

Year Six Appendix of Additional Materials

Prepared for the Northwest Commission on Colleges and Universities
September 15, 2021



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Appendix 1: Glossary of Terms and Frequently Cited Resources

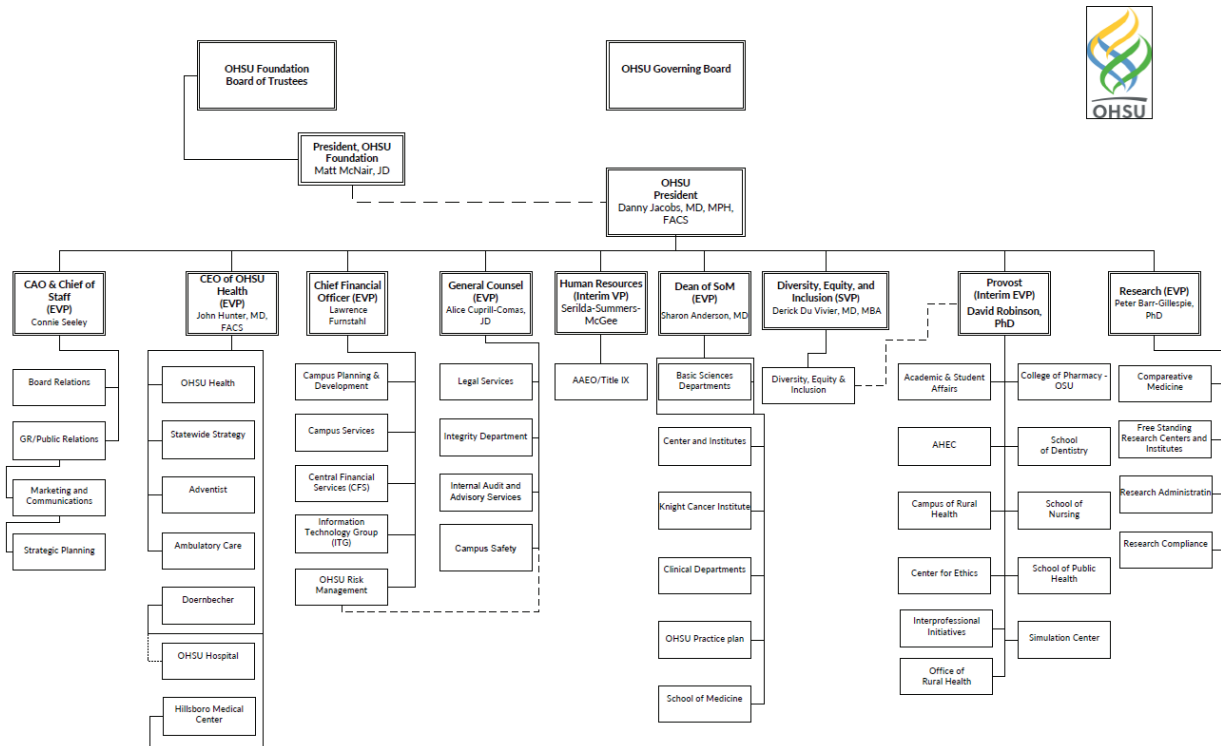
Glossary of Acronyms

AAEO: Affirmative Action Equal Opportunity
 AFSCME: American Federation of State, County and Municipal Employees
 AHEC: Area Health Education Centers
 BICC: Biomedical Information & Communication Center
 CAP: Committee on Academic Policy
 CARES Act: Coronavirus Aid, Relief, and Economic Security Act
 CPRE: Campus Planning and Real Estate
 CWE: Career and Workplace Enhancement Center
 FERPA: Family Educational Rights and Privacy Act
 ITG: Information Technology Group
 LRC: Graduate Learning Resource Center
 NC-SARA: National Council for State Authorization Reciprocity Agreements
 OCTRI: Oregon Clinical and Translational Research Institute
 OHSU: Oregon Health & Science University
 ONA: Oregon Nurses Association
 ORS: Oregon Revised Statute
 OSU: Oregon State University
 PSU: Portland State University
 RLSB: Roberson Life Sciences Building
 TLC: OHSU Teaching and Learning Center

