts and ideas about the future of OHSU, shaping goals and detailing the plan’s objectives and tactics. The broad involvement not only demonstrates inclusive leadership but also the voice and buy-in from the OHSU community.

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36 [Appendix 2 - OHSU Organization Chart](#)

37 <https://www.ohsu.edu/about/strategic-plan>

## Evidence of Governance

Required Item	Link
<b>2.A.1 – Board</b>	
Institutional governance policies and procedures	<p>ORS 353.050 – Powers and duties of board and university officials – <a href="https://www.oregonlaws.org/ors/353.050">https://www.oregonlaws.org/ors/353.050</a></p> <p>OHSU Policy Approval Process – <a href="#">Appendix 4</a></p> <p>OHSU Policies – <a href="https://www.ohsu.edu/about/policies">https://www.ohsu.edu/about/policies</a></p>
System governance policies/procedures (if applicable)	Not applicable
Multiple board governing policies/procedures (if applicable)	Not applicable
Board’s calendar for reviewing institutional and board policies/procedures	<p>OHSU Board of Directors – Public Board Meeting Schedule/Calendar – <a href="https://www.ohsu.edu/about/board-directors-meetings">https://www.ohsu.edu/about/board-directors-meetings</a></p> <p>OHSU Board Level Policies – <a href="https://www.ohsu.edu/about/board-directors#accordion-1102921-3">https://www.ohsu.edu/about/board-directors#accordion-1102921-3</a></p> <p><i>OHSU Board of Directors reviews institutional and board policies appropriately when necessary at regularly scheduled meetings.</i></p>
By-laws and Articles of Incorporation referencing governance structure	Oregon Revised Statue 353.050 – Powers and duties of board and university officials – <a href="https://www.oregonlaws.org/ors/353.050">https://www.oregonlaws.org/ors/353.050</a>
<b>2.A.2 – Leadership</b>	
Leadership organizational chart	OHSU Organizational Chart – <a href="#">Appendix 2</a> <a href="https://www.ohsu.edu/about/ohsu-leadership">https://www.ohsu.edu/about/ohsu-leadership</a>
Curriculum vitae of executive leadership	OHSU Executive Leadership Profiles – <a href="https://www.ohsu.edu/about/ohsu-leadership">https://www.ohsu.edu/about/ohsu-leadership</a>

Required Item	Link
2.A.3 – CEO/President	
Curriculum vitae of President/ CEO	OHSU President Jacobs Curriculum Vitae – <a href="https://www.ohsu.edu/people/danny-o-jacobs-md-mph-facs">https://www.ohsu.edu/people/danny-o-jacobs-md-mph-facs</a>
2.A.4 – Decision-making	
Institutional governance policies and procedures (see 2.A.1)	<p>OHSU Policy Approval Process – <a href="#">Appendix 4</a></p> <p>OHSU Board Level Policies - <a href="https://www.ohsu.edu/about/board-directors#accordion-1102921-3">https://www.ohsu.edu/about/board-directors#accordion-1102921-3</a></p> <p>OHSU Policies – <a href="https://www.ohsu.edu/about/policies">https://www.ohsu.edu/about/policies</a></p> <p>» <a href="#">Policy Development and Approval – Policy No. 01-01-001</a></p> <p>» <a href="#">Academic Policy Development and Approval – Policy No. 01-01-010</a></p> <p>OHSU Committees – <a href="#">Appendix 5</a></p>

*\*Each OHSU Policy lists related Policies and Procedures by Policy Number and Title at the bottom of each policy.*

**Academic Freedom**

**2.B.1 Within the context of its mission and values, the institution adheres to the principles of academic freedom and independence that protect its constituencies from inappropriate internal and external influences, pressures, and harassment.**

OHSU adheres to the principles of academic freedom and independence that protects all OHSU members from inappropriate internal and external influences, pressures, and harassment. Academic freedom and responsibility are addressed in [OHSU Policy No. 03-30-001](#)<sup>38</sup> as a critical aspect of the terms and conditions of faculty employment. OHSU’s policy states that all academic staff are entitled to freedom in the educational setting in discussing subjects, but that they should be mindful not to introduce into their teaching controversial matters that have no relationship to the subject area. The policy also states that OHSU does not attempt

38 <https://ohsu.ellucid.com/documents/view/20851/?security=1f3b83edb6ad9d4a3856fe580d15177a0b5fb7ac>

to control or sway the personal opinion of any person on the faculty or otherwise on the payroll of the university, nor the public expression of that opinion. In the exercise of this freedom of expression, employees should manifest appropriate restraint, should show respect for the opinions of others, and should make clear the fact that they are not institutional spokespersons.

OHSU policy emphasizes the critical balance between protecting free expression of its faculty, and the faculty member's responsibility to ensure that their political and public activities are appropriately separate from their role as faculty at OHSU.

Additionally, academic freedom is a valued teaching and learning philosophy that is identified in the [\*OHSU Code of Conduct\*](#)<sup>39</sup>. This code provides the guidelines and expectations for conducting business on behalf of OHSU and includes the institution's established core values of quality, transparency, service excellence and diversity.



39 <https://www.ohsu.edu/integrity-department/code-conduct>

**2.B.2** Within the context of its mission and values, the institution defines and actively promotes an environment that supports independent thought in the pursuit and dissemination of knowledge. It affirms the freedom of faculty, staff, administrators, and students to share their scholarship and reasoned conclusions with others. While the institution and individuals within the institution may hold to a particular personal, social, or religious philosophy, its constituencies are intellectually free to test and examine all knowledge and theories, thought, reason, and perspectives of truth. Individuals within the institution allow others the freedom to do the same.

OHSU affirms the freedom of its faculty, staff, administrators, and students to share their scholarship and reasoned conclusions with others through its policy on Academic Freedom. While the institution and individuals within the institution may hold to a particular personal, social, or religious philosophy, OHSU members are intellectually free to test and examine all knowledge and theories, thought, reason, and perspectives of truth. Individuals within the institution allow others the freedom to do the same.

The university values and encourages diversity in people and ideas, which is reinforced in several critical documents including *OHSU 2025*, the *OHSU Code of Conduct*, and the [OHSU Diversity Action Plan](#)<sup>40</sup>. All three important documents demonstrate the connection of institutional mission and values with the intellectual freedom to conduct research, educate the next generation of health care professionals, and share the results of one's research to the public.

The [Center for Diversity and Inclusion](#)<sup>41</sup> works to integrate diversity within all areas of the university and advance OHSU's goal of being a great organization, diverse in people and ideas. Given the university's focus on health and biomedical sciences, appreciation of diversity is a precondition for effective collaboration necessary to advance knowledge in clinical care, health systems, health policy, and population health. Faculty, staff, administrators and students are selected based on their expertise and capacity to engage intellectually in activities that advance the mission and values of OHSU. Additionally, the Center for Diversity and Inclusion supports and engages with a number of the

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40 <https://www.ohsu.edu/center-for-diversity-inclusion/diversity-action-plan>

41 <https://www.ohsu.edu/center-for-diversity-inclusion>

[student interest groups](#)<sup>42</sup> at the institution which include the Alliance for Visible Diversity in Science, Black Student Nurses Umoja of OHSU, the Hispanic Student Dental Association, and many others.

The university defines and actively promotes an environment that supports independent thought in the pursuit and dissemination of knowledge through teaching, research, clinical care and community service. Faculty, staff, administrators and students share their scholarship and reasoned conclusions with others through research publications, Grand Rounds, seminars, mentoring of students and junior faculty, regular classes and other avenues for communications, such as [OHSU Now](#)<sup>43</sup>—OHSU’s digital communication platform.

### Evidence of Academic Freedom

Required Item	Link
2.B.1 and 2.B.2 – Academic Freedom	
Academic freedom policies and procedures	<p>Academic Policy Development and Approval – Policy No. 01-01-010 – <a href="https://ohsu.ellucid.com/documents/view/20727/?security=6731f1448291047bb28c62468132ab293f3df8f3">https://ohsu.ellucid.com/documents/view/20727/?security=6731f1448291047bb28c62468132ab293f3df8f3</a></p> <p><i>Academic Freedom policy and procedures adhere to OHSU’s policy development and approval process.</i></p> <p>Academic Freedom – Policy No. 03-30-001 – <a href="https://ohsu.ellucid.com/documents/view/20851/?security=1f3b83edb6ad9d4a3856fe580d15177a0b5fb7ac">https://ohsu.ellucid.com/documents/view/20851/?security=1f3b83edb6ad9d4a3856fe580d15177a0b5fb7ac</a></p> <p>OHSU Code of Conduct – 3.1: Our Teaching and Learning Philosophy (p. 17–18) - <a href="https://www.ohsu.edu/integrity-department/code-conduct">https://www.ohsu.edu/integrity-department/code-conduct</a></p>

*\*Each OHSU Policy lists related Policies and Procedures by Policy Number and Title at the bottom of each policy.*

### Policies and Procedures

*The institution develops and widely publishes, including on its website, policies and procedures that are clearly stated, easily understandable, readily accessible, and administered in a fair, equitable, and timely manner.*

42 <https://www.ohsu.edu/center-for-diversity-inclusion/student-interest-groups>

43 <https://now.ohsu.edu>

OHSU develops and widely [publishes](#)<sup>44</sup> its policies and procedures that are clearly stated, easily understandable, readily accessible, and administered in a fair, equitable, and timely manner. Authority to make and approve policies is noted on the [OHSU Policy Approval Process](#)<sup>45</sup> schema, which shows the authority levels of the Board of Directors, the president and provost, and the unit or mission. Institutional policies are accessible and managed by the Policy Advisory Committee, [Committee on Academic Policy](#)<sup>46</sup>, and Information Privacy and Security Policy Committee. OHSU continually assesses its policies, and proposed changes to policies are made available to the OHSU community for comment and review through a secured policy blog, although anyone is available to comment or provide recommendations to policies by sending an e-mail to [policy@ohsu.edu](mailto:policy@ohsu.edu).

**2.C.1** The institution's transfer-of-credit policy maintains the integrity of its programs and facilitates the efficient mobility of students desirous of the completion of their educational credits, credentials, or degrees in furtherance of their academic goals.

OHSU maintains the integrity of its programs and facilitates the efficient mobility of students desirous of the completion of their educational credits, credentials, or degrees in furtherance of their academic goals through the use of [Policy No. 02-70-005 – Transfer of Course Credit](#),<sup>47</sup> which specifies the appropriate transfer and awarding of credit obtained at other institutions of higher education. The *Transfer of Course Credit* policy was last reviewed and revised on August 9, 2021 and ensures that the acceptance by OHSU of credit earned at another institution will be based on: 1) the accreditation status of the institution offering the credit; 2) assessment of the comparability and relevance to the OHSU program; 3) grade received in each course; and 4) any articulation agreements between OHSU and another accredited academic institution. Limits on the number of undergraduate and graduate level credits that can be transferred from another accredited academic institution are established in the *Transfer of Course Credit* policy and cannot be exceeded without approval of the dean and provost. In all instances, only earned credit can be transferred; grade point average (GPA) does not transfer.

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44 <https://www.ohsu.edu/about/policies>

45 [Appendix 4 - OHSU Policy Approval Process](#)

46 <https://www.ohsu.edu/sites/default/files/2019-08/New%20Policy%20Process%20outline%20CAP.pdf>

47 <https://ohsu.ellucid.com/documents/view/20894/?security=ff97f236b2e4a422661493bba529fc7266d3f0d9>

The schools and academic programs are responsible for the full and accurate disclosure of transfer credit policies and practices. These academic program-specific policies and practices are provided to applicants and matriculated students by the academic program through appropriate student handbooks and recruitment materials. Information on transfer credit is provided and publicly available on the [OHSU Office of the Registrar's](#)<sup>48</sup> webpage. Schools and academic programs periodically review their policies and practices to ensure that they meet the academic program's objectives and that they are fair and equitable to students.

The registrar ensures that the university transfer of credit policy and the academic program specific policies and procedures are followed in the awarding of transfer credit and that the schools and programs are consistent in the application of the policies to all matriculated students.

**2.C.2 The institution's policies and procedures related to student rights and responsibilities should include, but not be limited to, provisions related to academic honesty, conduct, appeals, grievances, and accommodations for persons with disabilities.**

OHSU has clear policies and procedures related to student rights and responsibilities and addresses issues around academic honesty, conduct, appeals, grievances and reasonable accommodations and makes these readily available through multiple publicly available websites including the [Academic Policy](#)<sup>49</sup>, the Office of the Registrar, and the [Student Handbooks, Conduct Policies and Procedures](#)<sup>50</sup> as well as the secure student portal – [Student Central](#)<sup>51</sup>.

### **Academic Honesty**

The expectations for academic honesty within the university are articulated in the [OHSU Code of Conduct](#)<sup>52</sup>, which guides the behavior and performance of all members of the OHSU community. Each program clarifies academic honesty in their respective student handbook.

48 <https://www.ohsu.edu/education/office-registrar>

49 <https://www.ohsu.edu/education/academic-policy>

50 <https://www.ohsu.edu/education/student-handbooks-conduct-policies-and-procedures>

51 [Appendix 6 – Student Central](#)

52 <https://www.ohsu.edu/integrity-department/code-conduct>

## Conduct, Appeals, and Grievances

OHSU’s [Academic Policy](#)<sup>53</sup> website publishes approved academic policies for and relating to students and the public with a dedicated section which addresses “Conduct Relating to Students.” [Policy No. 02-30-010](#) addresses [Proscribed Conduct](#)<sup>54</sup>; [Policy No. 02-30-050](#) covers [Student Suspension, Dismissal, and Appeals](#)<sup>55</sup>; and [Policy No. 02-30-055](#) addresses [Student Grievance and Appeal](#)<sup>56</sup>.

In addition to the university-level policies, each school, as articulated below, has policies that address academic honesty, appeals and grievances within their school-specific handbooks. Handbooks for each school are readily available online at [Student Handbooks, Conduct Policies and Procedures](#)<sup>57</sup> in addition to department webpages.

### School of Dentistry

The senior associate dean for academic affairs and the associate dean for admissions and student affairs in the School of Dentistry share responsibility for ensuring that student and academic policies are administered in a fair and consistent manner.

The School of Dentistry produces and maintains a [Policies and Procedures](#)<sup>58</sup> webpage that provides information to School of Dentistry students. The [Student Handbook and Policy Manual](#)<sup>59</sup> clearly articulates the school’s student learning outcomes, OHSU’s policies, and the School of Dentistry’s policies around a code of ethics and professional behavior, student rights and responsibilities as they relate to academic honesty, scholastic performance and advancement, academic probation, suspension, dismissal, appeals, grievances and accommodations for persons with disabilities. The School of Dentistry provides students with an updated student handbook each academic year. As part of orientation, first-year dental students are introduced to the student handbook highlighting important academic policies and procedures. Continuing students are notified of policy and procedure changes with each new version of the student handbook, with updated copies available online.

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53 <https://www.ohsu.edu/education/academic-policy>

54 <https://ohsu.ellucid.com/documents/view/20879/?security=56bdccac2ea5311884b0b3f46c5bd2c650dbca2>

55 <https://ohsu.ellucid.com/documents/view/20880/?security=cf2567d7a9d7efea4c0536e79ee6ef89a14d716f>

56 <https://ohsu.ellucid.com/documents/view/20881/?security=6b99100b6e47878c6828dc8d5c3ffb0b7193d56b>

57 <https://www.ohsu.edu/education/student-handbooks-conduct-policies-and-procedures>

58 <https://www.ohsu.edu/school-of-dentistry/school-dentistry-policies-and-procedures>

59 <https://www.ohsu.edu/sites/default/files/2021-07/2021-22%20SOD%20SHPM%20official3.pdf>

## School of Medicine

Several mechanisms are in place within the School of Medicine to ensure the timely dissemination of policies and procedures regarding students' rights and responsibilities. These include orientation sessions, posting of key policies and procedures on Student Central, publicly posting the [School of Medicine Handbooks](#)<sup>60</sup> (including *Graduate Studies forms and policies*, as well as the *M.D. Program student handbook*), electronic and verbal dissemination whenever there are relevant updates to these documents, and outreach to student representatives from the various student government organizations. All students receive information related to the *OHSU Code of Conduct*; processes related to grade disputes, grievances and appeals; support related to student access and disabilities, the resources available through the [Center for Diversity and Inclusion](#)<sup>61</sup>, and the academic expectations of their respective programs.

Examples of information that are specific to medical students are included in the Medical Student Handbooks, and include, but are not limited to, the following topics: Commitment to Equity and Inclusion and Equal Opportunity Non-Discrimination Policy; HIPAA; Professional Conduct Expectations, Procedures for Alleged Misconduct; Conduct in the Learner-Teacher Relationship/Mistreatment; Evaluation of Student Performance with OHSU University-wide Grading Policy; Grade Disputes; Conflict of Interest Policy; and Attendance Policy. All School of Medicine policies and procedures are clearly stated and readily available to students, faculty and School of Medicine staff.

The Graduate Council oversees all of the graduate programs in the School of Medicine. This Council advises the dean, senior associate dean for education, and the associate dean for graduate studies on all matters related to graduate education. The associate dean for graduate studies convenes the Graduate Council, which includes faculty representatives from all graduate programs and two student representatives selected by the Graduate Student Organization. In addition to the policies and procedures established by the Graduate Council, each graduate program has specific requirements and procedures that are disseminated by faculty directors or administrative coordinators within each program.

Great care is taken by the senior associate dean for education and the associate dean for undergraduate medical education to ensure that all policies and procedures are administered in a fair and consistent manner.

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<sup>60</sup> <https://www.ohsu.edu/education/student-handbooks-conduct-policies-and-procedures>

<sup>61</sup> <https://www.ohsu.edu/center-for-diversity-inclusion/diversity-and-health-resources>

## School of Nursing

The School of Nursing ensures potential and current students are aware of policies and procedures using multiple mechanisms, which are located on the [School of Nursing web site](#).<sup>62</sup> Information about policies, bylaws, and compliance matters is shared through the [Catalog and Handbook](#)<sup>63</sup> and at Orientation. In addition, the School of Nursing provides ongoing support to students through the academic programs and centrally by the School of Nursing Office of Student Affairs. These mechanisms provide alternative pathways to ensure that students are provided this information in multiple methods and various times.

## College of Pharmacy

The College of Pharmacy provides students' rights and responsibilities, professional standards, academic and professional policies, and student and patient safety policies to its learners through the [Doctor of Pharmacy \(Pharm.D.\) Student Handbook](#)<sup>64</sup>. The handbook, student resources, and other associated policies are also available electronically through the [OHSU Education website](#)<sup>65</sup>.

Matters of academic or professional concern are handled through the appropriate committees including the standing Academic and Professional Standards committee. Policies and procedures concerning access for students with disabilities are agreed upon by the two institutions and coordinated through the [OHSU Office for Student Access](#)<sup>66</sup> and the [OSU Disability Access Services](#)<sup>67</sup>.

## School of Public Health

School of Public Health graduate students follow policy guidelines and procedures outlined by both OHSU and PSU. The [School of Public Health](#)<sup>68</sup> has a dedicated webpage that provides detailed information on: Advising, Academic Dishonesty, Codes of Conduct, Privacy, Withdrawal Policy, and Grievance Resolution. Each graduate student in the School of Public Health is paired with a faculty advisor. Faculty advisors help students identify academic issues or concerns and are available to address student questions about policies and procedures surrounding the student's academic progress.

62 <https://www.ohsu.edu/school-of-nursing>

63 <https://www.ohsu.edu/sites/default/files/2020-07/SoN%20Catalog%202020-21%20v6.pdf>

64 [https://pharmacy.oregonstate.edu/sites/pharmacy.oregonstate.edu/files/2020-2021\\_pharmd\\_student\\_handbook.pdf](https://pharmacy.oregonstate.edu/sites/pharmacy.oregonstate.edu/files/2020-2021_pharmd_student_handbook.pdf)

65 <https://www.ohsu.edu/education/student-handbooks-conduct-policies-and-procedures>

66 <https://www.ohsu.edu/education/academic-accommodations-disabilities>

67 <https://ds.oregonstate.edu/student-handbook-page/das-student-handbook>

68 <https://ohsu-psu-sph.org/graduate-students-policies-and-procedures>

[OHSU Education](https://www.ohsu.edu/education)<sup>69</sup> provides catalog information to all prospective and current students primarily in a web-based format that is organized at the university-level. Detailed information about the Office of the Provost, Accreditation, Academic Assessment, Academic Programs and Policy, Financial Aid, Academic Deadlines, the Library and Academic Accommodations for Disabilities is readily accessible. These resources are applicable to all students and reinforced by school and academic program links that are specific to professional disciplines and program curriculum.