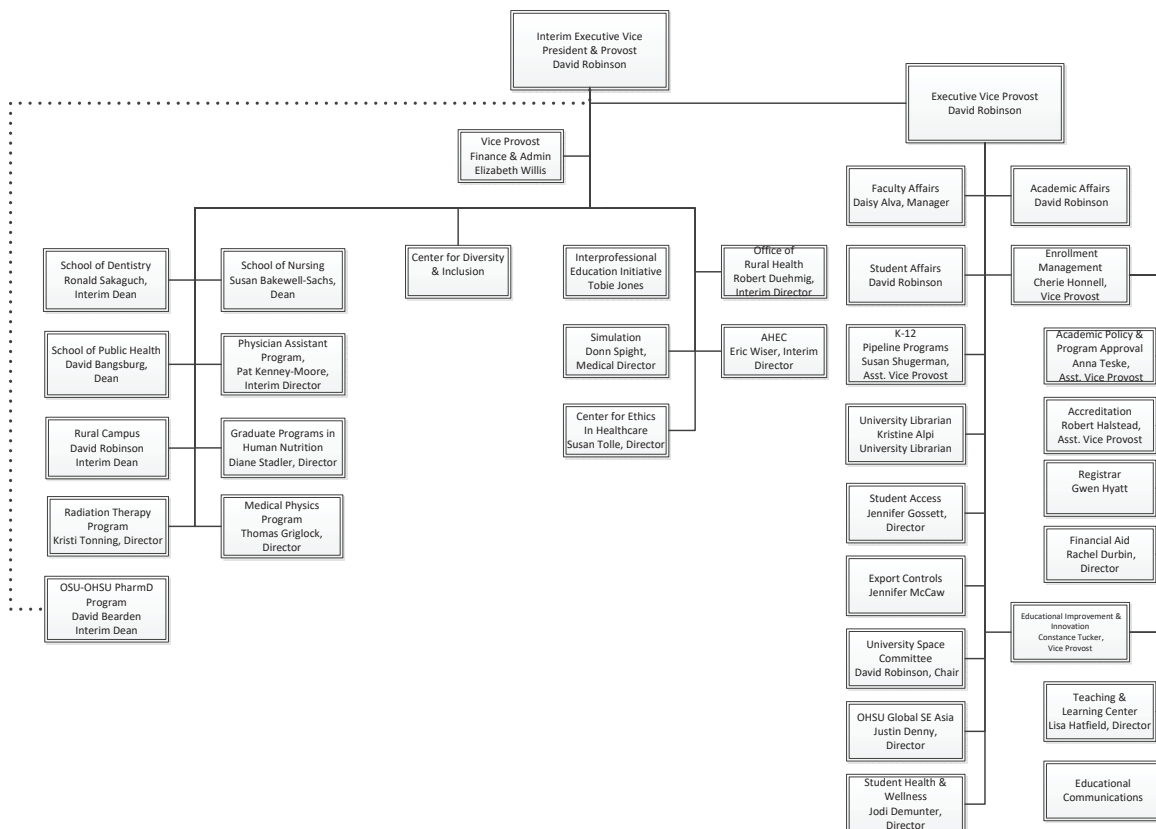
Frequently Cited Resources:

OHSU 2025 Strategic Plan Summary – https://www.ohsu.edu/sites/default/files/2019-10/OHSU2025_GoalsObjectivesKeyTacticsSummary_v5Web.pdf
 OHSU Board of Directors Policies – <https://www.ohsu.edu/about/board-directors>
 OHSU Code of Conduct – <https://www.ohsu.edu/integrity-department>
 OHSU Diversity Action Plan – https://www.ohsu.edu/sites/default/files/2018-08/OHSU_Diversity_Action_Plan_2013.pdf
 OHSU Fact Book – <https://www.ohsu.edu/library/ohsu-fact-book>
 OHSU Policies – <https://www.ohsu.edu/about/policies>
 Student Handbooks, Conduct Policies and Procedures – <https://www.ohsu.edu/education/student-handbooks-conduct-policies-and-procedures>

Appendix 2: OHSU Organizational Chart (Element 2.A.2 and 2.F.3)



OHSU Academic Organization Chart



Appendix 3: Academic and Student Affairs Council

Academic and Student Affairs Council

ASAC ▾ Academic Technologies ▾ Communications ▾ Student Services ▾

🔍

About ASAC

▼ Charge

The Academic and Student Affairs Council (ASAC) was created by the Vice Provost for Student and Academic Affairs in 2003 to enhance communication among the educational units. The group meets on a monthly basis to discuss and advise on academic issues of common concern, including accreditation reports, academic policies, student support and professional issues.