<b>School of Medicine - MD</b> - <a href="https://www.ohsu.edu/sites/default/files/2021-07/Med%20Student%20Handbook%20Updated%207-29-2021.pdf">https://www.ohsu.edu/sites/default/files/2021-07/Med%20Student%20Handbook%20Updated%207-29-2021.pdf</a>				
Academic Honesty	Conduct	Appeals	Grievances	Accommodations
Pg. 98-99, 131	Pg. 130-132, 135-140	Pg. 162	Pg. 141-142	Pg. 168-169

<b>School of Dentistry</b> - <a href="https://www.ohsu.edu/sites/default/files/2021-07/2021-22%20SOD%20SHPM%20official3.pdf">https://www.ohsu.edu/sites/default/files/2021-07/2021-22%20SOD%20SHPM%20official3.pdf</a>				
Academic Honesty	Conduct	Appeals	Grievances	Accommodations
Pg. 72-76	Pg. 72-77	Pg. 77, 78-81, 84	Pg. 78-80, 94	Pg. 13-14

<b>School of Nursing</b> - <a href="https://www.ohsu.edu/school-of-nursing/catalog-and-handbook">https://www.ohsu.edu/school-of-nursing/catalog-and-handbook</a>				
Academic Honesty	Conduct	Appeals	Grievances	Accommodations
Pg. 129	Pg. 110, 129	Pg. 114, 130	Pg. 120, 129-130	Pg. 109, 118-119

<b>College of Pharmacy</b> - <a href="https://pharmacy.oregonstate.edu/sites/pharmacy.oregonstate.edu/files/2020-2021_pharmd_student_handbook.pdf">https://pharmacy.oregonstate.edu/sites/pharmacy.oregonstate.edu/files/2020-2021_pharmd_student_handbook.pdf</a>				
Academic Honesty	Conduct	Appeals	Grievances	Accommodations
Pg. 28-29, 51	Pg. 23, 26	Pg. 48	Pg. 49	Pg. 57-58

<sup>69</sup> <https://www.ohsu.edu/education>

**Physician Assistant Program** – <https://www.ohsu.edu/sites/default/files/2021-01/PA%20Policies%20and%20Procedures%202020-2021%20FINAL.pdf>

Academic Honesty	Conduct	Appeals	Grievances	Accommodations
Pg. 24, 28	Pg. 25–28	Pg. 45	Pg. 45	Pg. 14

**Radiation Therapy** – [https://www.ohsu.edu/sites/default/files/2021-08/Radiation%20Therapy%20Student%20Handbook%202021-2022\\_FINAL.pdf](https://www.ohsu.edu/sites/default/files/2021-08/Radiation%20Therapy%20Student%20Handbook%202021-2022_FINAL.pdf)

Academic Honesty	Conduct	Appeals	Grievances	Accommodations
Pg. 32	Pg. 30–32	Pg. 32, 34	Pg. 32–34	Pg. 44

The School of Public Health provides its policies and procedures online at: <https://ohsu-psu-sph.org/graduate-students-policies-and-procedures>

## Assessment

OHSU’s transparency on student expectations and learning outcomes for university programs are available both on the academic program’s and on the [Academic Assessment’s](#)<sup>70</sup> webpages. OHSU’s requirement for making academic program purpose statements and student learning outcomes publicly available is outlined in [Policy No. 02-50-030 – Student Learning Outcomes & Assessment](#)<sup>71</sup>. OHSU’s commitment to continuous improvement, both of its academic programs and centralized student support services, through [educator assessment](#)<sup>72</sup> is evident with the implementation of the assessment calendar, membership of the OHSU Assessment Council, and the institutional improvements historically. In 2020, OHSU’s assessment efforts were designated with the *Excellence in Assessment* award by the National Institute for Learning Outcomes and Assessment (NILOA) for its commitment to evidence-based decision making and progress towards becoming a national leader in health and science innovation.

[Student Central](#)<sup>73</sup> was created and deployed in 2019; it provides a central location for students in all programs to access program-specific and university-wide information quickly and easily. This central repository provides a student-

70 <https://www.ohsu.edu/education/academic-assessment>

71 <https://ohsu.ellucid.com/documents/view/20887/?security=7f078b9d2804159e38297c9df1f41a759df12dc6>

72 <https://www.ohsu.edu/education/assessment-educators>

73 [Appendix 6 – Student Central](#)

centered intranet where students can find important information such as emergency alerts, policies, access to student services, updates about specific programs, and more. The content of Student Central is reviewed by the ASAC Communications working group which includes participation of a student, who is part of the working group. This group has active discussions around changes and improvements to the Student Central page to ensure that the portal is meeting the needs of the students and reports to the ASAC.

Across the university, the schools provide program specific information on their school web site, within the program-level web site, and/or in a hardcopy format such as a handbook or catalog, syllabus or program flyer.

### **Accommodations**

The OHSU Office for Student Access collaborates with students and academic programs to review requests for accommodations, under [\*Policy No. 02-01-002 – Equal Access for Students with Disabilities\*](#)<sup>74</sup>, including auxiliary aids and program modifications. OHSU students who have questions about the accommodation process but do not want to share information with their academic program can first schedule a consultation with the Office for Student Access. Information shared is kept as confidential as possible except when disclosure is required by law.

**2.C.3** The institution's academic and administrative policies and procedures should include admission and placement policies that guide the enrollment of students in courses and programs through an evaluation of prerequisite knowledge, skills, and abilities to ensure a reasonable probability of student success at a level commensurate with the institution's expectations. Such policies should also include a policy regarding continuation in and termination from its educational programs, including its appeal and re-admission policy.

OHSU has policies and procedures that address expected criteria for admission into academic programs. The university-level policy on admission and enrollment is [\*Policy No. 02-01-001 – Student Admission Requirements – Standards for Admissions\*](#)<sup>75</sup>, which stipulates that OHSU admissions requirements are

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74 <https://ohsu.ellucid.com/documents/view/20873/?security=d3737ce3d95883eb2a245390c2ebad8cd7afe3>

75 <https://ohsu.ellucid.com/documents/view/20872/?security=1c073ef95148c0d3e6e560467e4f1e60e7ab6d3b>

developed and vetted by each school or college and recommended to the provost for approval. Standards may include, but are not limited to, high-school graduation, subject requirements, prior college-level course work, standardized test scores, and grades; programs may have different standards for Oregon residents and non-residents.

OHSU also has a University-level policy on *Technical Standards* ([Policy No. 02-70-010](#))<sup>76</sup> that articulates minimum technical standards to ensure that candidates for an OHSU degree or certificate possess the essential skills and abilities necessary to complete the curriculum successfully. The technical standards policy stipulates the nonacademic criteria that individuals must be able to meet to qualify for admission into OHSU academic programs.

Faculty members in the schools and programs develop admission standards appropriate to the respective disciplines and use these standards to make admissions decisions. These standards and procedures are available on each school's website, and through student handbooks and admission materials. Several programs, including dentistry, undergraduate medical education, pharmacy, dietetic interns and physician assistants, use national application services (e.g., Associated American Dental Schools Application Service, American Medical College Application Service, PharmCAS application system). Several programs also require a secondary application that facilitates communication between the prospective student and programs. Applicants are able to track the status of their paperwork from initial application through final decision. Each school website provides information on admission requirements, typical class profile, selection criteria, the application process, and curriculum information.

The OHSU Education webpage is the central location for [Academics and Admissions](#)<sup>77</sup>. That webpage provides links to the Academic Calendar and details to program specific admission standards in addition to the program's student handbooks.

OHSU makes its [policies](#)<sup>78</sup> publicly available, including those policies addressing conduct related to students:

- *Proscribed Conduct* ([Policy No. 02-30-010](#))<sup>79</sup>)

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76 <https://ohsu.ellucid.com/documents/view/20895/?security=3392ffe2df4bea8df4758b49f17a54e9a02ceb47>

77 <https://www.ohsu.edu/education/academics-and-admissions>

78 <https://www.ohsu.edu/about/policies>

79 <https://ohsu.ellucid.com/documents/view/20879/?security=56bdccac2ea5311884b0b3f46c5bd2c650dbcda2>

- *Student Suspension, Dismissal and Appeal* ([Policy No. 02-30-050](#)<sup>80</sup>)
- *Student Grievance and Appeal* ([Policy No. 02-30-055](#)<sup>81</sup>)

OHSU schools and programs also establish written policies and procedures for sanctions, such as oral or written reprimands, suspension and dismissal, which are included and communicated to students in the student handbooks.

The *Student Suspension, Dismissal and Appeal* policy grants OHSU schools and colleges the authority to pursue academic suspension and academic dismissal proceedings for those students who have not met program standards, have failed to meet the terms of academic probation, and/or have violated policy and/or proscribed conduct. A student may appeal a final suspension or dismissal decision in writing to the provost within 10 business days after receipt of the decision, however the student may not continue in the academic program while the appeal is pending and must adhere to the process detailed in the policy.

Under the *Student Grievance and Appeal* policy, OHSU provides students an opportunity to resolve issues and conflicts relating to the student’s role as student, the student’s activities within a school or college, or relating to decisions made on the basis of any policies or procedures thought by the student to be unfair. Students may not grieve assigned grades or disciplinary actions. In the case of a final suspension or dismissal decision by the academic dean, the student may appeal to the provost in writing within 10 business days of the student’s receipt of the decision as is provided by the policy. The decision of the provost is final.

**2.C.4** The institution’s policies and procedures regarding the secure retention of student records must include provisions related to confidentiality, release, and the reliable backup and retrievability of such records.

OHSU’s [Office of the Registrar](#)<sup>82</sup> ensures the accuracy, integrity, and security of OHSU’s educational records. OHSU has procedures in place to safeguard the secure retention of student records. Student academic records are maintained in a centralized Student Information System (Banner), which is maintained and

80 <https://ohsu.ellucid.com/documents/view/20880/?security=cf2567d7a9d7efea4c0536e79ee6ef89a14d716f>

81 <https://ohsu.ellucid.com/documents/view/20881/?security=6b99100b6e47878c6828dc8d5c3ffb0b7193d56b>

82 <https://www.ohsu.edu/education/office-registrar>

backed up by the OHSU Information Technology Group (ITG). Access to student record data within Banner is managed by Security Classes and individual staff assignment to those Security Classes must be approved by the employee’s supervisor and the Office of the Registrar prior to ITG granting access.

OHSU follows all laws and regulations relating to the confidentiality and release of student records. OHSU also complies with all of the requirements mandated under the Family Educational Rights and Privacy Act (FERPA) (34 CFR Part 99). OHSU provides policies addressing “Education Records and Identity Verification” (Policies 02-20-005 through 02-20-050) publicly under the *Student Affairs* title on the [OHSU Policy webpage](#).<sup>83</sup>

All OHSU students are annually notified about their rights under FERPA as well as other student consumer information. This information is also provided on the Office of the Registrar’s website.

OHSU also provides all students with information on how to [update their personal information](#)<sup>84</sup> including legal name change, residency revisions, personal information change and the ability to restrict directory information. The ability to restrict directory information is used by students to indicate that they do not want their directory contact information (as defined under [Policy 02-20-005 – OHSU Education Records](#)<sup>85</sup> updated in August 2021) to be released without their prior written consent. Students must complete the appropriate form and submit it to the Office of the Registrar. Additionally, the policy addresses where records shall be located and which OHSU officials are charged with preserving the confidentiality of educational records.

The [Office of Information Privacy and Security](#)<sup>86</sup> works to protect the confidentiality, integrity and availability of all information at OHSU. Additional services provided by the Office of information Privacy and Security include documenting and managing the privacy and security policies, in accordance with state and federal laws, delivering trainings to the OHSU community on privacy topics, conducting security assessments, and investigating privacy and security incidents. Security concerns and incidents can be reported through the integrity hotline.

OHSU’s information security policies are reviewed and updated as needed, but at

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83 <https://www.ohsu.edu/about/policies>

84 <https://www.ohsu.edu/education/update-personal-information>

85 <https://ohsu.ellucid.com/documents/view/20876/?security=812aa3ce47f51201402919d2f16a55b92395fd9d>

86 <https://www.ohsu.edu/information-technology/information-privacy-and-security>

least biennially, based on the recommendations of the Information Privacy and Security Office (IPSO) and Information Privacy and Security Policy Committee (IPSPC<sup>87</sup>). Standards for encrypting OHSU information are articulated in [Policy ISP-08 – Encryption Requirements](#)<sup>88</sup> and OHSU’s standards for ensuring that information can be recovered in case of an adverse event are located in [Policy ISP-13 – Contingency Planning](#)<sup>89</sup>.

OHSU’s record retention and destruction is managed by [Policy No. 07-09-010](#).<sup>90</sup> The policy articulates who is responsible for records, how those records should be maintained and destroyed, and provides for a record retention schedule to ensure OHSU’s compliance with applicable laws and regulations relating to records.

#### Evidence of Policies and Procedures

Required Item	Link
2.C.1 – Transfer of Credit	
Transfer of credit policies/ procedures	Transfer of Course Credit – Policy No. 02-70-005 – <a href="https://ohsu.ellucid.com/documents/view/20894/?security=ff97f236b2e4a422661493bba529fc7266d3f0d9">https://ohsu.ellucid.com/documents/view/20894/?security=ff97f236b2e4a422661493bba529fc7266d3f0d9</a>
2.C.2 – Student’s rights, responsibilities	
Documentation of students’ rights and responsibilities policies and procedures, which include: » Academic honesty » Appeals, grievances » Accommodations for persons with disabilities	OHSU Policies – <a href="https://www.ohsu.edu/about/policies">https://www.ohsu.edu/about/policies</a> OHSU Approved Academic Policies – <a href="https://www.ohsu.edu/education/academic-policy">https://www.ohsu.edu/education/academic-policy</a>
	Academic Honesty –addressed in:
	OHSU Code of Conduct (pg. 17) – <a href="https://www.ohsu.edu/integrity-department/code-conduct">https://www.ohsu.edu/integrity-department/code-conduct</a>

87 [Appendix 5 – OHSU Governance Committees](#)

88 <https://ohsu.ellucid.com/documents/view/18387/?security=d853362df9acb2d7090f511e42049611998c4967>

89 <https://ohsu.ellucid.com/documents/view/18392/?security=5b0dd9c7f8cde2d315c8025d806bbec05743a506>

90 <https://ohsu.ellucid.com/documents/view/20942/?security=1691849a3147371dcd5961f0a99dc49869c53673>

Required Item	Link
2.C.2 – Student’s rights, responsibilities	
	<p data-bbox="626 359 1052 394">Student handbooks located at:</p> <p data-bbox="626 432 1076 468">College of Pharmacy (pg. 28–29)</p> <p data-bbox="626 491 1386 621"><a href="https://pharmacy.oregonstate.edu/sites/pharmacy.oregonstate.edu/files/2020-2021_pharmd_student_handbook.pdf">https://pharmacy.oregonstate.edu/sites/pharmacy.oregonstate.edu/files/2020-2021_pharmd_student_handbook.pdf</a></p> <p data-bbox="626 646 1057 682">School of Dentistry (pg. 72–76)</p> <p data-bbox="626 695 1377 779"><a href="https://www.ohsu.edu/sites/default/files/2021-07/2021-22%20SOD%20SHPM%20official3.pdf">https://www.ohsu.edu/sites/default/files/2021-07/2021-22%20SOD%20SHPM%20official3.pdf</a></p> <p data-bbox="626 804 1409 888">School of Medicine Handbook (pg. 98–99, 141–142, 162, 168–169)</p> <p data-bbox="626 911 1386 1041"><a href="https://www.ohsu.edu/sites/default/files/2021-07/Med%20Student%20Handbook%20Updated%207-29-2021.pdf">https://www.ohsu.edu/sites/default/files/2021-07/Med%20Student%20Handbook%20Updated%207-29-2021.pdf</a></p> <p data-bbox="626 1066 1208 1102">School of Nursing (pg. 110, 114, 129–130)</p> <p data-bbox="626 1125 1341 1209"><a href="https://www.ohsu.edu/sites/default/files/2020-07/SoN%20Catalog%202020-21%20v6.pdf">https://www.ohsu.edu/sites/default/files/2020-07/SoN%20Catalog%202020-21%20v6.pdf</a></p> <p data-bbox="626 1234 1370 1423">School of Public Health – <a href="https://ohsu-psu-sph.org/graduate-students-policies-and-procedures/#advising">https://ohsu-psu-sph.org/graduate-students-policies-and-procedures/#advising</a>  <a href="https://www.ohsu.edu/education/student-handbooks-conduct-policies-and-procedures">https://www.ohsu.edu/education/student-handbooks-conduct-policies-and-procedures</a></p> <p data-bbox="626 1461 1403 1640">Conduct Relating to Students – Proscribed Conduct – Policy No. 02-30-010 – <a href="https://ohsu.ellucid.com/documents/view/20879/?security=56bdccac2ea5311884b0b3f46c5bd2c650dbcda2">https://ohsu.ellucid.com/documents/view/20879/?security=56bdccac2ea5311884b0b3f46c5bd2c650dbcda2</a></p> <p data-bbox="626 1665 1390 1843">Student Suspension, Dismissal and Appeal – Policy No. 02-30-050 – <a href="https://ohsu.ellucid.com/documents/view/20880/?security=cf2567d7a9d7efea4c0536e79ee6ef89a14d716f">https://ohsu.ellucid.com/documents/view/20880/?security=cf2567d7a9d7efea4c0536e79ee6ef89a14d716f</a></p>

Required Item	Link
2.C.2 – Student’s rights, responsibilities	
	<p>Student Grievance and Appeal – Policy No. 02-30-055 – <a href="https://ohsu.ellucid.com/documents/view/20881/?security=6b99100b6e47878c6828dc8d5c3ffb0b7193d56b">https://ohsu.ellucid.com/documents/view/20881/?security=6b99100b6e47878c6828dc8d5c3ffb0b7193d56b</a></p> <p>Equal Access for Students with Disabilities – Policy No. 02-01-002 – <a href="https://ohsu.ellucid.com/documents/view/20873/?security=d3737ce3d95883ebb2a245390c2ebad8cd7afe3">https://ohsu.ellucid.com/documents/view/20873/?security=d3737ce3d95883ebb2a245390c2ebad8cd7afe3</a></p> <p>Student Access – <a href="https://www.ohsu.edu/school-of-nursing/student-access">https://www.ohsu.edu/school-of-nursing/student-access</a></p> <p>Academic Accommodations for Disabilities – <a href="https://www.ohsu.edu/education/academic-accommodations-disabilities">https://www.ohsu.edu/education/academic-accommodations-disabilities</a></p> <p>Student Handbook for Disability Accommodations – <a href="https://www.ohsu.edu/sites/default/files/2020-02/OA%20Handbook%20-%202001.2020.pdf">https://www.ohsu.edu/sites/default/files/2020-02/OA%20Handbook%20-%202001.2020.pdf</a></p>

Required Item	Link
2.C.3 – Admissions; placement; academic standing	
Policies and procedures for recruiting, admitting, and placing students	<p>Student Admissions Requirement – Standard for Admissions – Policy No. 02-01-001 – <a href="https://ohsu.ellucid.com/documents/view/20872/?security=1c073ef95148c0d3e6e560467e4f1e60e7ab6d3b">https://ohsu.ellucid.com/documents/view/20872/?security=1c073ef95148c0d3e6e560467e4f1e60e7ab6d3b</a></p> <p>Composition and Training of Admissions Committees – Policy No. 02-90-055 – <a href="https://ohsu.ellucid.com/documents/view/20912/?security=a039dc37fa7ba45e299bf6534abc71565076bf64">https://ohsu.ellucid.com/documents/view/20912/?security=a039dc37fa7ba45e299bf6534abc71565076bf64</a></p>

Required Item	Link
2.C.3 – Admissions; placement; academic standing	
Policies/procedures related to continuation and termination from educational programs including appeal process and readmission policies/procedures	<p>Approved Academic Policies – Conduct Relating to Students – Policy 02-30-010 – <a href="https://ohsu.ellucid.com/documents/view/20879/?security=56bdccac2ea5311884b0b3f46c5bd2c650dbcda2">https://ohsu.ellucid.com/documents/view/20879/?security=56bdccac2ea5311884b0b3f46c5bd2c650dbcda2</a> and <a href="https://www.ohsu.edu/about/policies#accordion-1533161-2">https://www.ohsu.edu/about/policies#accordion-1533161-2</a></p> <p>Student Suspension, Dismissal and Appeal – Policy 02-30-050 – <a href="https://ohsu.ellucid.com/documents/view/20880/?security=cf2567d7a9d7efea4c0536e79ee6ef89a14d716f">https://ohsu.ellucid.com/documents/view/20880/?security=cf2567d7a9d7efea4c0536e79ee6ef89a14d716f</a></p>

Required Item	Link
2.C.4 – Student records	
Policies/procedures regarding secure retention of student records, i.e., back-up, confidentiality, release, protection from cybersecurity issues or other emergencies	<p>Education Records – Policy No. 02-20-005 – <a href="https://ohsu.ellucid.com/documents/view/20876/?security=812aa3ce47f51201402919d2f16a55b92395fd9d">https://ohsu.ellucid.com/documents/view/20876/?security=812aa3ce47f51201402919d2f16a55b92395fd9d</a></p> <p>Information Security Policy – Encryption Requirements – ISP-08 – <a href="https://ohsu.ellucid.com/documents/view/18387/?security=d853362df9acb2d7090f511e42049611998c4967">https://ohsu.ellucid.com/documents/view/18387/?security=d853362df9acb2d7090f511e42049611998c4967</a></p> <p>Information Security Policy – Contingency Planning – ISP-13 – <a href="https://ohsu.ellucid.com/documents/view/18392/?security=5b0dd9c7f8cde2d315c8025d806bbec05743a506">https://ohsu.ellucid.com/documents/view/18392/?security=5b0dd9c7f8cde2d315c8025d806bbec05743a506</a></p> <p>Acceptable Use of Computing and Telecommunications Resources – Policy No. 11-20-010 – <a href="https://ohsu.ellucid.com/documents/view/20787/?security=70945f7cb56194f50f8cdd765d967131d4c2aa17">https://ohsu.ellucid.com/documents/view/20787/?security=70945f7cb56194f50f8cdd765d967131d4c2aa17</a></p> <p>Records Retention and Destruction – Policy No. 07-90-010 – <a href="https://ohsu.ellucid.com/documents/view/20942/?security=1691849a3147371dcd5961f0a99dc49869c53673">https://ohsu.ellucid.com/documents/view/20942/?security=1691849a3147371dcd5961f0a99dc49869c53673</a></p>

\*Each OHSU Policy lists related Policies and Procedures by Policy Number and Title at the bottom of each policy.