► Goal and functions

► Structure

► Membership



Academic and Student Affairs Council (ASAC)

ASAC discusses and advises on academic issues of common concern, including accreditation reports, academic policies, student support and professional issues.

ASAC work groups and standing committees

There are currently three ASAC work groups:

- Academic Technologies
- Communications
- Student Services

There are also two standing committees that report up to ASAC:

- Student Health Advisory Committee – The Student Health Advisory Committee (SHAC) is a team of OHSU students, faculty and staff that promotes health and wellness on campus and serves as a guiding advisory forum for the Student Health and Wellness Center. (Chair: Dr. Jodi DeMunter; meets monthly).
[Learn more here](#) – scroll down to *About Student Health and Wellness*.
- Assessment Council - The Assessment Council uses an annual review process to guide the institution's efforts to assess student learning outcomes, align those with our core competencies, and encourage data-based and stakeholder-informed decisions to improve student learning. (Chair: Dr. Constance Tucker; meets monthly).
[Learn more here](#).

Need more information?

Please contact provostadmin@ohsu.edu if you:

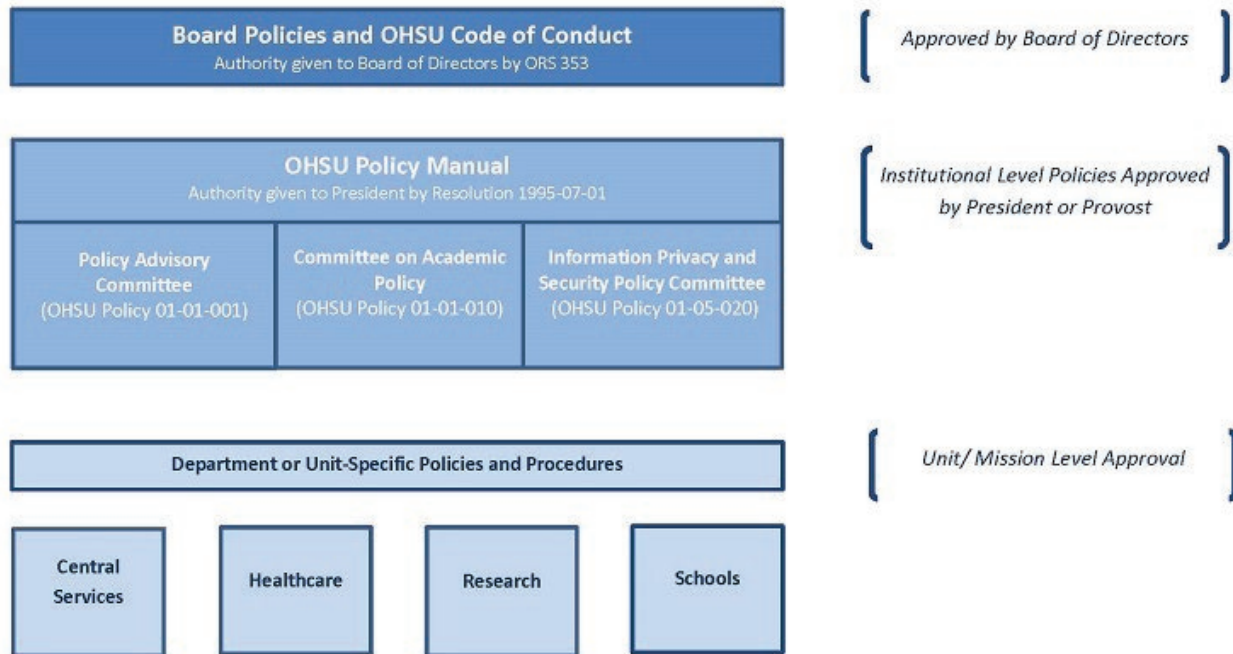
- Would like ASAC to discuss a particular issue relating to Academic and Student Affairs.
- Need more information about prior agendas or meeting minutes.