## Institutional Integrity

**2.D.1** The institution represents itself clearly, accurately, and consistently through its announcements, statements, and publications. It communicates its academic intentions, programs, and services to students and to the public and demonstrates that its academic programs can be completed in a timely fashion. It regularly reviews its publications to ensure accuracy and integrity in all representations about its mission, programs, and services.

OHSU represents itself clearly, accurately, and consistently through its announcements, statements, and publications both in print and electronically. [OHSU News](https://news.ohsu.edu)<sup>91</sup> provides the latest information to the public on institutional topics like education, healthcare, research, community engagement and COVID-19. Specific media guidelines around interviews, photography, and filming at OHSU as well as resources for journalists can also be found on the site. Institutional content representing OHSU is coordinated and approved through OHSU Strategic

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91 <https://news.ohsu.edu>

Communications and Media Relations, which operate centrally to ensure accuracy and consistency and in compliance with OHSU [Policy No. 08-10-001 – Marketing and Communications Guidelines and Authority](#)<sup>92</sup> and [Policy No. 08-10-010 – Marketing and Promotion](#)<sup>93</sup>.

Under the direction of the executive vice president, chief administrative officer and chief of staff, delegating oversight to the vice president for public affairs and marketing, staff coordinate dissemination of public information through many communication disciplines and channels, including social media efforts, marketing, and community engagement activities.

The institution communicates its academic intentions, programs, policies, and services to students and to the public, and demonstrates that its academic programs can be completed in a timely fashion on the easily accessible [OHSU Education webpage](#)<sup>94</sup>. OHSU regularly reviews its publications to ensure accuracy and integrity in all representations about its mission, programs, and services. Content representing OHSU’s academic programs is coordinated through communications or marketing professionals embedded in the institution’s schools, units, or other mission areas.

OHSU accurately represents its current accreditation status with the Northwest Commission on Colleges and Universities as demonstrated by the accreditation statement on the [OHSU Accreditation](#)<sup>95</sup> website. OHSU provides its prior NWCCU self-studies, evaluator reports, and correspondence on the accreditation website for the public’s interest.

While institutional accreditation applies to the university as a whole, [specialized accreditation](#)<sup>96</sup> of certain professional schools and individual educational programs is granted by a number of national organizations, each representing professional areas such as medicine, dentistry, or nursing. Though each of these accrediting organizations has its distinctive definitions of eligibility, criteria for accreditation and operating procedures, accreditation by a specialized accrediting agency is one means of assuring quality of the accredited programs.

The OHSU Education website is a valuable resource serving as a central hub

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92 <https://ohsu.ellucid.com/documents/view/20757/?security=6f4aecdb35aaba01aa5ba08847447dfd1cb309c4>

93 <https://ohsu.ellucid.com/documents/view/20760/?security=7446b92ee2fecdf91dea2cc231e53eea9892901e>

94 <https://www.ohsu.edu/education>

95 <https://www.ohsu.edu/education/accreditation>

96 <https://www.ohsu.edu/education/specialized-accreditation>

for student information. OHSU's Academic Calendar and Deadlines, Student Handbooks and Policies, and links to the multiple programs enables students and the public to find detailed information about academic requirements, program curriculum and student services.

OHSU [\*Policy No. 01-15-001 – Program Reduction, Elimination and Reorganization of Academic Programs\*](#)<sup>97</sup> provides clear direction with specific procedures to follow if an academic program is suspended or closed due to financial exigency. OHSU also maintains [\*Policy No. 02-50-040 – Suspension of Admissions Into, or Closure of, Academic Programs\*](#)<sup>98</sup> which addresses program closure when no reduction in faculty is involved and there has not been any student enrollment in the academic program for the preceding three consecutive academic years. In each instance, the Office of the Provost works closely with the impacted schools and programs to oversee and approve all plans that may involve student support and degree completion. Those OHSU academic programs maintaining specialized accreditation coordinate with those accrediting bodies to ensure that the program modification does not impact the quality of instruction for currently enrolled students. OHSU adheres to all NWCCU's policies and guidance around substantive changes, distance education and significant growth.

**2.D.2** The institution advocates, subscribes to, and exemplifies high ethical standards in its management and operations, including in its dealings with the public, NWCCU, and external organizations, including the fair and equitable treatment of students, faculty, administrators, staff, and other stakeholders and constituencies. The institution ensures that complaints and grievances are addressed in a fair, equitable, and timely manner.

OHSU advocates, subscribes to, and exemplifies high ethical standards in its management and operations, including in its dealings with the public, NWCCU, and external organizations as well as the fair and equitable treatment of students, faculty, administrators, staff, and other stakeholders and constituencies. The institution ensures that complaints and grievances are addressed in a fair, equitable, and timely manner. OHSU's ethical standards, as they are reflected in its management and operations and in all dealings with

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97 <https://ohsu.ellucid.com/documents/view/20742/?security=eb0ee4e260cdfd0b72a13852de42ee3dc64e877b>

98 <https://ohsu.ellucid.com/documents/view/20889/?security=556c469d832857f82d8e1ffeedab78832739822c>

students, the public, organizations and external agencies, are best expressed by the organizational structure, elements, and principles and standards of the institution's Integrity Program.

OHSU is committed to ensuring appropriate standards of knowledge, awareness and conduct for the OHSU community and has instituted multiple [integrity education](#)<sup>99</sup> programs. Integrity education is mandatory and annual. The [OHSU Integrity Department](#)<sup>100</sup> ensures the institution maintains the expected high ethical standards. All OHSU employees, students, volunteers, and contractors are required to complete the *Integrity Foundations* course, which covers Institutional Integrity, Conflict of Interest, Safety, International Activities, Rights and Responsibilities, and Clinical Care. A review of these topics is reinforced annually to individuals through the *Integrity Booster* course, which addresses Institutional Integrity, Rights and Responsibilities, Safety, International Activities, Fraud, Waste and Abuse. The entire OHSU community is expected to complete the *Integrity Foundations* and the annual *Integrity Booster* courses in compliance with the [OHSU Code of Conduct](#)<sup>101</sup> and [OHSU's Workplace Training – Policy No. 03-30-110](#)<sup>102</sup>.

In addition to the integrity courses in Compass, the integrity department ensures adherence in the fields of Research Integrity including:

- OHSU Institutional Animal Care and Use Committee (IACUC)
- OHSU Institutional Review Board (IRB) – Human Subjects
- Institutional Biosafety Committee (IBC)
- Collaborative Institutional Training Initiative (CITI Program)

Clinical Enterprise Integrity, [Audit and Advisory Services](#)<sup>103</sup>, and Conflict of Interest are additional focus areas that are managed by the OHSU Integrity Department.

OHSU engages in ongoing monitoring and auditing of integrity issues, including the use of an integrity hotline that provides for anonymous, confidential,

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99 <https://www.ohsu.edu/integrity-department/education>

100 <https://www.ohsu.edu/integrity-department>

101 <https://www.ohsu.edu/integrity-department/code-conduct>

102 <https://ohsu.ellucid.com/documents/view/20861/?security=613d5100798fbf8f0a24c59e0c560ef2fa66420d>

103 [Appendix 7 –Audit & Advisory Services](#)

or identified reporting of concerns about possible violations of regulations, policies, or the *OHSU Code of Conduct*. All integrity reports are assigned to an integrity officer or an institutional representative, and an inquiry or appropriate investigation is thoroughly conducted. OHSU has retained former U.S. Attorney General Eric Holder of Covington & Burling LLP to conduct a comprehensive, independent investigation of OHSU's workplace environment related to sexual harassment, discrimination, retaliation and racism. The intent of this investigation is to identify any potential shortcomings, and to solicit and consider actionable recommendations that ensure our institution is aligned with the highest demands and expectations. Based on the investigation's findings, OHSU will evaluate potential policy changes, accountability, other best practices and targeted investments to ensure every OHSU member feels safe, respected and valued in their workplace.

OHSU reaffirmed its commitment to the concepts of professional identity and ethical behavior, community engagement, social justice and equity in 2020 through the revision of the OHSU [graduation core competencies](#)<sup>104</sup> which are also reinforced to students at the school and programmatic level through student handbooks and in the curriculum at the lecture and course level. OHSU monitors the curriculum's integration with the graduation core competencies through the institutional [annual systematic assessment process](#)<sup>105</sup>, where a program's student learning outcomes are mapped against the graduation core competencies. This annual review allows programs to continuously monitor the competency of professionalism, including ethics, and make improvements when necessary.

OHSU's Office of Human Resources, under Interim Vice President for Human Resources Serilda Summers-McGee, is embarking on a redesign of the organizational structure to address the need for enhanced support and partnership to employees, leadership, and other OHSU members who rely on the functions of the Office of Human Resources. This redesign will emphasize the integration of diversity, equity, and inclusion into the communication and recommendation structures currently in place at OHSU and this redesigned structure of human resources will continue to be refined based on institutional feedback from OHSU leadership, Affirmative Action and Equal Opportunity (AAEO), and other groups so that human resources at OHSU continues to evolve to meet the needs of the workforce.

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104 <https://www.ohsu.edu/sites/default/files/2020-12/OHSU-Graduation-Core-Competencies-with-narrative.pdf>

105 <https://www.ohsu.edu/education/assessment-educators>

The structure and organization of investigative functions currently undertaken by the AAEO office will continue to be reviewed and assessed to determine how it should be restructured to meet the community’s needs and be most effective in addressing complaints and grievances. OHSU students and employees will continue to have the same reporting options available to them related to AAEO and the Confidential Advocacy Program (CAP). In any future structure, the imperative functions of Title IX, harassment and discrimination investigations that are undertaken by AAEO investigators and CAP will continue to provide resources to meet member needs, including those of students. OHSU ensures that complaints and grievances are addressed in a fair, equitable, and timely manner.

### Academic

Student grievances are initiated and submitted in accordance with applicable school or college procedure as outlined in the student handbooks for each program and further guided by [\*OHSU Student Grievance and Appeal Policy No. 02-30-055\*](#)<sup>106</sup>. OHSU is consistent on the handling of student complaints that may arise from distance education students. OHSU adheres to its institutional policies governing distance education complaints but as a member of NC-SARA, students may also file a complaint with [Oregon’s Higher Education Coordinating Commission](#)<sup>107</sup>.

### Title IX

Students can also report Title IX issues through [Affirmative Action and Equal Opportunity \(AAEO\)](#)<sup>108</sup>. OHSU also provides confidential support services to the entire OHSU community, including students, through the Confidential Advocacy Program (CAP). Additionally, AAEO provides information, including specific policies, addressing conduct and affirmative action; discrimination, harassment, retaliation; accommodations; and protection from retaliation on its website under policies and resources.

### Accommodations

The [Office of Student Accommodations](#)<sup>109</sup> works closely with students as well as school level Program Accommodation Liaisons to resolve issues or complaints that arise around accommodations.

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106 <https://ohsu.ellucid.com/documents/view/20881/?security=6b99100b6e47878c6828dc8d5c3ffb0b7193d56b>

107 <https://www.oregon.gov/highered/about/Pages/complaints.aspx>

108 <https://www.ohsu.edu/affirmative-action-and-equal-opportunity>

109 <https://www.ohsu.edu/education/academic-accommodations-disabilities>

## Human Resources

OHSU human resources will accept student complaints if they are filed against an employee. Human Resources works with the appropriate office(s) to investigate and resolve the issue from the employment perspective. Other offices that are potentially involved include, but not limited to, AAEO, Office of the Provost, student affairs representatives in the respective school, and the Integrity Office, based on the nature of the complaint.

Employee grievances are addressed through the OHSU Human Resources Department and AAEO, which provides detailed [grievance information](#)<sup>110</sup> for various employment classifications including:

- American Federation of State, County and Municipal Employees (AFSCME) – Contract Article 24
- Oregon Nurses Association (ONA) – Contract Article 22
- Unclassified Employees

The [OHSU Integrity Department](#)<sup>111</sup> addresses internal and external complaints by contracting with an independent company to provide a fully staffed compliance and ethics [Integrity Hotline](#)<sup>112</sup>. The hotline is available 24 hours a day and 365 days a year. Concerns can be reported by telephone or through online submissions and each issue can be kept confidential or anonymous based on the preference of the reporter. OHSU is committed to improving the well-being of all Oregonians and through its work, is committed to ethical behaviors at the highest level.

To address issues concerning healthcare, OHSU has an established [Patient Relations](#)<sup>113</sup> office, which provides a centralized office for addressing patient complaints, concerns, and grievances. The Patient Relations office also assists explaining OHSU's policies, procedures, and services; answers requests for medical ethics consultations; and provides access to information regarding sensitive healthcare questions. OHSU's Patient Relations office also provides a process and steps for [Patient Complaints](#)<sup>114</sup>.

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110 [Appendix 8 - Grievances](#)

111 <https://www.ohsu.edu/integrity-department>

112 <https://www.ohsu.edu/integrity-department/integrity-hotline>

113 <https://www.ohsu.edu/health/patient-relations>

114 <https://www.ohsu.edu/health/patient-complaint-process>

**2.D.3** The institution adheres to clearly defined policies that prohibit conflicts of interest on the part of members of the governing board(s), administration, faculty, and staff.

OHSU adheres to clearly defined policies that prohibit conflicts of interest on behalf of the OHSU Board of Directors, administration, faculty, and staff. The OHSU Integrity Department works in conjunction with Research Integrity, Affirmative Action and Equal Opportunity, Human Resources, and Information Privacy and Security to address the appropriate review, guidance, and training to ensure institutional compliance with Conflict of Interest.

*OHSU's Code of Conduct* also reinforces the principles and standards to be used in governing conflicts of interest and commitment. OHSU's Board of Directors members must adhere to the *Code of Conduct* as well as other conflict of interest standards and policies. OHSU Board of Director members must also file conflicts of interest disclosures, [Statements of Economic Interests](#)<sup>115</sup>, with the state of Oregon annually.

The Integrity Department provides resources to the OHSU community through the [Conflict of Interest and Commitment Manual](#)<sup>116</sup> and web resources on the topics of disclosure requirements, financial interests, gifts and vendor/industry relationships, and outside activities. Annual disclosures for conflict of interest are required for faculty members, managers, researchers, clinicians, fiscal authorities, and OHSU executives through the electronic [Conflict of Interest Disclosure System \(eCoI\)](#)<sup>117</sup> administered by the Integrity Department.

Every member of the OHSU community has an obligation to act in the best interest of the university and without improper bias. OHSU employees and students are expected to avoid both conflicts of interest and the appearance of conflicts of interest between their responsibilities to OHSU and any outside or personal interests. OHSU recognizes the potential benefits of its employees' and students' participation in outside activities that may advance the welfare of the community, the university, and the employee or student. OHSU is also committed to ensuring that these outside activities are conducted properly and are consistent with federal and state laws and regulations, and with the policies that are fundamental to the well-being of the university and the responsible management of the university's business.

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115 <https://www.oregon.gov/ogec/public-records/pages/seis.aspx>

116 <https://ohsu.ellucid.com/documents/view/10096/active>

117 <https://www.ohsu.edu/research-integrity/conflict-interest-coi>

## Evidence of Institutional Integrity

Required Item	Link
2.D.1 – Truthful representation	
Policies/procedures/ for reviewing published materials (print or websites) that assures institutional integrity	<p>OHSU Integrity Department – <a href="https://www.ohsu.edu/integrity-department">https://www.ohsu.edu/integrity-department</a></p> <ul style="list-style-type: none"> <li>» Central Integrity</li> <li>» Research Integrity</li> <li>» Conflict of Interest</li> <li>» Code of Conduct</li> <li>» Integrity Hotline</li> </ul> <p>Marketing and Communications Guidelines and Authority – Policy No. 08-10-001 – <a href="https://ohsu.ellucid.com/documents/view/20757/?security=6f4aecdb35aaba01aa5ba08847447df1cb309c4">https://ohsu.ellucid.com/documents/view/20757/?security=6f4aecdb35aaba01aa5ba08847447df1cb309c4</a></p> <p>Marketing and Promotion – Policy No. 08-10-010 – <a href="https://ohsu.ellucid.com/documents/view/20760/?security=7446b92ee2fecdf91dea2cc231e53eea9892901e">https://ohsu.ellucid.com/documents/view/20760/?security=7446b92ee2fecdf91dea2cc231e53eea9892901e</a></p>

2.D.2 – Ethics and complaints	
Policies/procedures for reviewing internal and external complaints and grievances	<p>OHSU Code of Conduct – <a href="https://www.ohsu.edu/integrity-department/code-conduct">https://www.ohsu.edu/integrity-department/code-conduct</a></p> <p>OHSU Integrity Hotline – <a href="https://www.ohsu.edu/integrity-department/integrity-hotline">https://www.ohsu.edu/integrity-department/integrity-hotline</a></p> <p>OHSU Affirmative Action Equal Opportunity – <a href="https://www.ohsu.edu/affirmative-action-and-equal-opportunity">https://www.ohsu.edu/affirmative-action-and-equal-opportunity</a></p> <p>Complaints of Discrimination, Harassment and Retaliation Policy – 03-05-050 – <a href="https://ohsu.ellucid.com/documents/view/20809/?security=111d87a70882669479126bcfa612faefb4003633">https://ohsu.ellucid.com/documents/view/20809/?security=111d87a70882669479126bcfa612faefb4003633</a></p>

Required Item	Link
2.D.2 – Ethics and complaints	
	OHSU Faculty Grievance – Policy No. 03-50-001 – <a href="https://ohsu.ellucid.com/documents/view/20866/?security=dc9611fc651db6b28486e5f69b5541f4d928f843">https://ohsu.ellucid.com/documents/view/20866/?security=dc9611fc651db6b28486e5f69b5541f4d928f843</a>
2.D.3 – Conflicts of Interest	
Policies/procedures prohibiting conflict of interests among employees and board members	Conflict of Interest and Commitment Manual located at: <a href="https://www.ohsu.edu/integrity-department/conflict-interest">https://www.ohsu.edu/integrity-department/conflict-interest</a> Electronic Conflict of Interest Disclosure System (eCol) – <a href="https://www.ohsu.edu/research-integrity/conflict-interest-coi">https://www.ohsu.edu/research-integrity/conflict-interest-coi</a> State of Oregon Statements of Economic Interest – <a href="https://www.oregon.gov/ogec/public-records/pages/seis.aspx">https://www.oregon.gov/ogec/public-records/pages/seis.aspx</a>

\*Each OHSU Policy lists related Policies and Procedures by Policy Number and Title at the bottom of each policy.

**Financial Resources**

**2.E.1.** The institution utilizes relevant audit processes and regular reporting to demonstrate financial stability, including sufficient cash flow and reserves to achieve and fulfill its mission.

OHSU utilizes relevant audit processes and regular reporting to demonstrate financial stability, including sufficient cash flow and reserves to achieve and fulfill its mission. External auditors conduct an annual audit of OHSU finances in accordance with auditing standards generally accepted in the United States and Government Auditing Standards, issued by the Comptroller General of the United States. The external auditors are selected through a competitive request for proposal with the final approval resting with the OHSU Board of Directors. The product of the audit is an independent auditor’s report. This report, along with a management letter, if issued, is presented to the OHSU Finance and Audit Committee prior to the presentation to the Board of Directors. In the event that the external auditor identifies issues that need to be brought to the attention

of management, they will do so in the management letter. The intent of the document is to provide comments and recommendations that may improve internal controls or result in operating efficiencies. All recommendations are considered, and corrective action is implemented as quickly as possible. OHSU provides its annual audited financial statements to the public under [Central Financial Services](#)<sup>118</sup>.

OHSU also undergoes an annual Single Audit, previously known as the Office of Management and Budget (OMB) Circular A-133 audit. This audit verifies the controls around all federal grant awards as well as all federal student aid funds. Additional annual financial information is provided to the State of Oregon for its Annual Comprehensive Financial Report.