Useful links

Follow the links below to learn more about these relevant topics:

- [Academic policies](#)
- [Faculty Development](#)
 - [Educational Improvement and Innovation](#)
 - [Teaching and Learning Center](#)
 - [School of Medicine](#)
 - [School of Dentistry](#)
- [Accreditation](#)
- [Academic Planning Task Force](#) (under the University Transition Taskforce)
- [OHSU 2025 Strategic Plan](#)
- [Office for Simulation](#)

Appendix 4: OHSU Policy Approval Process (Element 2.A.1)



Appendix 5: OHSU Committees (Element 2.A.4)

| Committee | Member # | Chair(s) | Role in Institutional Governance |
|--|----------|-----------------------------------|---------------------------------------|
| Academic Policy Advisory Committee | 8 | David Robinson | Advisory to Provost |
| Academic Program Review | 10 | Lisa Hatfield | OHSU Faculty Senate |
| Academic & Student Affairs Council -ASAC | 31 | David Robinson | Advisory to Provost |
| Academic Technologies Working Group | 11 | Lisa Hatfield David Forero | Advisory to ASAC |
| All-Hill Student Council | 34 | K.C. Gilbert | President and Academic Administration |
| Central Waterfront Institutional Animal Care & Use Committee | 20 | Philip Streeter | Advisory to Research Governance |
| Committee on Academic Policy | 15 | David Robinson | Advisory to Provost |
| Communications Working Group | 12 | Kris Alpi | Advisory to ASAC |
| Deans' Council | 11 | David Robinson | Advisory to Provost |
| Diversity Advisory Council | 41 | Derick Du Vivier | President and chief diversity officer |
| Education Council | 11 | George Mejicano David Robinson | Advisory to OHSU 2025 Council |

| Committee | Member # | Chair(s) | Role in Institutional Governance |
|---|----------|-------------------------------|---|
| Educational Policy Committee | 5 | Amy Ross | Reports to OHSU Faculty Senate |
| Employee Benefits Council | 12 | Abby Clifton | Advisory to Human Resources |
| Food Insecurity Task Force | 8 | Jodi DeMunter | Advisory to the Provost |
| Health System Policy Steering Committee | 17 | Cathy O'Brien | Advisory to Healthcare Leadership and Clinical practice |
| Information Privacy & Security Policy Committee | 17 | Kuli Mavuwa | Advisory to Chief Information Officer |
| Institutional Biosafety Committee | 24 | Kara Manning Drolet | Advisory to Research Governance |
| Institutional Review Board | 26 | Kathryn Schuff | Advisory to Research Governance |
| Interprofessional Initiative Steering Committee | 8 | Graciela Vidal Tobie Jones | Advisory to Provost |
| Labor Management Committee | 12 | Joni Elsenpeter | Advisory to University Leadership |
| Library Council | 7 | Kris Alpi | Advisory to University Librarian |

| Committee | Member # | Chair(s) | Role in Institutional Governance |
|--------------------------------------|----------|--|---|
| Medical Staff Committees | 46 | John Ma | Advisory to Healthcare Leadership |
| NWCCU Faculty Review Committee | 6 | David Robinson | Advisory to ALO |
| OHSU Assessment Council | 23 | Constance Tucker | Advisory to ASAC |
| OHSU Board of Directors | 10 | Wayne Monfries | Governs the University |
| OHSU Budget Committee | 19 | Maulin Patel | Advisory to President and CFO |
| OHSU Campus Safety Review Task Force | 32 | Alisha Moreland-Capuia Dana Bjarnason | Advisory to President and OHSU Board of Directors |
| OHSU Curriculum Committee | 25 | Linda Brown | OHSU Faculty Senate |
| OHSU Faculty Senate | 24 | Norm Cohen | Advisory to President and Provost |
| OHSU Institutional Ethics Committee | 11 | Tim Marshall | Advisory to University Leadership |
| OHSU Residency Committee | 7 | Karen Seresun | Advisory to Provost |
| OHSU Survey Coordination Committee | 8 | Katy Forner | Advisory to the University Leadership |