In addition to OHSU's external audits, the institution's [internal audit program](#)<sup>119</sup>, managed by the Integrity Department, is an independent assessment responsible for assessing risks; recommending systems and procedures to manage, reduce, or eliminate those risks; identifying gaps in policies and procedures that are critical to OHSU's missions; facilitating the economical, efficient, and responsible use of resources entrusted to OHSU; and developing means for correcting or ameliorating problems or issues of non-compliance that are discovered in the audit process.

Compliance with established fiscal policies and regulations is ensured through both annual external audits conducted by an OHSU board-approved external auditing firm, and periodic reviews conducted by OHSU's Integrity Department. Results of findings from both internal and external audits are regularly communicated to OHSU's executive leadership, Finance and Audit Committee, and the [OHSU Board of Directors](#)<sup>120</sup>.

**2.E.2.** Financial planning includes meaningful opportunities for participation by stakeholders and ensures appropriate available funds, realistic development of financial resources, and comprehensive risk management to ensure short term financial health and long-term financial stability and sustainability.

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118 <https://www.ohsu.edu/about/support-services#section-1317276>

119 [Appendix 9 - OHSU Internal Audit Process](#)

120 [https://www.ohsu.edu/sites/default/files/2020-10/102920\\_OHSUPublicBOD\\_combinedv1\\_1.pdf](https://www.ohsu.edu/sites/default/files/2020-10/102920_OHSUPublicBOD_combinedv1_1.pdf)

OHSU provides meaningful opportunities for participation by multiple stakeholder groups in the budgetary process and reporting ultimately to the OHSU Board of Directors. OHSU's executive vice president and chief financial officer is a member of the [University Cabinet](#)<sup>121</sup> which provides recommendations to the president about institution-wide policies, procedures, initiatives and resource allocations to support OHSU's attainment of its vision and mission. OHSU's provost also provides leadership around fiscal decisions at the university level through membership on the OHSU Budget Committee, where all financial decisions across the university are discussed and approved.

Beginning in March 2020, OHSU's financial results were significantly impacted by the Coronavirus (COVID-19) pandemic. After rising 9.7% between fiscal years 2018 and 2019, the increase in OHSU's adjusted operating revenues slowed to 4.2% in 2020 as OHSU operations were significantly impacted by the COVID-19 pandemic beginning in March 2020. The growth in operating expenses did not slow toward the end of 2020, as OHSU guaranteed wages from March through June in order to protect its workforce and ensure stability of operations during the initial phases of the pandemic. This resulted in an adjusted operating loss of \$(28) million in fiscal year 2020, compared to an adjusted gain of \$176 million in 2019 and \$138 million in 2018.

To put this in perspective, prior to modified operations in response to the onset of COVID-19, OHSU adjusted operating income for the eight months ended February 29, 2020 was \$91 million, followed by a \$(119) million adjusted operating loss over four months from March through June to arrive at the adjusted operating loss of \$(28) million for the full fiscal year. Offsetting this loss, OHSU received \$38 million from the CARES Act (Coronavirus Aid, Relief, and Economic Security Act), which has been recognized as non-operating revenue. OHSU's adjusted EBITDA margin (which does not include the CARES Act support) was 5.5% in fiscal year 2020, compared to 12.1% in 2019 and 10.7% in 2018.

The cumulative financial impact of COVID-19 through June 2020 is reflected in net position, which is the broadest measure of OHSU's financial strength: assets and deferred outflows, less liabilities and deferred inflows. In fiscal year 2020, net position decreased by \$14 million or 0.4% to \$3.6 billion. This follows two preceding years of increase in net position of \$252 million or 7.5% in 2019 and \$260 million or 8.4% in 2018, driven by strong operations and investments.

OHSU's liquidity position remains strong despite the pandemic and market volatility. As of June 30, 2020, consolidated cash and investments, excluding funds held by trustee, totaled \$2.54 billion, an increase of \$176 million during fiscal year 2020. These funds include the \$170 million of Medicare advances and FICA tax deferral as well as gift and endowment funds at the Foundation. In December 2019, OHSU repositioned its \$1 billion debt portfolio from 80% fixed rate / 20% variable rate to 100% fixed rate to reduce risk, to take advantage of the reduction in long-term rates and capture present value savings. Subsequently, OHSU obtained \$150 million in lines of credit from U.S. Bank to further supplement its liquidity position. OHSU has not drawn on these lines of credit as of June 30, 2020.

With the passing of several economic relief bills by Congress, signed into law in March and April 2020, to appropriate supplemental emergency funding in response to the COVID-19 pandemic, including the Coronavirus Aid, Relief, and Economic Security Act (H.R. 748), Coronavirus Preparedness and Response Supplemental Appropriations Act (H.R. 6074), Families First Coronavirus Response Act (H.R. 6201), and Paycheck Protection Program and Health Care Enhancement Act (H.R. 266), OHSU is taking full advantage of the cash flow opportunities in the CARES Act for prepayment of Medicare revenues, provider relief fund, and deferral of FICA tax remittances to support its missions. During fiscal year 2020, OHSU received \$170 million in federal Medicare advances and deferral of FICA taxes that must be repaid, and \$38 million in non-operating revenue from the CARES Act.

The CARES Act provided the Higher Education Emergency Relief Fund (HEERF), which allowed OHSU to provide Emergency Financial Aid Grants to students and use up to 50 percent of the funds received to cover any costs associated with significant changes to the delivery of instruction due to coronavirus. OHSU received \$1.01 million in total and used half of the funding, as mandated by the legislation, for grants to students and the remainder to support tuition and fee refunds in spring 2020 when clinical placements were cancelled. In addition, OHSU received another \$500 thousand in funds from the Coronavirus Response and Relief Supplemental Appropriations Act (CRRSAA) and another \$1.4 million from the American Rescue Plan (ARP) Act, which were disbursed as grants to students. OHSU also received additional funding under CRRSAA and ARP to be used to address costs associated with the coronavirus. Additionally,

the CARES Act waives the requirement that institutions pay a matching share of Federal Work-Study (FWS) program wages and a matching share for the Federal Supplemental Educational Opportunity Grant (FSEOG). The CARES Act also allows colleges and universities to transfer leftover Federal Work-Study funding into the FSEOG program, so that the money may be awarded to students as grants. OHSU took advantage of the waiver of the matching share for FSEOG and transferred unspent FWS to FSEOG and awarded it as Emergency Grants to students.

On March 12, 2020 the National Institutes of Health (NIH) issued notice number NOT-OD-20-086 alerting the community of administrative flexibilities during the Public Health Emergency. The NIH indicated that institutions like OHSU would have short-term administrative flexibilities due to the COVID-19 public health emergency. These flexibilities helped NIH-funded investigators (and applicants) manage administrative, financial and audit requirements under Uniform Guidance without compromising their accountability requirements. One such flexibility is that “If a recipient organization’s policy allows for the charging of salaries and benefits during periods when no work is performed due to the effect of COVID – 19, regardless of the funding source, including federal and nonfederal, then such charges to NIH grant awards will be allowable.” Given that OHSU’s institutional policy during the health emergency allowed for such charging, all OHSU employees whose labor was charged to grants as of March 16, 2020, were instructed to continue to charge the funding source through June 30, 2020. This guidance also applied to stipend payments to fellows and trainees who were unable to work as a result of or related to COVID-19.

The CARES Act also provides economic relief in part to hospitals and other healthcare providers, and is distributed in phases. OHSU qualifies for funding under the Public Health and Social Services Emergency Fund for Providers (Provider Relief Fund), and adopted and qualifies for various Medicare and Medicaid policy changes that were enacted to temporarily enhance Medicare and Medicaid reimbursement to support patient care and provide flexibility during the pandemic, including regulatory waivers and rule changes to expand diagnostic testing for Medicare and Medicaid beneficiaries, expand telehealth services, and support hospital capacity and the healthcare workforce during the COVID-19 emergency.

On April 10, 2020, the Department of Health and Human Services (DHHS) announced the distribution of payments to hospitals. Several types of funding were provided, the most significant distributions to OHSU were from the Provider Relief Funds, which was established to provide support and reimburse hospitals and other healthcare entities for healthcare related operating losses attributable to coronavirus. OHSU received \$38 million in CARES Act Provider Relief Funds. Another \$10 million has been received and recorded in fiscal year 2021.

In response to the COVID-19 public health emergency, the Centers for Medicare & Medicaid Services (CMS) expanded its Medicare Accelerated and Advance Payment Program (AAPP) to allow Medicare providers and suppliers to receive advances on future Medicare reimbursement. OHSU received \$146 million in federal Medicare advances in fiscal year 2020. The recoupment or repayment process was to begin 120 days after receipt, which will occur in OHSU's fiscal year 2021. The CARES Act also eliminates from May 1, 2020 through December 31, 2020 the 2% sequestration-mandated reductions to Medicare reimbursement.

Finally, under the CARES Act employers are allowed to defer the deposit and payment of the employer's share of Social Security taxes, OHSU deferred \$24 million of applicable payroll taxes from the date the Act was signed into law through June 30, 2020. OHSU will continue to defer payroll taxes through December 31, 2020, per the regulation. The deferred amounts will be due in two equal installments on December 31, 2021 and December 31, 2022.

**2.E.3** Financial resources are managed transparently in accordance with policies approved by the institution's governing board(s), governance structure(s), and applicable state and federal laws.

OHSU typically utilizes a 10-year planning model to aid in long-term resource planning and budget development. However, given the recent financial volatility experienced as a result of the COVID-19 pandemic, a shorter, 5-year projection was created in January 2021. Developed and maintained by OHSU's executive vice president and chief financial officer, the model also incorporates the following key components of the fiscal year 2022 budget:

- 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
- \$190 million in capital spending + \$5 million faculty initiative pool from FY21
- Balanced cash flow



This robust and detailed model is routinely updated based on a variety of environmental and industry factors. Additionally, the model is reviewed by OHSU executive leadership, the University Cabinet, the OHSU Budget Committee, the OHSU Faculty Senate, the senior financial officers in each mission area, and the OHSU Board of Directors. Key assumptions in the model are consistent with each other across growth in activity, space, faculty and staff, revenues and spending. The assumptions are set to yield a financeable outcome, measured by profitability, liquidity and leverage. Other key assumptions within the 5-year planning model include examples of OHSU’s institutional strategies.

### Accelerate OHSU<sup>122</sup>

Since 2017, OHSU’s efforts to align costs with growth have been called *Accelerate OHSU*. 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 Huron Consulting Group performed an analysis of administrative and business support services at OHSU and found a high degree of decentralization and fragmentation in finance, human resources, marketing, communications, and research administration. In part, this is a reflection of the prior structure of OHSU’s budget: each unit received its revenues, paid its share of central administrative and space costs, and 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, the old “every unit on its own revenues” approach has been strained. However, given OHSU’s culture that prizes autonomy and entrepreneurship, the idea of wholesale centralization of administrative and business support services has not garnered widespread support. Instead, the priority is now on resuming top-line growth while leveraging hiring and spending to return the 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 a new faculty compensation framework using a data system called CANDID, restricting Human Resources, research administration and flexible work policies.

## OHSU Health System + School of Medicine Combined Direct Margin

In mid-FY20, OHSU agreed to manage the budgets of the OHSU Health System 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. 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.

## Faculty Compensation Framework

At present, how faculty members are paid, and the underlying methodologies used, differ widely across schools, research centers and institutes, and even across departments within the same school. These various compensation plans are not captured in one location, and they do not use a commonly agreed upon set of data definitions or data elements. As such, it can be difficult to anticipate the effects that strategic planning, operations and related logistical matters have on faculty compensation. This new faculty compensation framework will fairly reflect the nature and quality of the work being executed by each faculty member in their clinical, education, research or administrative roles at OHSU. A common set of principles will be developed to govern what each faculty member will be paid relative to institutional expectations while simultaneously providing sufficient flexibility to incentivize faculty members appropriately. OHSU is developing a database called CANDID, which will facilitate and support the new compensation framework by maintaining salary and activity data for faculty. During its initial implementation, CANDID will be used to collect data and integrate key components of the compensation framework into one location from which consistent reports can be generated. Once fully operational, CANDID will serve as the single source of information related to faculty compensation at OHSU.

## OHSU 2025<sup>123</sup>

In fiscal year 2020, the University introduced a new strategic plan called OHSU 2025: "We deliver breakthroughs for better health." The plan was developed

through a crowdsourcing process to tap into OHSU member aspirations and develop a shared future vision. Members then voted to affirm the overall future plan, which includes goals, objectives, and tactics. Below are highlights of the strategic plan followed by accomplishments of OHSU missions.

OHSU 2025 will partner to be a leader in health and science innovation for the purpose of improving the health and well-being of people in Oregon and beyond. The plan aims to deliver breakthroughs for better health through six timeless aspirations:

- Building a diverse, equitable environment where all can thrive and excel.
- Being the destination for transformational learning.
- Enhancing health and healthcare in every community.
- Discovering and innovating to advance science and optimize health worldwide.
- Partnering with communities for a better world.
- Ensuring a sustainable foundational infrastructure.

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

The annual budget process at OHSU generally begins during the month of January for the upcoming fiscal year. Operating and capital budgets are presented to the OHSU Finance & Audit Committee for their review and input in May before ultimately going to the OHSU Board of Directors in June for their review and approval. The OHSU Faculty Senate is also given an opportunity to give input into the annual budget process. Once approved, the budget is loaded into the accounting system. In the event that minor budgetary revisions are necessary, adjustments are made promptly and communicated to all impacted parties. OHSU uses the Oracle accounting system, which is a suite of integrated financial and supply chain applications designed to allow the financial statements to be presented in accordance with generally accepted accounting principles. OHSU's financial statements and footnote disclosures are based on all applicable Government Accounting Standards Board (GASB) Statements, Interpretations, Technical Bulletins, and Implementation Guides, American Institute of CPAs (AICPA) Practice Bulletins made applicable by GASB, as well

as other accounting literature provided by the Financial Accounting Standards Boards (FASB), the Federal Accounting Standards Advisory Board (FASAB), the AICPA, and others.

OHSU also utilizes an IBM/Cognos-based budgeting and variance reporting tool called Rubix. The implementation and use of this system has resulted in significantly improved functionality in budgeting and reporting, financial analysis, and increased dashboard and summary reporting. Additionally, as part of a larger Cognos implementation initiative, a business intelligence steering committee exists to prioritize additional reporting needs in each mission area such as the hospital, central services, research, and academic areas.

Capital spending is sized to maintain a targeted number of “days cash on hand,” taking into account earnings before depreciation, debt repayment, working capital, investment returns, and the current cash position. OHSU’s current capital plan covers assumptions around the current economic environment, OHSU’s finances and debt structure, the organization’s debt structure guidelines, debt goals for the next three years, both substantive and procedural, considerations for the institution’s banking partners, and opportunities within OHSU-held cash and investments. The overall plan objective is to provide OHSU leadership, the Finance and Audit Committee, and the OHSU Board of Directors with a written outline of major debt and investment plans that can be refined, updated, and tracked over time and considered within the context of the OHSU 10-year financial model. The OHSU Board of Directors *Debt Management Policy*<sup>124</sup> guides decision and planning for capital budgeting, planning and debt management.

## Evidence of Financial Resources

Required Item	Link
2.E.1 – Audits, oversight	
Policies/procedures that articulate the oversight and management of financial resources	Central Financial Services – Forms & Policies – <a href="#">Appendix 10</a> Audit & Advisory Services – <a href="#">Appendix 7</a>
Latest external financial audit including management letter	OHSU Central Financial Services – OHSU audited financial statements – <a href="https://www.ohsu.edu/about/support-services#section-1317276">https://www.ohsu.edu/about/support-services#section-1317276</a> Independent Auditor’s Report (FY 20 p. 1) Financial Statements (FY 20 p. 33 – 37) OHSU Foundation Financials and Disclosures – <a href="https://www.ohsu.edu/foundation/financials-and-disclosures">https://www.ohsu.edu/foundation/financials-and-disclosures</a>
Cash flow balance sheets	OHSU Central Financial Services – OHSU audited financial statements – <a href="https://www.ohsu.edu/about/support-services#section-1317276">https://www.ohsu.edu/about/support-services#section-1317276</a> Statements of Cash Flow (FY 20 p. 36-37)
Audited financial statements	OHSU Central Financial Services – OHSU audited financial statements FY 2020 – FY 2012 – <a href="https://www.ohsu.edu/about/support-services#section-1317276">https://www.ohsu.edu/about/support-services#section-1317276</a>
Tuition and fees, educational, and auxiliary revenue for undergraduate and graduate enrollments	OHSU Registrar and Financial Aid – Tuition and Fees – <a href="https://www.ohsu.edu/education/tuition-and-fees">https://www.ohsu.edu/education/tuition-and-fees</a> OHSU Central Financial Services – OHSU audited financial statements – <a href="https://www.ohsu.edu/about/support-services#section-1317276">https://www.ohsu.edu/about/support-services#section-1317276</a> Operating Revenues (FY 20 p. 35)

Required Item	Link
2.E.1 – Audits, oversight	
Significant contracts/grants	OHSU Central Financial Services – OHSU audited financial statements – <a href="https://www.ohsu.edu/about/support-services#section-1317276">https://www.ohsu.edu/about/support-services#section-1317276</a> OHSU major gifts (FY 20 p. 30)
Endowment and giving reports	OHSU Central Financial Services – OHSU audited financial statements – <a href="https://www.ohsu.edu/about/support-services#section-1317276">https://www.ohsu.edu/about/support-services#section-1317276</a> Endowments (FY 20 p. 48-49)
Investment revenue	OHSU Central Financial Services – OHSU audited financial statements – <a href="https://www.ohsu.edu/about/support-services#section-1317276">https://www.ohsu.edu/about/support-services#section-1317276</a> Investment returns (FY 20 p. 12)

Required Item	Link
2.E.2 – Planning	
Policies / procedures for planning and monitoring of operating and capital budgets, reserves, investments, fundraising, cash management, debt management, transfers and borrowing between funds	OHSU Board of Directors’ Policies – <a href="https://www.ohsu.edu/about/board-directors">https://www.ohsu.edu/about/board-directors</a> OHSU Central Financial Services – Forms & Policies – <a href="#">Appendix 10</a> OHSU Development – <a href="https://www.ohsu.edu/campus-development">https://www.ohsu.edu/campus-development</a>

Required Item	Link
2.E.3 – Management	
Description of internal financial controls	<p>OHSU Board of Director’s Policies – <a href="https://www.ohsu.edu/about/board-directors">https://www.ohsu.edu/about/board-directors</a></p> <ul style="list-style-type: none"> <li>» Debt Management Policy</li> <li>» Debt Risk Management Policy</li> <li>» Fiscal Authority Policy</li> <li>» Investment Policy</li> <li>» Insider Trading</li> </ul>
Board approved financial policies, state financial policies, or system financial policies	<p>OHSU Board of Director’s Policies – <a href="https://www.ohsu.edu/about/board-directors">https://www.ohsu.edu/about/board-directors</a></p> <ul style="list-style-type: none"> <li>» Debt Management Policy</li> <li>» Debt Risk Management Policy</li> <li>» Fiscal Authority Policy</li> <li>» Investment Policy</li> <li>» Insider Trading</li> </ul>

*\*Each OHSU Policy lists related Policies and Procedures by Policy Number and Title at the bottom of each policy.*

## Human Resources

**2.F.1** Faculty, staff, and administrators are apprised of their conditions of employment, work assignments, rights and responsibilities, and criteria and procedures for evaluation, retention, promotion, and termination.

[OHSU’s Human Resources](https://www.ohsu.edu/human-resources)<sup>125</sup> department offers centralized services and support for employees including information on benefits, compensation, new hire resources, recruitment, and HR policies and procedures. The Human Resources department is the official repository of employment records and data for the over 18,670 OHSU employees for 16,041 FTE. As stated previously, OHSU’s Human Resources is currently undergoing a structural redesign to provide additional support and enhanced partnerships between employees, leadership, and the larger OHSU community.

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<sup>125</sup> <https://www.ohsu.edu/human-resources>

OHSU's faculty, staff, and administrators are apprised of their conditions of employment, work assignments, rights and responsibilities and criteria regarding procedures for evaluation, retention, promotion, and regarding termination. All unclassified faculty and staff receive an Initial Notice of Appointment that specifies the terms of the appointment, salary, position title, and reasons that justify potential change. They also receive an offer letter that indicates the classification, job title and other terms and conditions of employment. The university provides position descriptions to each employee that further defines the job responsibilities with employee files continually updated in OHSU's Oracle application.

For classified staff, the terms and conditions of employment are mostly defined by the collective bargaining agreements. During [New Employee Orientation](#)<sup>126</sup>, this information is provided to staff in a special segment of the orientation presented to classified employees. New classified employees also receive an AFSCME-represented offer letter that indicates the classification, job title and other terms and conditions of employment.