| Committee | Member # | Chair(s) | Role in Institutional Governance |
|--|----------|--------------------------------|--|
| Physical Access Committee | 10 | Jennifer Gossett | Advisory to Provost |
| Policy Advisory Committee | 24 | Jason Davis | Advisory to President |
| President's Council | 22 | David Robinson | Advisory to President |
| Professional Board | 18 | Renee Edwards | Oversight of Professional Staff |
| Provost Operations | 21 | David Robinson | Provost Administration Roundtable |
| Research & Academic Emergency Management Committee | 25 | Dana Director Debra Brickey | Incident Commander and University Resources in case of Emergency |
| Research Oversight Committee | 23 | Peter Barr-Gillespie | Research Governance and Advisory to RSAC |

| Committee | Member # | Chair(s) | Role in Institutional Governance |
|---|----------|----------------------|---|
| Research Strategic Advisory Council | 13 | Peter Barr-Gillespie | Advisory to University Leadership |
| Space Committee | 18 | David Robinson | University Space/Building Administration |
| Strategic Transportation & Parking Advisory Committee | 15 | Brett Dodson | Advisory to VP of Facilities and Logistic |
| Student Health Advisory Committee | 49 | Jodi DeMunter | Advisory to University Leadership and Students |
| Student Services Working Group | 24 | Constance Tucker | Advisory to ASAC |
| Teaching and Learning Advisory Committee | 17 | Lisa Hatfield | Advisory to Provost |
| Threat Assessment Team | 22 | Heath Kula | Advisory to President and University Leadership |
| University Executive Leadership | 9 | Danny Jacobs | Directs and oversees University operations |
| University Health System Board | 8 | John Hunter | Advisory to President |

| Committee | Member # | Chair(s) | Role in Institutional Governance |
|---|----------|----------------|----------------------------------|
| University Operations Committee | 20 | David Robinson | Leadership Roundtable |
| Web Strategies Advisory Committee | 20 | Devin Bryant | Web Strategic Planning |
| West Campus Institutional Animal Care & Use Committee | 18 | Gregory Dissen | Advisory to Research Governance |

**While not an exhaustive listing of all OHSU's committees and work groups, the provided committees represent the variety of issues and topics OHSU addresses through an inclusive committee structure including educational committees.*

Appendix 6: OHSU Student Central – Screen shot (Element 2.C.2 and 2.G.1)

Student Central

Student Central

Essentials

Get Support

Get Involved

Student Health and Wellness

Remote Learning

Search Student Central

Quick links

- Important COVID-19 Information
- Sakai
- Student Information System
- Box.com
- Email login
- Remote access (Citrix)
- Registrar
- Financial aid
- Library
- ITG help desk

COVID-19 Guidelines, Resources, Answers

Click here for the Students Onward page with resources and tools

Access OHSU NOW! (click image)

OHSU NOW

All the news you need in one place

Student Central

Welcome to the new home of news, information and resources for OHSU's more than 3,500 students across the schools of Dentistry, Medicine, Nursing, the OHSU-PSU School of Public Health and the College of Pharmacy.

Resources

- Library
- Student Learning Services
- Student Wellness
- Legal Issues in Higher Education
- Education Debt Counseling - Financial Management Services

Echo 360 - Presentations

Financial Aid and Registrar Questions?

Have questions related to OHSU Student Access?

Key Policies

- Requests for Refusal of Healthcare Professionals or Other Personnel with Specific Characteristics

Website feedback

Share your ideas of how to improve this site, report glitches or incorrect information.

[Fill out feedback form](#)

Respect for All

Appendix 7: Audit & Advisory Services (Element 2.D.2 and 2.E.1)

Integrity Department

Home

Central Integrity

Research Integrity

Conflict of Interest

Audit & Advisory Services

Clinical Enterprise Integrity

Code of Conduct

Integrity FAQs

Search the Intranet

> Central Integrity

> Research Integrity

> Conflict of Interest

> Audit & Advisory Services

Audit Process

Audit Contacts

Components of Internal Control

> Clinical Enterprise Integrity

> Code of Conduct

> Integrity FAQs

Audit & Advisory Services

Mission

The mission of Audit and Advisory Services (A&AS) is to assist the OHSU Board of Directors and management in the discharge of their oversight, management and operating responsibilities by strengthening internal controls and promoting compliant, effective and efficient operations.