OHSU details the expectations of an employee's performance which are aligned to OHSU's priorities and values in [Policy No. 03-10-080 – Performance Appraisals](#)<sup>127</sup>. The system focuses on each individual's strengths and supports the ongoing development of employees while outlining the appraisal elements and frequency. The appraisal is a summation of ongoing performance conversations and is expected to reflect a collaborative relationship between each employee and their direct supervisor. Appraisals will include an assessment of each employee related to core behavioral competencies and position specific responsibilities. Appraisals will include individual performance goals related to OHSU's priorities and an individual professional development plan designed to support each employee's continual effectiveness. It provides a formalized culmination of feedback and a future focus. The appraisal system and this policy apply to all employees at OHSU, except for faculty.

Faculty appraisals will be made in accordance with faculty promotion guidelines and [Policy No. 03-15-025 – Faculty Appointments](#)<sup>128</sup>. Faculty members who have administrative roles may also be evaluated using the OHSU Performance

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126 <https://www.ohsu.edu/learning-development/new-employees>

127 <https://ohsu.ellucid.com/documents/view/20819/?security=d6697edc17fbfeeb975d7f8b77243dc7ecaa0fd3>

128 <https://ohsu.ellucid.com/documents/view/20822/?security=2aba9d97fbae48a9224b95b9d39676bb33862035>

Appraisal System but only for purposes of their administrative duties.

OHSU's Human Resources and the Office of the Provost work in conjunction to address issues around appointments, faculty appointments, promotion and tenure, terms and conditions of employment, grievances, personnel records, discipline and termination. The internal [Faculty Affairs](#)<sup>129</sup> webpage provides guidelines of common [criteria and procedures](#)<sup>130</sup> for appointment, promotion and tenure for all OHSU faculty including steps for candidacy, required materials for promotion and tenure, and the annual cycle timeframe.

**2.F.2** The institution provides faculty, staff, and administrators with appropriate opportunities and support for professional growth and development.

The Office of the Provost promotes and funds [Educator Development](#)<sup>131</sup> opportunities to the OHSU community and announces opportunities including classes, workshops, webinars, and lectures through the *OHSU Now* platform. The Office of the Provost divides developmental opportunities into the areas of teaching, research, writing, diversity, promotion and tenure, and leadership. Additional centralized support for educational development is made available through the office of [Educational Improvement and Innovation](#)<sup>132</sup>.

The [Teaching and Learning Center](#)<sup>133</sup> (TLC) works with the OHSU community to support its values of applying ethics of care to all its work; acting on social justice; promoting diversity, equity, and inclusion; creating a curious mindset and space for innovation; and generating scholarship. The TLC has five specific goals:

- Collaborate with faculty and staff to develop, improve and implement best practices in teaching and course design.
- Provide high-quality academic support services to OHSU's diverse learners to promote student success.
- Provide educational expertise and evaluation data to help programs measure and improve student learning outcomes.

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129 [Appendix 12 - Faculty Affairs Appointment, Promotion and Tenure](#)

130 [Appendix 13 - Faculty Affairs Appointment Resources](#)

131 <https://www.ohsu.edu/education/faculty-development-ohsu>

132 <https://www.ohsu.edu/education/educational-improvement-and-innovation>

133 <https://www.ohsu.edu/education/teaching-and-learning-center>

- Advise programs on curricular development for continuous program improvement.
- Contribute to a culture of scholarship and innovation to promote educational excellence.

Through these goals the TLC has helped faculty and learners transition to a remote educational environment, improved accessibility and course development, provided ongoing support for OHSU’s learning management system – Sakai, supported students learning efforts, conducts course evaluations and works with programs on assessment and curriculum mapping as part of OHSU’s annual assessment planning efforts.

The [OHSU/AFSCME Career and Workplace Enhancement Center](#)<sup>134</sup> (CWE) provides focused career development support for American Federal of State, County and Municipal Employees (AFSCME) union members and other OHSU employees, with focus areas of career development, interpersonal effectiveness, and performance results. The CWE offers courses, certificate programs, career counseling, conflict coaching and team training to OHSU employees.

OHSU’s [Learning and Organizational Development](#)<sup>135</sup> team supports leadership opportunities, employee engagement, and effective teamwork efforts across the individual, team, and organizational level of the institution. The Leadership Development team contributes to the goals of continual learning and development for employees at OHSU. The team helps managers develop leadership skills making them better at their jobs and will, in turn, increase employee satisfaction. The team provides opportunities for skill development for new and experienced managers and senior level supervisors as well as mentee, mentor, and leadership progression. The team strives to deliver dynamic, interactive experiences that not only foster skill development, but also help participants develop peer networks on campus. Participation in the program is available to all mission areas but the participant must have at least one direct report.

In addition to these opportunities and resources, a variety of internal training opportunities are provided by programs across campus and programs also offer funding for external faculty development and leadership opportunities. The

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134 <https://www.ohsu.edu/learning-development/current-employees>

135 <https://www.ohsu.edu/learning-development>

School of Medicine supports [faculty development](#)<sup>136</sup> efforts with resources on the topics of diversity, leadership, mentorship, scholarship, and wellness as well as promotion and tenure assistance. [Educational programs](#)<sup>137</sup> have also been developed for early career advancement, mid-career leadership development, an education scholars program, and paths to leadership for developing faculty leaders. OHSU's School of Dentistry supports its faculty with [resources](#)<sup>138</sup> on syllabus and student learning outcome development. The Oregon Clinical and Translational Research Institute (OCTRI) offers a number of educational and training opportunities to faculty members, research fellows, students, mentors, and mentees through its [Training and Education](#)<sup>139</sup> program.

**2.F.3** Consistent with its mission, programs, and services, the institution employs faculty, staff, and administrators sufficient in role, number, and qualifications to achieve its organizational responsibilities, educational objectives, establish and oversee academic policies, and ensure the integrity and continuity of its academic programs.

OHSU is one of Oregon's largest employers, providing jobs for over 18,000 individuals to maintain its support and operations functions. These employees are located on the Marquam Hill, South Waterfront areas of Portland, and in Beaverton. Additional locations across the state include Ashland, La Grande, Monmouth, and Klamath Falls. The university hires hundreds of individuals a year in a wide variety of careers. Recruiting, developing and retaining the best employees is key to achieving OHSU's goals to be a great organization, diverse in people and ideas, and develop and retain a faculty who will collaborate to drive innovation and excellence across OHSU.

OHSU employs the appropriate number of qualified administrators, faculty, and staff to achieve its mission. As provided earlier, President Jacobs has a very qualified Executive Leadership Team addressing the mission areas of the institution. The executive vice president and provost is responsible for carrying out the academic mission of OHSU, providing vision, creating strategies and prioritizing resources in ensuring the quality of that mission. In doing so, the Office of the Provost works

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136 <https://www.ohsu.edu/school-of-medicine/faculty-development>

137 <https://www.ohsu.edu/school-of-medicine/faculty-development/school-medicine-supported-programs>

138 <https://www.ohsu.edu/school-of-dentistry/academic-resources>

139 <https://www.ohsu.edu/octri/training-and-education>

closely with the executive vice provost, deans, faculty and staff to enhance academic excellence, student success and the university's academic profile.

Faculty appointments are based on rank and are organized by series that may be used by any of the OHSU schools, research institutes, and centers, as appropriate to the unit's mission and programs. The faculty series includes professorial, instructional, and research appointments. In addition to faculty who commit their total professional effort to OHSU and/or one of its major affiliated institutions, the university also appoints faculty with adjunct, provisional, visiting and emeritus status. OHSU's [\*Policy No. 03-15-020 – Faculty Series and Rank\*](#)<sup>140</sup> and [\*Policy No. 03-15-025 – Faculty Appointments\*](#)<sup>141</sup> provide the framework needed to ensure consistency in the faculty appointment process.

The university maintains rigorous faculty review processes, which includes the initial hiring process, annual performance review, and promotion and tenure review for tenure-track faculty. The hiring process involves a position search committee making an employment recommendation to the school dean's office for approval, with academic faculty appointments forwarded to the Office of Academic Affairs for approval. The executive vice president and provost has approval authority for all faculty appointments. Directors of research centers or institutes, as designated by the provost, have authority to recommend primary faculty appointments within their respective units, and will forward these recommendations to the Office of Academic Affairs for approval. OHSU faculty members are actively engaged in both the hiring process of selecting colleagues and in the review process of promotion and tenure decisions by serving on hiring and promotion committees and offering feedback on candidates.

The [\*OHSU Fact Book\*](#)<sup>142</sup> provides publicly available workforce information under the *Faculty and Staff* chapter. Information on OHSU's workforce representation group, race, gender, ethnicity, and years of service is detailed. OHSU's research and innovation activities, a demonstration of faculty productivity in teaching, research and service, are also publicly available in the *OHSU Fact Book*.

In support of the Committee on Academic Policy (CAP), the Office of Academic Programs, Policy and Accreditation is responsible for coordinating the

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140 <https://ohsu.ellucid.com/documents/view/20821/?security=3a13871c74009af0f0f3d6bd2265d50e3e56202e>

141 <https://ohsu.ellucid.com/documents/view/20822/?security=2aba9d97fbae48a9224b95b9d39676bb33862035>

142 <https://www.ohsu.edu/library/ohsu-fact-book>

development and maintenance of [policies and procedures](#)<sup>143</sup> relating to academic affairs and student life, providing oversight of school and/or academic unit level policies and procedures, and to recommend university-wide policies and procedures as appropriate. Many stakeholders within the education mission of OHSU participate in the development and revision of academic policies, which are recommended to and approved by the provost.

**2.F.4** Faculty, staff, and administrators are evaluated regularly and systematically in alignment with institutional mission and goals, educational objectives, and policies and procedures. Evaluations are based on written criteria that are published, easily accessible, and clearly communicated. Evaluations are applied equitably, fairly, and consistently in relation to responsibilities and duties. Personnel are assessed for effectiveness and are provided feedback and encouragement for improvement.

All OHSU employees are evaluated on a regular basis as covered by [Policy No. 03-10-080 – Performance Appraisals](#)<sup>144</sup>, which aligns individual performance with OHSU’s priorities and values. The system focuses on each individual’s strengths and supports the ongoing development of employees. The appraisal is a summation of ongoing performance conversations and reflects a collaborative relationship between each employee and his/her direct supervisor. It provides a formalized culmination of feedback and a future focus. The review is a joint responsibility of the supervisor and the employee and reflects specific goals and outcomes previously specified for the year.

OHSU staff and administrators are evaluated through the GROW conversation process, which consists of four steps:

1. The employee completes the GROW form in the Compass management system
2. The employee schedules a GROW conversation with their manager
3. The employee leads the GROW conversation with their manager
4. The manager adds comments in Compass and submits form

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143 <https://www.ohsu.edu/education/academic-programs-and-policy>

144 <https://ohsu.ellucid.com/documents/view/20819/?security=d6697edc17fbfeeb975d7f8b77243dc7ecaa0fd3>

The GROW process enables employees to articulate one's **G**oals that the individual wants to work on, **R**esults on progress from previous agreed upon goals, the employee's **O**verall performance with regards to goals, behavioral expectations and performance of job duties, and the process outlines a **W**ay forward with respect to next steps, support and encouragement from the employee's supervisor, and opportunities for professional development.

Regular, systematic, substantive and collegial faculty appraisals are made in accordance with *Policy No. 03-10-080 – Performance Appraisals* and *[Policy No. 03-15-025 – Faculty Appointments](#)*<sup>145</sup>. Faculty members who have administrative roles may also be evaluated using the OHSU Performance Appraisal System but only for purposes of their administrative duties. Annual performance reviews are conducted by the faculty's department chair or director with consideration to the effectiveness towards institutional and programmatic goals, which are tailored to each faculty member's role. School deans, directors, and department chairs work together to ensure faculty members receive feedback about their performance and expectations. The department chair works with the faculty member to develop a plan to address feedback in areas in which improvement is needed.

OHSU addresses tenured faculty review through *[Policy No. 03-20-015 – Promotion and Tenure – Post-Tenure Review](#)*<sup>146</sup> which articulates periodic and systematic framework.

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145 <https://ohsu.ellucid.com/documents/view/20822/?security=2aba9d97fbae48a9224b95b9d39676bb33862035>

146 <https://ohsu.ellucid.com/documents/view/20829/?security=713f07ed61b1a005496c3c425b398880170462c9>

## Evidence of Human Resources

Required Item	Link
2.F.1 – Employee information	
Human resource policies / procedures	<p>OHSU Human Resources – <a href="https://www.ohsu.edu/human-resources">https://www.ohsu.edu/human-resources</a></p> <p>Affirmative Action and Equal Opportunity – <a href="https://www.ohsu.edu/affirmative-action-and-equal-opportunity/policies-and-resources">https://www.ohsu.edu/affirmative-action-and-equal-opportunity/policies-and-resources</a></p> <ul style="list-style-type: none"> <li>» Conduct and Affirmative Action</li> <li>» Discrimination, Harassment, Retaliation</li> <li>» Accommodations</li> <li>» Protection from Retaliation</li> </ul>
Policies/procedures related to teaching, scholarship, service, and artistic creation	<p>Faculty Appointments – Policy No. 03-15-025 – <a href="https://ohsu.ellucid.com/documents/view/20822/?security=2aba9d97fbae48a9224b95b9d39676bb33862035">https://ohsu.ellucid.com/documents/view/20822/?security=2aba9d97fbae48a9224b95b9d39676bb33862035</a></p> <p>Faculty Qualifications – Policy No. 03-15-040 – <a href="https://ohsu.ellucid.com/documents/view/20824/?security=47aee0b1172a23c46573cd7e8a8f248f0b51bf9e">https://ohsu.ellucid.com/documents/view/20824/?security=47aee0b1172a23c46573cd7e8a8f248f0b51bf9e</a></p> <p>Academic Freedom – Policy No. 03-30-001 – <a href="https://ohsu.ellucid.com/documents/view/20851/?security=1f3b83edb6ad9d4a3856fe580d15177a0b5fb7ac">https://ohsu.ellucid.com/documents/view/20851/?security=1f3b83edb6ad9d4a3856fe580d15177a0b5fb7ac</a></p> <p>Authorship Attribution – Policy No. 12-70-010 – <a href="https://ohsu.ellucid.com/documents/view/20803/?security=c372dfa3b1c3aa0bdf18ac19f722e2cd049b7a94">https://ohsu.ellucid.com/documents/view/20803/?security=c372dfa3b1c3aa0bdf18ac19f722e2cd049b7a94</a></p>

Required Item	Link
2.F.1 – Employee information	
Policies/procedures for apprising employees of working conditions, rights and responsibilities, evaluation, retention, promotion, and termination	<p>OHSU Code of Conduct – <a href="https://www.ohsu.edu/integrity-department/code-conduct">https://www.ohsu.edu/integrity-department/code-conduct</a></p> <p>Performance Appraisals – Policy No. 03-10-080 – <a href="https://ohsu.ellucid.com/documents/view/20819/?security=d6697edc17fbfeeb975d7f8b77243dc7ecaa0fd3">https://ohsu.ellucid.com/documents/view/20819/?security=d6697edc17fbfeeb975d7f8b77243dc7ecaa0fd3</a></p> <p>Promotion and Tenure Committee – Policy No. 03-20-020 – <a href="https://ohsu.ellucid.com/documents/view/20830/?security=9b34c8708288c399bc29f42f9ae2d46fd96204da">https://ohsu.ellucid.com/documents/view/20830/?security=9b34c8708288c399bc29f42f9ae2d46fd96204da</a></p>

2.F.2 – Professional development	
Employee professional development policies/procedures	<p>Office of the Provost – Educator Development at OHSU – <a href="https://www.ohsu.edu/education/educator-development-ohsu">https://www.ohsu.edu/education/educator-development-ohsu</a></p> <p>Educational Improvement and Innovation – <a href="https://www.ohsu.edu/education/educational-improvement-and-innovation">https://www.ohsu.edu/education/educational-improvement-and-innovation</a></p> <p>Teaching and Learning Center – <a href="https://www.ohsu.edu/education/teaching-and-learning-center">https://www.ohsu.edu/education/teaching-and-learning-center</a></p> <p>OHSU/AFSCME Career and Workplace Enhancement Center – <a href="https://www.ohsu.edu/learning-development/current-employees">https://www.ohsu.edu/learning-development/current-employees</a></p> <p>Learning and Organizational Development – <a href="https://www.ohsu.edu/learning-development">https://www.ohsu.edu/learning-development</a></p>

Required Item	Link
2.F.3 – Sufficiency	
Documentation about engagement and responsibilities specified for faculty and staff, as appropriate	Defining Jobs – » Position Descriptions » Reclassification  <a href="#">Appendix 14</a>
Personnel hiring policy/procedures	Recruitment and Hiring – Policy No. 03-10-005 – <a href="https://ohsu.ellucid.com/documents/view/20811/?security=2979b35e965f74e3392ef887c60ed1289d17a8ac">https://ohsu.ellucid.com/documents/view/20811/?security=2979b35e965f74e3392ef887c60ed1289d17a8ac</a>  Faculty Appointments – Policy No. 03-15-025 – <a href="https://ohsu.ellucid.com/documents/view/20822/?security=2aba9d97fbae48a9224b95b9d39676bb33862035">https://ohsu.ellucid.com/documents/view/20822/?security=2aba9d97fbae48a9224b95b9d39676bb33862035</a>  New Hire Requirements – <a href="#">Appendix 15</a>  OHSU Human Resources – <a href="https://www.ohsu.edu/human-resources/job-application-website">https://www.ohsu.edu/human-resources/job-application-website</a>
Academic organizational chart	OHSU Organizational Chart – <a href="#">Appendix 2</a>

2.F.4 – Decision-making	
Administrator/staff /faculty evaluation policies/procedures	Performance Management – <a href="#">Appendix 16</a>  Post-Tenure Review – Policy No. 03-20-015 – <a href="https://ohsu.ellucid.com/documents/view/20829/?security=713f07ed61b1a005496c3c425b398880170462c9">https://ohsu.ellucid.com/documents/view/20829/?security=713f07ed61b1a005496c3c425b398880170462c9</a>

\*Each OHSU Policy lists related Policies and Procedures by Policy Number and Title at the bottom of each policy.



## Student Support Resources

**2.G.1** Consistent with the nature of its educational programs and methods of delivery, and with a particular focus on equity and closure of equity gaps in achievement, the institution creates and maintains effective learning environments with appropriate programs and services to support student learning and success.

OHSU maintains effective learning environments and provides appropriate services to support student learning and student success. OHSU's educational programs and learning environments are managed and supported centrally by the executive vice president and provost in conjunction with the executive vice provost, the executive vice president and chief research officer, and vice provost for enrollment management and academic programs through school-based programs and services that are specifically relevant to each professional school

and academic program as well as centralized student support services available to all OHSU students. The university’s approach to creating an effective learning environment is to continue to centrally manage those programs and services that require highly technical knowledge or institutional standardization necessary for efficiency, effectiveness, or regulatory compliance. Students are made aware of support services and updates through [OHSU’s Education](#)<sup>147</sup> webpage and the secure [Student Central](#)<sup>148</sup>.

OHSU establishes learning environments and student support services to foster success and achievements while addressing equity issues and striving to close equity gaps. Institutionally through the [Center of Diversity and Inclusion](#)<sup>149</sup>, OHSU is addressing equity issues across campus with dedicated student resources as well as diversity and health resources. An example of addressing student concerns, based on 2018 and 2020 surveys where 1 in 4 of OHSU students was food insecure, was the creation of the Food Insecurity Task Force within the Student Health and Wellness Center. OHSU is continuing with the Unconscious-Bias Initiative Training for all OHSU community members and each student service unit to address equity and closing equity gaps at the institution.

The Academic Student Affairs Council (ASAC) – [Central Student Services Working Group](#)<sup>150</sup> took the lead on the initiative to assess student support services by updating its charter in September 2018 to better reflect the changing priorities and growth of OHSU’s student services. The Central Student Services Working Group represents 15 areas:

1. [Center for Diversity and Inclusion](#)<sup>151</sup> – leads and supports institution-wide initiatives to create an environment of respect and inclusion for all.
2. [Confidential Advocacy Program](#)<sup>152</sup> – provides confidential support services to OHSU employees, students, and volunteers who have experienced any form of sexual misconduct, including sexual harassment, sexual assault, intimate-partner violence, stalking, relationship/dating violence, and other forms—whether at OHSU or outside of the university.

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147 <https://www.ohsu.edu/education>

148 [Appendix 6 - Student Central](#)

149 <https://www.ohsu.edu/center-for-diversity-inclusion>

150 [Appendix 17 - ASAC Central Student Services Working Group](#)

151 <https://www.ohsu.edu/center-for-diversity-inclusion>

152 <https://www.ohsu.edu/affirmative-action-and-equal-opportunity/confidential-advocacy-program>

3. [Financial Aid](#)<sup>153</sup> – provides students with the ability to access educational programs at OHSU by administering student financial aid funding sources that are used to meet the costs of attending OHSU.
4. [Student Health and Wellness Center](#)<sup>154</sup> – is dedicated to providing exceptional and confidential primary care, behavioral health, integrative medicine and wellness services to support the health and well-being of students and postdoctoral scholars during their time at OHSU, including efforts to address food insecurity at OHSU.
5. [March Wellness and Fitness Center](#)<sup>155</sup> – offers health and fitness programs, based in science, that are designed to strengthen and nurture all aspects of students’ daily life – no matter what their state of health or stage of life—in a safe, supportive and motivating environment.
6. [OHSU Library](#)<sup>156</sup> – the largest health sciences library in Oregon, serving the OHSU community, as well as health professionals and residents of the State of Oregon.
7. [OHSU Ombuds](#)<sup>157</sup> – provides services to all faculty, staff, administrators, students, post-doctoral fellows, trainees and volunteers, offering a safe, confidential place to discuss campus-related issues and explore possibilities for informally addressing concerns.
8. [Office of Student Access](#)<sup>158</sup> – determines and facilitates the implementation of reasonable accommodations to address documented disabilities; this may include academic adjustments, auxiliary aids and/or program modifications. Reasonable accommodations enable students with disabilities to have an equal opportunity to participate in an academic program or activity by providing alternative ways to accomplish the course requirements that eliminate or reduce disability-related barriers.

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153 <https://www.ohsu.edu/education/financial-aid>

154 <https://www.ohsu.edu/education/student-health-and-wellness-center>

155 <https://www.ohsu.edu/march-wellness/about-us>

156 <https://www.ohsu.edu/library>

157 <https://www.ohsu.edu/ombudsman>

158 <https://www.ohsu.edu/education/academic-accommodations-disabilities>

9. [Office of the Registrar](#)<sup>159</sup> – maintains the official academic record for all OHSU students and provides academic and student services in the areas of registration, grading, transcript processing, enrollment verification, and degree audits.
10. [Student Academic Support Services](#)<sup>160</sup> – supports students as they adapt their study and personal habits to the demands of being a student at OHSU.
11. [Student Accounts Receivable](#)<sup>161</sup> – assess and collects student tuition and fees, and provides accurate and timely billing, student loan services and collection of past-due student accounts.
12. [Student Debt Counseling and Personal Finance](#)<sup>162</sup> – assists students and alumni to create a personalized educational debt management plan to provide a better understanding of financial obligations and options after graduation. Also provides financial counseling to students in the areas of budgeting and financial literacy.
13. [Office of Student Life](#)<sup>163</sup> – sponsors a variety of services, programs, and events to support, educate, advocate, entertain and challenge students. Through its dynamic interdisciplinary environment that stimulates inquiry, initiative and cooperation, OHSU’s student-centered programming cultivates a sense of community and interprofessionalism that is unique to OHSU.
14. [Teaching and Learning Center](#)<sup>164</sup> – partners with faculty, students and colleagues to create meaningful, innovative and evidence-based learning experiences across OHSU.

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159 <https://www.ohsu.edu/education/office-registrar>

160 <https://www.ohsu.edu/education/student-academic-support-services>

161 <https://www.ohsu.edu/education/accounts-receivable>

162 <https://www.ohsu.edu/education/personal-finance-and-debt-counseling>

163 <https://www.ohsu.edu/education/student-life>

164 <https://www.ohsu.edu/education/teaching-and-learning-center>

15. [Office of International Affairs](#)<sup>165</sup> – consisting of Immigration Services and Export Controls, OIA supports OHSU’s international community, programs, and activities through a variety of services including visa and immigration counseling, housing options, compliance with export regulation, and access to local resources. OHSU international travelers are provided information to ensure compliance with federal regulations governing transfer of materials, and travelers are required to be approved through OHSU’s Off-Campus Authorization System to ensure travelers are not going to international locations that may be considered at risk.

As mandated by the Central Student Services Working Group charter, the working group reviewed the centralized student services at OHSU and established [Co-Curricular Learning Outcomes](#)<sup>166</sup>, which were presented to the full ASAC committee in August 2019.

In 2019, with the creation and implementation of Co-Curricular SLOs, OHSU conducted its first comprehensive [student support services survey](#)<sup>167</sup> with the intention that centralized student services assessments would become integrated as part of OHSU’s annual assessment process. This was done to address student needs and strive for continuous improvement in OHSU’s student services. The survey results were presented to the OHSU All-Hill Student Council for discussion on the Council’s role to maintain and develop an intellectually stimulating atmosphere at OHSU.

In 2020, though the pandemic and transitioning to modified operations presented significant challenges, members of the student services workgroup continued their assessment work, to improve their departmental student learning outcomes and make changes to services using data from a 2019 student services survey. In December 2020, each student service department submitted responses about how they assess student learning, how their work aligns with the OHSU Graduation Core Competencies, and how the department uses data to inform changes. With the exception of the Ombuds, who started in November 2020, all departments submitted their reports and were given feedback by the OHSU Assessment Council. Additionally, the student services workgroup submitted their first round of assessment reports to the OHSU Assessment Council which

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165 <https://www.ohsu.edu/international-affairs/about-us>

166 [https://www.ohsu.edu/sites/default/files/2021-02/Student%20Service%20Learning%20Outcomes%202021\\_0.pdf](https://www.ohsu.edu/sites/default/files/2021-02/Student%20Service%20Learning%20Outcomes%202021_0.pdf)

167 [https://www.ohsu.edu/sites/default/files/2020-06/Student%20Survey\\_All-Hill%20Council%20Presentation.pdf](https://www.ohsu.edu/sites/default/files/2020-06/Student%20Survey_All-Hill%20Council%20Presentation.pdf)

were reviewed in January 2021. The submission process was developed by the chair of the student services workgroup and assessment council members, with feedback provided by both the OHSU Assessment Council and the Student Services Workgroup. Again the [\*2020 Student Services Survey Results and Planned Changes\*](#)<sup>168</sup> report was presented to the OHSU All-Hill Student Council at the May 2021 meeting.

In addition to the technology support provided through the Teaching & Learning Center, OHSU provides technical support and services through the [\*Information Technology Group\*](#)<sup>169</sup> (ITG), where resources are provided about security and privacy. Information regarding trainings is made available to students as well as instructions to access supported online meeting platforms at OHSU.

OHSU's academic schools, college, and programs provide discipline specific academic resources to ensure students success. Academic resources are readily available to students through program webpages and include such topics as orientation, peer support networks, and career counseling.

Student access is provided through both shared study space as well as dedicated student space including labs, study rooms, and lounges. OHSU retains dedicated space for its students at regional campuses through memoranda of understanding between OHSU and the hosting universities including the School of Nursing programs at Eastern Oregon University (La Grande), Oregon Institute of Technology (Klamath Falls), Southern Oregon University (Ashland), and Western Oregon University (Monmouth). Agreements that OHSU enters into specify the office space, classrooms, simulation laboratories, and other facilities that are provided to the OHSU educational programs. Interagency agreements between OHSU and host universities provide OHSU students with the same rights and privileges as other students on that campus, including access to instructional technology, library and facilities supported by each campus's incidental and other fees. Financial arrangements vary, and MOUs are available for review. All faculty, staff and students from all campuses have access to the OHSU library. The library staff provides annual orientation for new students on all campuses to assure they are able to connect and retrieve resources electronically.

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168 [Appendix 18 - OHSU All-Hill Student Council Student Services Presentation](#)

169 <https://www.ohsu.edu/information-technology>

All students are assigned academic advisors who are faculty members in the appropriate program of study. These advisors work with each individual student on educational and professional role development, assist with educational planning, troubleshoot progression issues, and provide support and mentorship as needed.

**2.G.2** The institution publishes in a catalog, or provides in a manner available to students and other stakeholders, current and accurate information that includes: institutional mission; admission requirements and procedures; grading policy; information on academic programs and courses, including degree and program completion requirements, expected learning outcomes, required course sequences, and projected timelines to completion based on normal student progress and the frequency of course offerings; names, titles, degrees held, and conferring institutions for administrators and full-time faculty; rules and regulations for conduct, rights, and responsibilities; tuition, fees, and other program costs; refund policies and procedures for students who withdraw from enrollment; opportunities and requirements for financial aid; and the academic calendar.

OHSU provides catalog information to all prospective and current students and the public primarily through an electronic format on the [OHSU website](#).<sup>170</sup> This site provides university-level information that applies to all students with school and academic program links that are specific to professional disciplines and program curriculum.

The OHSU website provides detailed information on the historical significance of the institution and its role and impact with its service to the State of Oregon. Under the [Vision, Mission and Values](#)<sup>171</sup> tab, OHSU articulates not only its mission statement, its vision, and values but also the institution's OHSU 2025 Strategic Plan, performance indicators, executive leadership team, institutional growth, and information on the OHSU Board of Directors. The OHSU website provides [news](#)<sup>172</sup> updates to the public covering topics as COVID-19. Communication channels including the institution's social media platforms

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170 <https://www.ohsu.edu>

171 <https://www.ohsu.edu/about/ohsu-vision-mission-and-values>

172 <https://news.ohsu.edu>

and e-mail communications are available for subscription so the public can follow the institution's progress and updates on any developments. OHSU values the contributions its members make to the community and shares these contributions publicly through a searchable [OHSU Experts](#)<sup>173</sup> database.

[OHSU's Educational](#)<sup>174</sup> information is also publicly available through the OHSU website and includes information about the Office of the Provost, accreditation, OHSU's assessment information including assessment timelines, expected student learning outcomes, graduation core competencies, assessment plans, and assessment reports. Additionally, the educational website includes information for the OHSU community on academics and admissions (academic calendar, student handbooks, policies, interprofessional education, schools, and programs), registrar and financial aid (registrar, financial aid, tuition and fees, and academic deadlines), student life, OHSU library, and a tab dedicated to academic policies including the [OHSU Code of Conduct](#)<sup>175</sup> the [OHSU Academic Policy Process](#)<sup>176</sup> and OHSU's policies covering access, admissions, residency, educational records, conduct, academic programs and assessment, academic credit, exams, grading and completion, and other policies and procedures relating to academic affairs and student life.

The [Office of the Registrar](#)<sup>177</sup> website provides and reinforces information on the academic calendar, tuition and fees, tracking academic progress towards degrees, ordering official transcripts, and updating personal information. Additional information provided publicly by the registrar includes leave of absences and residency information. A number of informative and valuable notifications are provided through the Office of the Registrar addressing student consumer information, student rights under FERPA, general grievance and complaint procedures, transfer credit information and examples of employment obtained by OHSU graduates as well as a history of institutional enrollment reports.

Each academic program website provides other valuable program specific information including admissions criteria, course information, student learning outcomes, faculty qualifications, and student handbooks.

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173 <https://news.ohsu.edu/news-media/experts>

174 <https://www.ohsu.edu/education>

175 <https://www.ohsu.edu/integrity-department/code-conduct>

176 <https://www.ohsu.edu/sites/default/files/2019-08/New%20Policy%20Process%20outline%20CAP.pdf>

177 <https://www.ohsu.edu/education/office-registrar>

Students can also access information through [Student Central](#)<sup>178</sup> on student interest groups, policies and handbooks, degree audits, All-Hill Student Council, student food resources, remote access support from the ITG help desk, and graduation information among other topics. A listing of quick links is provided for the most searched topics, and a student news feed is also provided to keep students up-to-date on events that may impact their education.

**2.G.3** Publications and other written materials that describe educational programs include accurate information on national and/or state legal eligibility requirements for licensure or entry into an occupation or profession for which education and training are offered. Descriptions of unique requirements for employment and advancement in the occupation or profession shall be included in such materials.

OHSU provides accurate information regarding licensure requirements to those students seeking admissions into its academic programs through direct disclosures and also provides general disclosures to potential and matriculated students in accordance with U.S. Department of Education and National Council for State Authorization Reciprocity Agreements (NC-SARA).

OHSU provides general disclosures through a number of means including the program student handbooks, [OHSU's out-of-state authorization](#)<sup>179</sup> website, and on the [registrar's website](#)<sup>180</sup> through the annual student consumer information notification. OHSU provides direct disclosures to students enrolled in licensure programs or programs that a student may reasonably think leads to licensure. [Direct disclosures](#)<sup>181</sup> to students around licensure are provided through program admission letters, and the institution has sent personalized disclosures through the *OHSU Now* notification system to those identified students. The registrar's website also provides examples of employment obtained by OHSU graduates and examples of professional education programs.

Each academic program through its coursework and curriculum prepares its students to pass required examinations. OHSU's programs that lead to licensure provide students with detailed information on licensure and employment.

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178 [Appendix 6 - OHSU Student Central](#)

179 <https://www.ohsu.edu/education/out-state-authorization>

180 <https://www.ohsu.edu/education/office-registrar>

181 [Appendix 19 - Direct Disclosures on Licensure](#)

**2.G.4** The institution provides an effective and accountable program of financial aid consistent with its mission, student needs, and institutional resources. Information regarding the categories of financial assistance (such as scholarships, grants, and loans) is published and made available to prospective and enrolled students.

OHSU provides an effective and accountable financial aid program consistent with the institution’s mission and student needs through the [Office of Student Financial Aid](#).<sup>182</sup> The mission of the Office of Student Financial Aid is to provide students access to academic programs by administering varied student financial aid funding programs that can be used to meet the costs of attending a degree or certificate program. The Office of Student Financial Aid centrally processes the financial aid applications for all OHSU eligible students and administers federal, state, institutional and external sources of funding. The Office of Student Financial Aid administers more than \$95 million in annual funding to OHSU students, primarily in the form of loans.

Information on the types of financial assistance available, the steps required for receipt of aid, disbursement of funds, and information on financial aid policies is provided to all students through the financial aid webpage. OHSU also provides information on personal finance and debt counseling on the financial aid webpage and the [Debt Counseling and Financial Management](#)<sup>183</sup> site. The Office of Student Financial Aid maintains compliance with all state and federal laws and regulations. The office is subject to annual A-133 Compliance Audits.

Financial aid and student debt counseling and personal finance were included in the 2019 and 2020 student support services survey to gauge student satisfaction with the services provided to them. These central student support services also submitted reports in 2020 to the OHSU Assessment Council addressing measurable outcomes, narrative outcomes, and provided reflections on continuous improvement efforts that were reviewed and evaluated during OHSU’s annual assessment of learning outcomes in January 2021. Survey results were summarized and subsequently presented to the [OHSU All-Hill Student Council in 2019](#)<sup>184</sup> and the [2020 data in 2021](#)<sup>185</sup> to demonstrate transparency and how centralized student services are addressing student concerns raised in the surveys.

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182 <https://www.ohsu.edu/education/financial-aid>

183 <https://www.ohsu.edu/education/personal-finance-and-debt-counseling>

184 [https://www.ohsu.edu/sites/default/files/2020-06/Student%20Survey\\_All-Hill%20Council%20Presentation.pdf](https://www.ohsu.edu/sites/default/files/2020-06/Student%20Survey_All-Hill%20Council%20Presentation.pdf)

185 [Appendix 18](#)

**2.G.5** Students receiving financial assistance are informed of any repayment obligations. The institution regularly monitors its student loan programs and publicizes the institution's loan default rate on its website.

The OHSU Financial Aid Office informs all student loan recipients of their repayment obligations. Information on the various types of student loans and information on loan repayment is provided to all students on the website in the [\*Student Financial Aid Explained\*](#)<sup>186</sup> publication.

Students who have not previously borrowed a student loan are required to complete Loan Entrance Counseling prior to receipt of a loan. Student loan borrowers are also required to complete Loan Exit Counseling when they either graduate or stop attending. Students also have access to a Certified Financial Planner for one-on-one debt counseling sessions to assist students with [debt counseling](#)<sup>187</sup> and repayment options. OHSU students are successfully repaying their student loans as evidenced by a history of a very low cohort default rate. The Direct Student loan program cohort default rate is publicly available on OHSU's [Financial Aid](#)<sup>188</sup> webpage with the most recent data.

**2.G.6** The institution designs, maintains, and evaluates a systematic and effective program of academic advisement to support student development and success. Personnel responsible for advising students are knowledgeable of the curriculum, program and graduation requirements, and are adequately prepared to successfully fulfill their responsibilities. Advising requirements and responsibilities of advisors are defined, published, and made available to students.

OHSU designs, maintains, and evaluates a systematic and effective program of academic advisement to support student development and success by housing advising services in its educational programs. Advising services are provided to learners by program faculty, staff, and guided by assistant and associate deans for student affairs to reflect the norms of the disciplines and unique student populations through various stages in the lifespan of prospective, current and continuing students to support their engagement and success.

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186 [https://www.ohsu.edu/sites/default/files/2021-08/Student\\_Aid\\_Explained-2021-2022.pdf](https://www.ohsu.edu/sites/default/files/2021-08/Student_Aid_Explained-2021-2022.pdf)

187 <https://www.ohsu.edu/education/personal-finance-and-debt-counseling>

188 <https://www.ohsu.edu/education/financial-aid>

Faculty and staff who are assigned with the advisor designation within the Banner Student Information System, are responsible for advising students, and academic advising is integral to the quality of OHSU's educational programs. OHSU's educational programs retain individuals who are knowledgeable about the program, the curriculum, and graduation requirements, and are adequately prepared to successfully fulfill their responsibilities. Academic advising is continually reinforced to students through a variety of mediums. Students can contact faculty individually and advising guidance is made available to students through a program's office, webpage, and through student handbooks.

All students have access to their automated DegreeWorks degree audit through the online [Student Self Services](#)<sup>189</sup> system as well as academic records, registration and requirements, and accounts receivable. Staff in academic support roles related to student advising also use the DegreeWorks system as well as Banner to advise students about the program and degree requirements. OHSU Registrar's Office provides [trainings](#)<sup>190</sup> through its webpage on how to access and use the self-service modules for faculty and advisors.

Beginning in January 2021, the OHSU School of Medicine MD program began to utilize Outreach, Advising, Support, and Identity formation for Students ([OASIS](#)<sup>191</sup>) program to better support students' advising needs during medical school. Not only does OASIS provide a comprehensive system of academic support for medical students' advising needs but also provides support for students' personal and professional identity formation throughout all years of medical school. The MD program has taken a collaborative approach, integrating program leaders, faculty, staff, and other university personnel to achieve the goals of OASIS in supporting its students.

The OHSU School of Dentistry Office of Academic Affairs monitors the progression of students and provides academic, research, and career advising. Course grades, exam scores, and individual feedback from course directors and clinical faculty are reported to the schools' office of academic affairs. The Associate Dean for Students Affairs in the School of Dentistry receives a copy of academic performance letters and contacts students for advisement, while urging students to seek guidance from course directors and peer tutoring. In

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189 <https://www.ohsu.edu/education/student-self-service>

190 <https://www.ohsu.edu/education/faculty-and-advisor-self-service-training>

191 <https://www.ohsu.edu/school-of-medicine/md-program/md-program-oasis>

many cases students are referred to learning support specialists through the OHSU Teaching and Learning Center or an evaluation for potential learning difficulties through the Office for Student Access.

Dental students who indicate an interest in research are referred to the Associate Dean for Research, Department Chairs, Directors or key faculty members who are able to pair interested students with a faculty researcher based on the student's area of research interest.

Career counseling in the School of Dentistry is provided through both formal and informal presentations as well as numerous seminars that are scheduled throughout the year introducing students to a variety of topics, which include military, public health, and dental career options. Seminars on practice transitions and management, employment opportunities, and financial planning are offered through the school's Office of Student Affairs. The OHSU School of Dentistry Alumni Association maintains a strong presence in the school and provides a listing of practices for sale and vacant positions for currently enrolled students and alumni. Finally the annual Oregon Dental Association Mentor Dinner allows students to connect and network with practicing dentists from the state of Oregon.

OHSU through the [Center for Diversity and Inclusion](#)<sup>192</sup> also provides advising to prospective students interested in OHSU academic programs. Students are scheduled with advisors and expected to bring past transcripts and a current resume of volunteer efforts, community service activities and research experiences. Upon completion of the advising session students are provided an academic preparation plan, a referral to institutional services and student groups, and contact information for keeping in touch with the institution.

**2.G.7** The institution maintains an effective identity verification process for students enrolled in distance education courses and programs to establish that the student enrolled in such a course or program is the same person whose achievements are evaluated and credentialed. The institution ensures that the identity verification process for distance education students protects student privacy and that students are informed, in writing at the time of enrollment, of current and projected charges associated with the identity verification process.

OHSU maintains an effective identity verification process for all enrolled students through its Verification of Student Identity [Policy No. 02-20-050](#)<sup>193</sup>. Additionally, students must comply with the *OHSU Code of Conduct*, [Policy No. 02-030-010](#)<sup>194</sup> – *Conduct Relating to Students – Proscribed Conduct*, and OHSU’s [Information Security Policy](#)<sup>195</sup>. These policies ensure consistent and secure access for all students. All OHSU community members, including faculty, staff, students, and affiliated employees, must wear OHSU issued identification badges while on campus.

### Student Issued ID Badges

All individuals enrolled in an academic program at OHSU must obtain an identification badge through a consistent and approved process. Students must complete trainings on *Respect at the University* and *Integrity Foundations, Information and Privacy Security Essentials* in OHSU’s portal for on-line learning and development prior to completing and submitting [Student ID Badge Request Form](#)<sup>196</sup>. OHSU’s Badge Request Form details the expectations for obtaining a badge including the required trainings, background check, demonstration of a valid government issued photo identification, and departmental approval before issuance of the badge. All identification requests must have the student’s school’s authorized approver sign the printed Student ID Badge Request Form.