Audit and Advisory Services Highlights

> A&AS Program Charter

Audit and Advisory Services (A&AS) is an independent and objective assurance and consulting program within OHSU that is guided by a philosophy of adding value to improve the operations of OHSU. A&AS assists OHSU management in accomplishing its objectives by bringing a systematic and disciplined approach to evaluate and improve the effectiveness of the organization's governance, risk and internal control processes.

[View the complete OHSU Audit and Advisory Services Charter](#)

> Audit Services

> Audit Process

> Advisory Services

> Risk and Internal Controls

> Training and Education

Contact Us

Integrity Department

Audit & Advisory Services

Mail Code: L106-10

Mailing Address:
3181 S.W. Sam Jackson Park Rd.
Portland, OR
97239-3098

Phone: 503 494 8849

Email:
audit@ohsu.edu

Individual / Job specific contacts

Organizations

* Association of Healthcare Internal Auditors (AHIA)

* Association of College and University Auditors (ACUA)

* Institute of Internal Auditors (IIA)

* Information Systems Audit and Control Association (ISACA)

* Association of Certified Fraud Examiners (ACFE)

Report a concern

Submit a confidential, anonymous report 24/7.

NWCCU 2021 YEAR SIX | APPENDIX OF ADDITIONAL RESOURCES

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Appendix 8: Grievances (Element 2.D.2)

Human Resources

Home

Benefits

Compensation

Employee Relations

Employment

Learning & Development

Employee Records

Support & Indexes

Contact Us

Search Human Resources

> Benefits

> Compensation

> Employee & Labor Relations

- Grievances
- Performance Management
- Unions

> Employment

> Learning & Development

> Employee Records

> Support & Indexes

> Contact Us

Grievances

All employees are encouraged to maintain an open dialogue with their managers and address problems and areas of conflict as promptly and collaboratively as possible. Employees may elect to resolve disputes through a more formal grievance procedure.

Grievance procedures and timelines are outlined in [Article 24 of the AFSCME contract](#) and in [Article 22 of the ONA contract](#) for classified employees. Unclassified employees should refer to the OHSU policy, [Unclassified Employee Grievance Procedure](#).

Resources

- AFSCME Problem-Solving Worksheet (Step 1 of Grievance Process)
- AFSCME Grievance Step Process

Policies

- Unclassified Employee Grievance Procedure

Contract Provisions

- AFSCME: Article 24
- ONA: Article 22

Appendix 9: OHSU Internal Audit Process (Element 2.E.1)

Integrity Department

Home

Central Integrity

Research Integrity

Conflict of Interest

Audit & Advisory Services

Clinical Enterprise Integrity

Code of Conduct

Integrity FAQs

Search Integrity Department

Central Integrity

Research Integrity

Conflict of Interest

Audit & Advisory Services

Audit Process

Audit Contacts

Components of Internal Control

Clinical Enterprise Integrity

Code of Conduct

Integrity FAQs

Audit Process

Internal auditing is an independent, objective assurance and consulting activity designed to add value and improve an organization's operations. It helps an organization accomplish its objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, control, and governance processes.

The A&AS Program will govern itself in a manner consistent with professional standards and the Institute of Internal Auditors' mandatory guidance including the Definition of Internal Auditing, the Code of Ethics and the International Standards for the Professional Practice of Internal Auditing (Standards).

The following are components of the Audit process:

- Annual Audit Plan
- Engagement Planning
- Fieldwork
- Audit Services Reporting
- Responses to Action Plans
- Exit Conferences
- Follow-up Reviews

Annual Audit Plan

A&AS works with key stakeholders and leadership throughout the organization to develop an annual audit plan. The objectives of developing an annual audit plan are to ensure that areas of high risk are prioritized, that projects can be adequately resourced, and that there is adequate audit coverage across the entire OHSU enterprise and all mission areas. The annual plan will include proposed audit services projects as well as advisory services.

[Return to top.](#)

Engagement Planning

The planning phase of each audit engagement begins with an Engagement Letter. The Engagement Letter describes the purpose of the audit, lists the assigned A&AS auditor-in-charge, and includes the estimated timing of the engagement and is sent to the manager of the area under review. In addition, leadership for the audit area may be copied on this communication. The A&AS team will work with our organizational partners to provide sufficient notice and flexibility for the scheduling of audit services.