### Distance Education Verification

OHSU students are granted access to OHSU systems by filling out appropriate authorization forms that ensure identify verification. The individual is provided a unique, secure login and password to access the student systems using a university-issued user name and password.

Online courses are administered through the Sakai enterprise-wide course management system. For students to gain access to Sakai-based courses, they must register for and use their university-issued credentials for authentication into the online system. Sakai-based instruction, as well as any administrative processes involving student information or communications, abides by the same FERPA regulations and protections enforced at OHSU.

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193 <https://ohsu.ellucid.com/documents/view/20878/?security=67d1b825ed21a2e56baa1090d0f3a0643cd9ed97>

194 <https://ohsu.ellucid.com/documents/view/20879/?security=56bdccac2ea5311884b0b3f46c5bd2c650dbca2>

195 <https://ohsu.ellucid.com/documents/view/18380/?security=77a2775c65322712913e98dc603e0ac31e9005dd>

196 [Appendix 20 – OHSU Student ID Badge Request Form](#)

OHSU utilizes a two-step authentication when accessing campus resources from off-campus. OHSU uses Duo for two-step authentication (also called multi-factor authentication). It adds an extra layer of security to OHSU accounts to make it difficult for remote hackers to access the OHSU system. When users log into OHSU systems and applications from off campus, the requirement is something the user knows (a password) and something the user must physically have (the Duo Mobile app on a smartphone or a Duo security token issued through IT).

### Proctoring of Examinations

OHSU articulates its expectations for Exam Proctoring in [Policy No. 02-70-050](#)<sup>197</sup>. The policy sets forth the definitions and responsibilities for proctoring with institutional procedures provided at the bottom of the policy in supporting documentation. Prior to taking a proctored exam, students are required to reaffirm their conduct and adherence to the policies and procedures of the university.

### Evidence of Student Support Resources

Required Item	Link
2.G.1 – Effective learning and student support environment	
Listing of programs and services supporting student learning needs	Student Academic Support Services - <a href="https://www.ohsu.edu/education/student-academic-support-services">https://www.ohsu.edu/education/student-academic-support-services</a> Student Life - <a href="https://www.ohsu.edu/education/student-life">https://www.ohsu.edu/education/student-life</a> OHSU Student Central - <a href="#">Appendix 6</a>

Required Item	Link
2.G.2 – Publication of Information	
<p>Catalog (and/or other publications) that provides information regarding:</p> <ul style="list-style-type: none"> <li>» Institutional mission</li> <li>» Admission requirements and procedures</li> <li>» Grading policy</li> <li>» Information on academic programs and courses, including degree and program completion requirements, expected learning outcomes, required course sequences, and projected timelines to completion</li> <li>» Names, titles, degrees held, and conferring institutions for administrators and full-time faculty</li> <li>» Rules and regulations for conduct, rights, and responsibilities;</li> <li>» Tuition, fees, and other program costs</li> <li>» Refund policies and procedures for students who withdraw from enrollment</li> <li>» Opportunities and requirements for financial aid</li> <li>» The academic calendar</li> </ul>	<p>OHSU Vision, Mission and Values – <a href="https://www.ohsu.edu/about/ohsu-vision-mission-and-values">https://www.ohsu.edu/about/ohsu-vision-mission-and-values</a></p> <p>Student Handbooks, Conduct Policies and Procedures – <a href="https://www.ohsu.edu/education/student-handbooks-conduct-policies-and-procedures">https://www.ohsu.edu/education/student-handbooks-conduct-policies-and-procedures</a></p> <p>OHSU Academic Year Tuition and Fee Book – <a href="https://www.ohsu.edu/education/tuition-and-fees">https://www.ohsu.edu/education/tuition-and-fees</a></p> <p>Office of the Registrar – <a href="https://www.ohsu.edu/education/office-registrar">https://www.ohsu.edu/education/office-registrar</a></p> <ul style="list-style-type: none"> <li>• Academic Calendar</li> <li>• Tracking Academic Progress Towards Degree Completion</li> <li>• Current Tuition and Fees</li> <li>• Order Official Transcripts and Documents</li> <li>• Leave of Absence</li> <li>• Oregon residency for tuition purposes</li> <li>• Notifications <ul style="list-style-type: none"> <li>» Student consumer information</li> <li>» Student rights under FERPA</li> <li>» General grievance and complaint procedures</li> <li>» Transfer credit information</li> </ul> </li> <li>• Institutional Enrollment Reports</li> </ul> <p>Student Learning Outcomes – <a href="https://www.ohsu.edu/education/student-learning-outcomes">https://www.ohsu.edu/education/student-learning-outcomes</a></p> <p>OHSU Policies – <a href="https://www.ohsu.edu/about/policies">https://www.ohsu.edu/about/policies</a></p> <p>Academic Policies – <a href="https://www.ohsu.edu/education/academic-policy">https://www.ohsu.edu/education/academic-policy</a></p> <p>Academic Calendar – <a href="https://www.ohsu.edu/education/academic-calendar">https://www.ohsu.edu/education/academic-calendar</a></p> <p>Financial Aid – <a href="https://www.ohsu.edu/education/financial-aid">https://www.ohsu.edu/education/financial-aid</a></p>

Required Item	Link
2.G.3 – Licensure; employment requirements	
<p>Samples of publications and other written materials that describe:</p> <ul style="list-style-type: none"> <li>» Accurate information on national and/or state legal eligibility requirements for licensure or entry into an occupation or profession for which education and training are offered.</li> <li>» Descriptions of unique requirements for employment and advancement in the occupation or profession shall be included in such materials</li> </ul>	<p>Residency and Fellowships – <a href="https://www.ohsu.edu/education/residencies-and-fellowships">https://www.ohsu.edu/education/residencies-and-fellowships</a></p> <p>Out-of-State Authorization and Licensure – <a href="https://www.ohsu.edu/education/out-state-authorization">https://www.ohsu.edu/education/out-state-authorization</a></p> <p>Annual Notification of Student Consumer Information – <a href="https://www.ohsu.edu/education/office-registrar">https://www.ohsu.edu/education/office-registrar</a></p> <p>Office of the Registrar – <a href="https://www.ohsu.edu/education/office-registrar">https://www.ohsu.edu/education/office-registrar</a></p> <p>Notifications:</p> <ul style="list-style-type: none"> <li>» Student Rights under FERPA</li> <li>» Penalties associated with drug-related offenses</li> <li>» General grievance and complaint procedures</li> <li>» Student body diversity report – gender, race, Pell Grant recipient status</li> <li>» Information on joint degree and certificate programs</li> <li>» Transfer credits information</li> <li>» Examples of employment obtained by OHSU graduates</li> <li>» Examples of professional education graduates of 4-year degree programs may enroll in</li> <li>» Institutional Enrollment Reports</li> </ul> <p>Direct Disclosure Notification – sample <a href="#">Appendix 19</a></p> <p>Student Handbooks, Conduct Policies and Procedures – <a href="https://www.ohsu.edu/education/student-handbooks-conduct-policies-and-procedures">https://www.ohsu.edu/education/student-handbooks-conduct-policies-and-procedures</a></p>

Required Item	Link
<b>2.G.4 – Financial Aid</b>	
Published financial aid policies/ procedures including information about categories of financial assistance (Student handbook or catalog; links to webpages—please note specific pages or areas)	<p>Financial Aid – <a href="https://www.ohsu.edu/education/registrar-and-financial-aid">https://www.ohsu.edu/education/registrar-and-financial-aid</a></p> <p>Financial Aid Forms</p> <p>Student Financial Aid Explained – <a href="https://www.ohsu.edu/sites/default/files/2021-08/Student_Aid_Explained-2021-2022.pdf">https://www.ohsu.edu/sites/default/files/2021-08/Student_Aid_Explained-2021-2022.pdf</a></p> <p>General Forms and Information – <a href="https://www.ohsu.edu/education/financial-aid">https://www.ohsu.edu/education/financial-aid</a></p> <p>Types of Financial Aid – <a href="https://www.ohsu.edu/education/types-financial-aid">https://www.ohsu.edu/education/types-financial-aid</a></p>
Information to students regarding repayment obligations	<p>Student Financial Aid Explained – (updated annually) – <a href="https://www.ohsu.edu/sites/default/files/2021-08/Student_Aid_Explained-2021-2022.pdf">https://www.ohsu.edu/sites/default/files/2021-08/Student_Aid_Explained-2021-2022.pdf</a></p> <p>Personal Finance and Debt Management – <a href="https://www.ohsu.edu/education/personal-finance-and-debt-counseling">https://www.ohsu.edu/education/personal-finance-and-debt-counseling</a></p>
Policies/procedures for monitoring student loan programs	<p>Financial Aid – <a href="https://www.ohsu.edu/education/financial-aid">https://www.ohsu.edu/education/financial-aid</a></p> <p>Student Financial Aid Explained – (updated annually) – <a href="https://www.ohsu.edu/sites/default/files/2021-08/Student_Aid_Explained-2021-2022.pdf">https://www.ohsu.edu/sites/default/files/2021-08/Student_Aid_Explained-2021-2022.pdf</a></p>

Required Item	Link
<b>2.G.6 – Advising</b>	
<p>Description of advising program, staffing, and advising publications (Student handbook or catalog; links to webpages—please note specific pages or areas)</p> <p>Systematic evaluation of advising</p> <p>Professional development policies/procedures for advisors</p>	<p>College of Pharmacy (pg. 10)  <a href="https://pharmacy.oregonstate.edu/sites/pharmacy.oregonstate.edu/files/2019-2020_pharmd_student_handbook_updated_9.16.19.pdf">https://pharmacy.oregonstate.edu/sites/pharmacy.oregonstate.edu/files/2019-2020_pharmd_student_handbook_updated_9.16.19.pdf</a></p> <p>School of Dentistry (pg. 27)  <a href="https://www.ohsu.edu/sites/default/files/2021-07/2021-22%20SOD%20SHPM%20official3.pdf">https://www.ohsu.edu/sites/default/files/2021-07/2021-22%20SOD%20SHPM%20official3.pdf</a></p> <p>School of Medicine Handbook (pg. 163–166)  <a href="https://www.ohsu.edu/sites/default/files/2021-07/Med%20Student%20Handbook%20Updated%207-29-2021.pdf">https://www.ohsu.edu/sites/default/files/2021-07/Med%20Student%20Handbook%20Updated%207-29-2021.pdf</a></p> <p>School of Nursing (pg. 109)  <a href="https://www.ohsu.edu/sites/default/files/2020-07/SoN%20Catalog%202020-21%20v6.pdf">https://www.ohsu.edu/sites/default/files/2020-07/SoN%20Catalog%202020-21%20v6.pdf</a></p> <p>School of Public Health –  <a href="https://ohsu-psu-sph.org/graduate-students-policies-and-procedures/#advising">https://ohsu-psu-sph.org/graduate-students-policies-and-procedures/#advising</a></p> <p>Center for Diversity and Inclusion –  <a href="https://www.ohsu.edu/center-for-diversity-inclusion/advising">https://www.ohsu.edu/center-for-diversity-inclusion/advising</a></p> <p>Faculty &amp; Advisor Self Service Training –  <a href="https://www.ohsu.edu/education/faculty-and-advisor-self-service-training">https://www.ohsu.edu/education/faculty-and-advisor-self-service-training</a></p> <p>Advisor Menu Guide –  <a href="https://www.ohsu.edu/sites/default/files/2019-10/Advisors%20guide%20SSB9-pdf.pdf">https://www.ohsu.edu/sites/default/files/2019-10/Advisors%20guide%20SSB9-pdf.pdf</a></p>

Required Item	Link
<b>2.G.7 – Identity verification (distance ed.)</b>	
Policies/procedures for ensuring identity verification for students enrolling in distance education courses	<p>Verification of Student Identity – Policy 02-20-050 – <a href="https://ohsu.ellucid.com/documents/view/20878/?security=67d1b825ed21a2e56baa1090d0f3a0643cd9ed97">https://ohsu.ellucid.com/documents/view/20878/?security=67d1b825ed21a2e56baa1090d0f3a0643cd9ed97</a></p> <p>Acceptable Use of Computing and Telecommunications Resources – Policy No. 11-20-010 – <a href="https://ohsu.ellucid.com/documents/view/20787/?security=70945f7cb56194f50f8cdd765d967131d4c2aa17">https://ohsu.ellucid.com/documents/view/20787/?security=70945f7cb56194f50f8cdd765d967131d4c2aa17</a></p> <p>Information Security Policy – ISP-01 – <a href="https://ohsu.ellucid.com/documents/view/18380/?security=77a2775c65322712913e98dc603e0ac31e9005dd">https://ohsu.ellucid.com/documents/view/18380/?security=77a2775c65322712913e98dc603e0ac31e9005dd</a></p> <p>OHSU Student ID Badge Request Form – <a href="#">Appendix 20</a></p>

*\*Each OHSU Policy lists related Policies and Procedures by Policy Number and Title at the bottom of each policy.*



## Library and Information Resources

**2.H.1** Consistent with its mission, the institution employs qualified personnel and provides access to library and information resources with a level of currency, depth, and breadth sufficient to support and sustain the institution's mission, programs, and services.

As the largest health sciences library in Oregon, OHSU library's extensive online and print resources and expert library services enable faculty, staff, and students to succeed in education, research and scholarship, clinical practice, and community service. Students, faculty, and staff access information resources provided online by the library 24/7 from any location and onsite at the OHSU

Library in the Biomedical Information & Communication Center (BICC) on the Marquam Hill campus, and in the Graduate Learning Resource Center (LRC) in the Robertson Life Sciences Building (RLSB). The library leverages an annual budget of over \$8 million to deliver on the university's commitment to providing critical information resources.

The OHSU library's mission is to advance the effective, efficient, and ethical use of information in support of education, research, and healthcare. Within the educational mission, the library contributes to the Interprofessional Education program and learning in the Schools of Dentistry, Medicine, and Nursing, Public Health, the College of Pharmacy with Oregon State University, and related programs. Learners on the West Campus have access to all online resources, as well as physical collections and librarian services in the Isabel McDonald Library at the Oregon National Primate Research Center. The library also provides information services to health professionals and community residents statewide and beyond Oregon.

### **Library Personnel and Governance**

Expert library staff are available in-person during open hours, by virtual or physical appointment or during office hours, and by email, chat, or telephone. The library team consists of 11 full-time Masters-qualified library and archives faculty, 15 professionals with technological, administrative, historical, or acquisitions expertise, and students who provide direct services to their peers and the larger community. The work of the library personnel ensures resources are integrated at the point of need for education, research and clinical practice, and facilitate learner core competency development in professional knowledge and skills, teamwork, communication, information literacy, professional identity, community engagement, social justice and equity. Library Council, comprised of library department heads, elected representatives, and the University Librarian, annually establishes goals, assesses, and improves library practices and policies.

### **Library Collections and Resources for Learners**

Health sciences and life sciences are the focus of the library's collections. The OHSU Library purchases and licenses databases, journals, books, equipment, software, and other resources for faculty, employees, and students of OHSU. The library prioritizes online resources which are available 24 hours a day, 7 days

a week from any location through authenticated OHSU accounts for students and faculty at programs around the state—this includes searching the literature in any of the over 130 databases which are linked to more than 33,000 journal subscriptions and 241,266 online books licensed or owned by OHSU. The library purchases at least one online or print copy of all textbooks recommended and required for all OHSU courses that are available for purchase.

The library holds over 223,000 physical volumes, engages in communal borrowing with regional academic libraries, and participates in global interlibrary loan networks. Items not available online are provided at no charge via the library’s “Get It for Me” service, which delivers articles and chapters via email within 1 to 2 business days. In 2020, the Library obtained 6,289 items for OHSU users from other institutions, while providing 13,329 items to other institutions. Learning from primary source materials is facilitated by our physical and virtual historical collections which includes 3,260 linear feet of physical material and roughly 8 terabytes of digital files, plus over 4,000 rare books and close to 3,000 health sciences artifacts. Thousands of documents and images have been described, organized and digitized to make them widely accessible in [OHSU Digital Collections](#)<sup>198</sup> and are described in the Archives West database of finding aids to further enhance discovery.

OHSU’s participation in collaborative programs broadens access to resources. Reducing these access barriers, provides students with a wider range of materials at no cost which promotes OHSU’s goal for equity, diversity, and inclusion. Most resources are available to campus visitors connected to the OHSU wired and wireless networks. Membership in the Orbis Cascade Alliance, a consortium of 37 university, college, and community college libraries in Idaho, Oregon and Washington, makes borrowing books from all of these libraries convenient. The Oregon Statewide Database Licensing Program provides additional databases, journals, e-books, and test preparation resources. The participation and engagement in the Network of the National Library of Medicine provides funding for specific projects that increase health information access, improve the health of Oregonians and strengthen partnerships with urban and rural student rotation sites.

## Physical Spaces, Technology and Services

The Library provides 24-hour technology-enabled spaces, printing, and lending of equipment to facilitate knowledge creation and sharing. OHSU students and employees have 24/7 access to the Library's 4th floor in the BICC. This flexible environment includes 12 rooms of various sizes, from small group rooms to a 20-seat conference room, and quiet individual and group workspaces with moveable tables, chairs and whiteboards that learners can cluster and configure as they prefer. The 2nd and 3rd floors of the Library offer fixed workstations and printing, and are accessible when the library is staffed, typically Monday through Friday from 8 a.m. to 6 p.m. Visitors can access wireless internet and almost all licensed content in library spaces. Learners in the academic programs housed at the RLSB also have 24/7 access to the LRC which offers group rooms, individual study spaces, and fixed PC workstations or monitors to connect laptops. For the convenience of students and employees on the South Waterfront, delivery of materials to secure pickup boxes and printing are available outside the LRC.

## Curriculum and Student Learning Support

Librarians support student learning and OHSU's educational community at multiple levels, including individualized student support, course integrated instruction, and participation in cross-curricular initiatives. Library staff contribute to individual student learning and faculty development related to literature searching, information and citation management, critically appraising the literature, and scholarly communication through a variety of engagement options, including in-depth consultations, library chat, email, and on-demand workshops. Requests are routed to the first available expert, which ensure the most timely and supportive assistance.

Librarians also collaborate with programs and course instructors to enhance students' information literacy around specific course projects and across their student experience. For example, library staff deeply engage with OHSU's physician (M.D.) and School of Nursing degree programs. Librarians design and deliver instruction and formally assess student learning in the M.D. program's Clinical Skills Lab sessions and Scholarly projects curriculum, where personnel have the opportunity to scaffold learning related to locating, evaluating, applying, and disseminating information across four years of

instruction. A librarian serves on the Undergraduate Medical Education Curriculum Committee (UMECC), while another serves on the UMECC Resources Subcommittee. Similarly, librarians support students and faculty across OHSU's five School of Nursing campuses. In collaboration with the distance campus librarians, the OHSU Library orients all students to library services, provides information literacy and research support instruction.

Such deep relationships are facilitated by the library's Unit Engagement Program, which supports the strategic and effective use of library expertise and resources by assigning a primary librarian contact to each academic program. This model also complements our contributions to inter-curricular activities and goals. In addition to their instructional contributions, OHSU librarians have advisory or leadership roles in several intercurricular programs. Personnel sit on the Interprofessional Education Steering Committee, organize BioData Club, and collaborate with the Department of Medical Informatics and Clinical Epidemiology to host data science workshops for students, faculty, and staff across the university. Finally, the library collects, preserves and disseminates student scholarship across the university's programs through the institutional repository, OHSU Digital Collections.

### **Planning and Assessment of Collections and Services**

Library faculty engage in several university-wide committees, councils, and workgroups to provide updates and listen for opportunities to improve Library collections and services: OHSU Faculty Senate, Provost's Operations, Academic & Student Affairs Council, Graduate Programs Steering Committee, Postdoctoral Association, the All-Hill Student Council, and the Alliance for Visible Diversity in Science. Questions about library services are included in OHSU surveys conducted by the schools and central offices and this information is used to improve resources and services. The OHSU five-year academic program review process includes a question about library and information resources which would lead to review and additional resource prioritization if needed for the success of the program. Each program, research center/institute, and department unit engagement librarian reaches out at least once a year to connect and hear from users about resources and services that would enhance their opportunities for success.

Collection analysis includes ongoing reviews of suggest purchases, highly

requested interlibrary loan materials not owned by the library for potential purchase at least twice yearly and annual review of the usage of all of the library’s licensed content. In 2019, the University Librarian implemented an online Suggestion Box on the library home page which has led to more than 30 suggestions being reviewed, responses posted publicly, and either implemented or referred to other university entities. This complements the physical suggestion boxes, suggest a purchase form, online ticketing system, and other methods of inviting user feedback. Improvements to the OHSU Library web site draw on user feedback and analysis of site usage metrics. All collaborations, collections and services are evaluated at least annually.

<b>Library Collection, 2020 ACRL Library Survey</b>		
Material Type	Physical	Electronic
Books (title count)	77,091	241,266
Databases	-	137
Media	440	1,257
Serials (title count)	5,674	33,080
Institutional Repository	-	9,309

<b>Library Use Statistics, 2020 ACRL Library Survey</b>	
Library Use Type	Use Reported
Initial circulation (physical collection)	4,525
eBook Use (COUNTER BR1+BR2)	398,374
eSerial Use	1,773,771
Information Services: Transactions	5,414
Information Services: Consultations	422
Information Services: Virtual reference	4,337

### Library Use Statistics, 2020 ACRL Library Survey - cont.

Library Use Type	Use Reported
Library Instruction Sessions (in person)	173
Library Instruction Learner Attendance (in person)	4,857
Library Instruction Sessions (online)	48
Library Instruction Learner Attendance (online)	704
Gate Count (annual)	104,280
Gate Count (typical week)	3,748

### Evidence of Library and Information Resources

Required Item	Link
2.H.1 – Library and information resources	
Procedures for assessing adequacy of library collections	<p>Interlibrary loan copyright compliance practice (regular review of potential purchases – <a href="https://www.ohsu.edu/library/ohsu-library-interlibrary-loan-copyright-compliance-practice">https://www.ohsu.edu/library/ohsu-library-interlibrary-loan-copyright-compliance-practice</a>)</p> <p>Suggest a Purchase – <a href="https://www.ohsu.edu/library/suggest-purchase">https://www.ohsu.edu/library/suggest-purchase</a></p> <p>OHSU Factbook for usage data – <a href="https://www.ohsu.edu/library/ohsu-fact-book">https://www.ohsu.edu/library/ohsu-fact-book</a></p>
Library planning committee and procedures for planning and collection development	<p>Library Council (planning and goal setting committee) – <a href="https://www.ohsu.edu/library/library-council">https://www.ohsu.edu/library/library-council</a></p> <p>Collection development policy – <a href="https://www.ohsu.edu/library/ohsu-library-collection-development-policy">https://www.ohsu.edu/library/ohsu-library-collection-development-policy</a></p>

Required Item	Link
2.H.1 – Library and information resources	
Library instruction plan; policies/procedures related to the use of library and information resources	<p>OHSU Library Unit Engagement Program – <a href="https://libguides.ohsu.edu/primarycontacts">https://libguides.ohsu.edu/primarycontacts</a></p> <p>Workshops – <a href="https://www.ohsu.edu/library/workshops">https://www.ohsu.edu/library/workshops</a></p> <p>Library Tutorials – <a href="https://www.ohsu.edu/library/library-tutorials">https://www.ohsu.edu/library/library-tutorials</a></p> <p>Policies – <a href="https://www.ohsu.edu/library/policies">https://www.ohsu.edu/library/policies</a></p>
Library staffing information; policies/procedures that explains faculty/library partnership for assuring library and information resources are integrated into the learning process	<p>OHSU Library Unit Engagement Program – <a href="https://libguides.ohsu.edu/primarycontacts">https://libguides.ohsu.edu/primarycontacts</a></p> <p>Student Resources Guide – <a href="https://libguides.ohsu.edu/studentresources">https://libguides.ohsu.edu/studentresources</a></p> <p>Textbooks – <a href="https://libguides.ohsu.edu/textbooklists">https://libguides.ohsu.edu/textbooklists</a></p> <p>Course Reserves – <a href="https://www.ohsu.edu/library/course-reserves">https://www.ohsu.edu/library/course-reserves</a></p>

\*Each OHSU Policy lists related Policies and Procedures by Policy Number and Title at the bottom of each policy.



### **Physical and Technology Infrastructure**

**2.I.1** Consistent with its mission, the institution creates and maintains physical facilities that are accessible, safe, secure, and sufficient in quantity and quality to ensure healthful learning and working environments that support and sustain the institution’s mission, academic programs, and services.

OHSU has created, expanded, and maintains physical facilities that are accessible, safe, secure, and sufficient in quantity and quality to ensure healthful learning

and working environments support and sustain the institution’s mission, academic programs, and services. The growth and development of OHSU’s physical resources and assets across its diverse portfolio of buildings on three campuses and many off-site leased facilities is a reflection of the organization’s enduring dedication to the betterment of health care and higher education. It’s the responsibility of Campus Services to create and maintain the highest quality environment for the three core missions of OHSU—education, healthcare, and research—to succeed and thrive. OHSU facilities are expected to operate in a highly efficient and effective manner in providing safe and secure building and system infrastructures to ensure the success of the core missions. OHSU operates and manages 44 buildings and structures on the University’s main 116-acre Marquam Hill Campus in Portland, with over 4.9M square feet of occupied building space, including health care and clinic space, research laboratories, animal care facilities, education and simulation space, and administrative areas.

A Facilities Condition Assessment was conducted in 2015 with an outside firm in conjunction with the Operations & Maintenance division to identify and prioritize building deferred maintenance and capital renewal needs through 2045. The comprehensive analysis provided has been the framework for OHSU’s strategic capital plan in maintaining and improving the complete asset portfolio. The resulting Facilities Condition Assessment identified \$300 million worth of deferred maintenance and capital renewal needs across the Marquam Hill Campus. The Operations & Maintenance teams have developed a strategic plan to manage the risk of the deferred maintenance and capital renewal needs over the next 20 years through ongoing capital funding and the allocation of resources and operational budgets to repair, replace and or retrofit existing equipment and building infrastructure. Through the implementation of the strategic plan in the last six years alone, building infrastructure reliability and energy efficiency has improved significantly.

The master planning process for the physical development of the university is inextricably linked with the mission, the *OHSU 2025* planning process, the long-range educational and financial plans and is articulated to the OHSU community through the [\*OHSU 20-Year Facilities Master Plan, 2011-2030\*](#)<sup>199</sup>. OHSU is comprised of three campuses—Marquam Hill Campus, West Campus, and South Waterfront/Schnitzer Campus. In addition, OHSU leases 250,000 square

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199 <https://www.ohsu.edu/campus-development>

feet of office space in the downtown area for administrative functions including information technology, patient billing and financial services. Marquam Hill Campus is the oldest campus and the South Waterfront/Schnitzer Campus is the newest with five major facilities built and opened since 2006. A key component of the *20-Year Facilities Master Plan*, has been OHSU's work to reduce its environmental impact. Chapter 7 of the plan addresses the institution's efforts around sustainability beyond the bike valet, LEED certifications for buildings, and transportation incentive programs

In January 2021, the [Vanport Building](#)<sup>200</sup>, a joint venture between OHSU, PSU, Portland Community College, and the City of Portland was opened. This new building will provide much needed space for the Joint School of Public Health, which will occupy floors five and six. OHSU members in the Vanport Building will have access to the South Waterfront with the Portland Streetcar and Max line and connectivity with Marquam Hill by bus and by the tram from the South Waterfront.

### Marquam Hill Planning

OHSU's Marquam Hill Campus has by far the most complex planning context. Not only is it the oldest and most densely developed campus, it is surrounded by residential neighborhoods and protected natural resources, and its road access is limited. A Framework Master Plan was developed in 1982 to address these issues in the context of the City of Portland's Code. That document established a protocol for review and approval of development and other facility changes proposed by OHSU that took into account the concerns of the city and the neighbors. OHSU has protected the nearby residential communities and natural areas on Marquam Hill and has developed four functional zones: three on the campus and a village center immediately west of it. The intention was to: 1) concentrate patient care in central campus with access off of Campus Drive; 2) create two research concentrations at the north and south ends of campus; 3) develop an education crescent on the west side of campus; and 4) cultivate a Village Center above and west of the campus on Gibbs Street.

### West Campus Planning

The 217 acre West Campus is located in suburban Hillsboro, OR. It originally resulted from the merging of several adjacent properties including the Oregon

National Primate Research Center (ONPRC) and the former Oregon Graduate Institute (OGI). The campus is bounded to the south by the Westside light rail line, with housing beyond. There is also housing to the west along NW 206th Ave. To the northwest is the 220 acre Amberglen Business Park. Bronson Creek divides the campus diagonally from northeast to southwest, separating the western 47 acres of undeveloped land identified as the Quatama property, with the Quatama light rail station at its southwest corner. The 217-acre campus now consists solely of the ONPRC, the undeveloped Quatama property to the west and some natural resource land to the north that was donated to the university in 1995.

A 10-year Planned Unit Development (PUD) was approved by the City of Hillsboro in 2018 after a series of public hearings, review by the Hillsboro Planning Commission and City Council. The approved plan replaced the Concept Development Plan (i.e. conditional use master plan) which was completed in 1998 and later extended to 2018. The PUD provides a framework for facility expansion that maintains a forested buffer around the site while detailing the location of service roads, parking, animal facilities and future research buildings.

#### **South Waterfront/Schnitzer Campus**

OHSU possess a strong presence in the South Waterfront District with connectivity playing a key role as the integration and expansion of this portion of campus continues. This portion of campus provides improved access to the Marquam Hill Campus as parking has improved for the OHSU community and connectivity with the Portland area via the Interstate 5 has reduced some of the high traffic going up to Marquam Hill. Additionally, the South Waterfront is easily accessible by the Portland streetcar, Trimet bus and max light rail, and bicycle. The OHSU aerial tram enables a quick ride to the OHSU hospital and the Marquam Campus. OHSU has expanded the number of buildings at the South Waterfront area which currently includes the Center for Health & Healing complex, the Robertson Life Sciences Building, the Rood Family Pavilion, the Knight Cancer Research Building, and the Skourtes Tower housing the OHSU School of Dentistry and Dental Clinics.

These building have dramatically expanded OHSU's learning environment for education, medical simulation, research, and clinic space. Academic programs that have moved to these facilities include the first two years of the School of Medicine's M.D. program, the OHSU School of Dentistry and the Dental Clinics,

the Physician Assistant program, the Radiation Therapy program, the College of Pharmacy with Oregon State University, and the medical simulation and clinical skills facilities. This expansion has also improved access to student lounges, lockers, the Graduate Learning Resource Center, student and group study spaces while improving access to commercial services students have long been requesting.

The [Campus Planning and Real Estate](#)<sup>201</sup> (CPRE) department brings all spatial planning and real estate activities together to provide a coordinated approach to support the growth and development of the university. CPRE staff guide long-range facility and campus master planning efforts and provide operational support for space planning, real estate leasing and lease administration.

[Campus Services](#)<sup>202</sup> strives to align with the *OHSU 2025* planning process in its strategic and operational goals in ensuring a sustainable foundational infrastructure for the organization. As a service organization that supports the missions of OHSU, Campus Services plan, construct, operate and preserve the campus infrastructure and provide a safe environment for the university maintaining an atmosphere where a learning community may flourish. Campus Services includes the following departments: Facilities, Logistics, Campus Planning and Real Estate, Design and Construction, Public Safety, Events & Protocol, and March Wellness. The Facilities department includes Facility Services (building operations and maintenance), Custodial and Grounds, Environmental Health and Safety, and Transportation and Parking.

OHSU adheres to all local, state and federal requirements for the management of hazardous materials and waste. [Environmental Health and Safety \(EHS\)](#)<sup>203</sup> oversees the programs and management of these materials, including the safe use, storage and disposal of radioisotopes, radioactive waste, hazardous chemicals, chemical wastes, and any other hazardous wastes. [EHS](#)<sup>204</sup> collaborates with appropriate OHSU departments on the management and disposal of infectious materials, agents, and biohazardous waste. EHS develops, updates as required and implements programs, policies, and procedures to manage all these materials and minimize human, environmental and institutional risk.

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201 <https://www.ohsu.edu/campus-development/campus-planning-and-real-estate>

202 [Appendix 21 - Campus Services](#)

203 [Appendix 22 - Environmental Health and Safety](#)

204 [Appendix 23 - EHS Organization Chart](#)

Hazardous material programs and procedures include the following:

- Radiation Safety: procurement, use, storage, and disposal
- OSHA Hazard Communication Program
- Chemical Safety: procurement, use, storage, and disposal
- Laboratory Safety Manual
- Biosafety Manual
- Healthcare Safety Policies
- Dangerous Goods Shipping Program
- Hazardous Waste Program: training, documentation, collection, and final disposition

Each of these programs and procedures is supported by program documents, subject matter experts, training, and both internal and external inspections to fully socialize expectations and ensure implementation. Support committees include the OHSU and West Campus Safety Committees, Clinical and Research Radiation Safety Committees, the Environment of Care Committee, and the Institutional Biosafety Committee. Partner departments such as Infection Prevention and Control, Risk Management, Occupational Health, and Facilities are integral in the development and sustainability of these programs. EHS authority is provided in the institutional from [OHSU Policy No. 07-40-001: Environmental Health and Safety](#)<sup>205</sup>.

#### Educational Support, Technology and Training

The [Teaching and Learning Center \(TLC\)](#)<sup>206</sup> offers workshops designed to build faculty expertise in educational technology applications that the university has chosen to support broadly. These applications include the Sakai course management system, the Blue teaching and course effectiveness platform, and the Turnitin originality checker (plagiarism checker). The TLC works closely with ITG to support faculty and learners using Webex and Microsoft Teams for remote teaching. Resources are available on the OHSU intranet for faculty. Just-in-time training also is provided to any faculty member who requests a support

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205 <https://ohsu.ellucid.com/documents/view/20941/?security=49b27d26b3f24b9a61f2b8de57f0649fc9382b2c>

206 <https://www.ohsu.edu/education/teaching-and-learning-center>

session. Typical support sessions include online course design, in-class coaching, online test construction and data analysis of test results. Additionally, the TLC offers several teaching workshops throughout the year, which are all recorded and posted (along with transcriptions) on its intranet site.

A toll-free telephone number and email-based trouble ticket system give faculty and students access to a team of educators who are on call Monday – Thursday, 8 a.m. to 7 p.m.; Friday 8 a.m. to 5 p.m., and Sundays from noon to 5 p.m.

Computer based training modules and web enabled courses are developed and deployed using a learning management system for institutional requirements such as HIPAA training, conflict of interest, emergency management, professional conduct (“Respect at the University”) and other targeted training sessions for defined audiences.

OHSU has a formal IT governance strategy that allows for input from key stakeholders, provides forums to increase understanding of multi-mission solutions, and ultimately provides recommendations to OHSU’s executive leadership. This collaboration-driven priority setting model increases opportunities for knowledge sharing at all levels of the organization. The [committees](#)<sup>207</sup> that have been formed to respond to this mandate for multi-dimensional decision-making are:

- Administrative Information Systems Steering Committee (AISSC)
- Business Intelligence Steering Committee (BISC)
- Health Information Technology and Digital Health Council (HIT&DH)
- Informatics Governance Group (IGG)
- Information Security & Privacy Advisory Committee (ISPAC)
- ASAC Academic Technologies Workgroup
- Research Administration Directors Committee
- Web Strategies Advisory Committee (WSAC)

These committees are charged with setting direction by linking business and technology strategy, establishing policies, resolving open issues related to

information technology, sharing information technology objectives within their areas of influence, and recommending priorities for major information technology projects and services to executive leadership. The [OHSU 2025](#)<sup>208</sup> strategic plan contains educational and infrastructure objectives to enhance learning processes and the implementation of comprehensive collaboration platforms including WebEx and Microsoft Teams. These issues are addressed under the “Ensuring a Sustainable Foundational Infrastructure” goal.

Technology update and replacement plans are reviewed regularly as part of the annual budget cycle. IT leadership works closely with each IT steering committee to identify investments that might be required to ensure that the OHSU technology infrastructure is capable of supporting operations, programs and services. These investments are then reviewed and prioritized by the executive leadership. High priority items are funded and implemented as infrastructure projects. Multi-year projects are reviewed annually to ensure continued alignment with organizational priorities and goals.

In addition to infrastructure projects that are initiated as part of the annual budget cycle, ITG also maintains a fund to refresh existing technologies in order to maintain desired levels of reliability and availability. These dollars are used for standard infrastructure maintenance activities related to hardware replacement, capacity expansion, and infrastructure improvements, such as increased HIPAA compliant storage for collaboration (Box.com), network and wiring upgrades, and security initiatives including multi-factor authentication to protect OHSU accounts when logging in to many OHSU systems and applications from off campus.

#### Evidence of Physical and Technology Infrastructure

Required Item	Link
2.1.1 – Physical and Technology Infrastructure	
Policies and procedures for ensuring accessible, safe, and secure facilities	Workplace Safety – <a href="#">Appendix 24</a> Public Safety – <a href="https://www.ohsu.edu/public-safety">https://www.ohsu.edu/public-safety</a> Fire and Life Safety – <a href="#">Appendix 25</a>

208 [https://www.ohsu.edu/sites/default/files/2019-10/OHSU2025\\_GoalsObjectivesKeyTacticsSummary\\_v5Web\\_0.pdf](https://www.ohsu.edu/sites/default/files/2019-10/OHSU2025_GoalsObjectivesKeyTacticsSummary_v5Web_0.pdf)

Required Item	Link
2.1.1 – Physical and Technology Infrastructure	
Facilities master plan, including Equipment replacement policies/procedures Procedures for assessing sufficiency of physical facilities	Campus Development OHSU Campus Plans – <a href="https://www.ohsu.edu/campus-development">https://www.ohsu.edu/campus-development</a> Facilities Campus Briefing – <a href="#">Appendix 30</a>
Policies/procedures for the use, storage, and disposal of hazardous waste	Environmental Safety – <ul style="list-style-type: none"> <li>» Hazardous Waste Management</li> <li>» Water Quality Programs</li> <li>» Air Quality Programs</li> <li>» Spill Response</li> <li>» Asbestos and Lead Abatement Programs</li> </ul> <a href="#">Appendix 26</a>
Technology master plan and planning processes	OHSU 2025 – <a href="https://www.ohsu.edu/about/strategic-plan">https://www.ohsu.edu/about/strategic-plan</a> OHSU Information Technology Group (ITG) – Governance <a href="#">Appendix 27</a> OHSU Information Technology Group (ITG) – Security <a href="#">Appendix 28</a>
Technology/equipment update and replacement plan	OHSU Information Technology Group (ITG) – <a href="https://www.ohsu.edu/information-technology">https://www.ohsu.edu/information-technology</a> OHSU Information Technology Group (ITG) – Purchasing Policies – <a href="#">Appendix 29</a>

\*Each OHSU Policy lists related Policies and Procedures by Policy Number and Title at the bottom of each policy.



## Conclusion - Moving Forward

OHSU is continually striving for improvement as Oregon's only academic health center and welcomes the opportunity to reflect on its organizational structure, its resources, its policies and procedures, and future plans. OHSU has the leadership and governance, the resources, the capacity, and institutional commitment to successfully implement *OHSU 2025*.

OHSU continues to monitor the COVID-19 pandemic as it implements the OHSU 2025 objectives. In preparation for NWCCU year 7 report and site visit, the Office of the Provost working group has identified regional and national peers, which have been approved by the Dean's Council and President Jacobs. Additionally, the working group has started collecting and analyzing data while monitoring thresholds of institutional effectiveness. OHSU's Assessment Council continues its annual review of academic program and centralized student support services to ensure planning, alignment of student learning outcomes to OHSU's graduation core competencies, and evaluation of the quality of learning for continuous improvement.

### Governance

President Jacobs has a highly-qualified executive leadership team that works well with the OHSU Board of Directors to advance the mission, vision, and values of the institution. President Jacobs has demonstrated his leadership and guidance as OHSU addresses public issues effecting the institution, such as the COVID-19 pandemic as well as social justice matters. President Jacob's communication of OHSU's vision has been reassuring to the community during these challenges, and his management has strengthened the integrity of the institution as OHSU addresses social issues impacting the community. Executive Vice President and Interim Provost Robinson, working in conjunction with the academic deans, institutional committees, and the OHSU Faculty Senate, has ensured the continuance of educational progression for OHSU's students as the institution addresses the challenges and obstacles posed by COVID-19. Through the upcoming assessment cycle, OHSU will reflect on the actions it has implemented to address COVID-19, and evaluate which curricular modifications have improved the educational experience and which need to be improved.

## Resources

With the assistance of the Oregon State Legislature and President Jacobs's commitment to OHSU's faculty, staff, and students, the impact of COVID-19 on the institutional resources has been mitigated, but there remain challenges. OHSU has continued to provide essential services at high levels during modified operations to keep the OHSU community safe with greater reliance on employees and learners working and collaborating remotely. OHSU has begun the integration of centralized student support services into the annual assessment process, which will provide valuable information on student demand, student usage, and feedback for improvement and development.

## Capacity

President Jacobs has involved the OHSU community in crafting and launching *OHSU 2025* to provide a strategic plan to address OHSU's aspirations for making the institution a regional and national leader. Through this plan, OHSU has developed a clear vision for education, research, service, and health care leadership. OHSU has the institutional leadership and the physical and technological infrastructure capacity to attain the goals of *OHSU 2025*.

While immediate concerns over COVID-19, wildfires, and social issues have had a profound impact on the OHSU community, the institution is addressing these obstacles as it continues to serve its populations. These issues have made OHSU reflect upon how it operates and has reinforced that the institution has the appropriate leadership in place, adequate resources, the ability and nimbleness in its operations to deal with these matters and overcome these difficulties. OHSU looks forward to the opportunity to articulate and demonstrate its institutional effectiveness for NWCCU in 2022.

## **Contributors**

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