The Engagement Letter is followed by a kick-off meeting which is used to facilitate the beginning of the audit, to discuss the purpose and scope of the audit, and to determine the primary points of contact for the engagement.

Following the kick-off meeting, a list of preliminary documents such as organization charts, policies and procedures, narratives, flowcharts, and department financial information, may be requested by the auditor-in-charge in order to obtain information and a practical working knowledge of the audit area. In addition, some initial planning interviews may be setup to discuss planned scope, to build business area and process understanding, and to identify potential business area risks and existing internal controls.

[Return to top.](#)

Fieldwork

A&AS performs fieldwork to accomplish its scope of work. The A&AS team will work with management to ensure required times with staff are arranged in advance and are as efficient and effective as possible. The A&AS team will communicate with management in a timely manner and provide updates throughout the fieldwork phase of the audit process.

At the conclusion of the fieldwork, the auditor-in-charge will discuss the audit observations and recommendations with management during a preliminary exit meeting. These pre-exit meetings allow A&AS staff to confirm with management that it has a correct understanding of issues and areas reviewed.

[Return to top.](#)

Audit Services Reporting

Following completion of audit fieldwork, a draft report will be written and sent to management for review. Reports will summarize observations and related recommendations that require action plans. Reports may also include improvement opportunities but these items would not require management responses. All draft reports will be discussed with management during an exit conference.

Once the draft report has been discussed and finalized, a final report will be issued to management. Leadership of the audited area will be included on the final report.

Contact Us

**Integrity Department
Audit & Advisory Services**
Mail Code: L106-10

Mailing Address:
3181 S.W. Sam Jackson Park Rd.
Portland, OR
97239-3098


Phone: 503 494 8849

Email:
audit@ohsu.edu

Individual / Job specific contacts

Organizations

- Association of Healthcare Internal Auditors (AHIA)
- The Association of College and University Auditors (ACUA)
- Institute of Internal Auditors (IIA)
- Information Systems Audit and Control Association (ISACA)
- Association of Certified Fraud Examiners (ACFE)

**Report a concern**
Submit a confidential, anonymous report 24/7.

Appendix 10: Central Financial Services Forms & Policies (Element 2.E.1 and 2.E.2)

Central Financial Services

CFS Home

About CFS

Accounting

Accounts Payable

Billing Services

Budget

Treasury

Payroll

Tax

Forms & Policies

Search Central Financial Services

Forms & Policies

> About CFS

> Accounting

> Accounts Payable

> Billing Services

> Budget & Strategy

> Credit Card, Cash & Banking

> Payroll

> Tax

> Forms & Policies

Section 1: Accounting: Capital

Section 2: Accounting: General

Section 3: Accounts Payable

Section 4: Accounts Receivable

Section 5: Budget & Financial Planning

Section 6: Credit Card, Cash & Banking

Section 7: Internal Billing System (IBS)

Section 8: Labor Distribution

Section 9: Overhead Cost Allocation (OCA)

Section 10: Payroll

Section 11: Timekeeping & Scheduling

Section 12: Travel

Section 13: Fiscal Authority

OREGON HEALTH & SCIENCE UNIVERSITY | WWW.OHSU.EDU

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Appendix 11: Accelerate OHSU (Element 2.E.3)

OHSU 2025

Home

About

Search the Intranet

About OHSU 2025

Accelerate OHSU

About

In late 2017, OHSU conducted an assessment to identify opportunities for sustainable cost savings across the organization. This effort – Accelerate OHSU – yielded several initiatives that realized immediate cost savings such as our supply chain management and purchasing practices.

Implementation of additional operational improvements were on hold until fall 2019 when the OHSU 2025 strategic planning work was fully under way. The reinvigorated Accelerate OHSU effort supports and will help fund the implementation of OHSU 2025 and other needs.

Accelerate OHSU's work going forward includes revisiting the 2017 assessment to determine additional savings initiatives and to provide implementation support to OHSU stakeholders including the budget committee, the Accelerate OHSU oversight committee, the Accelerate OHSU implementation teams, OHSU 2025 mission councils and the Data Governance/POWER steering committee. The Accelerate OHSU work will focus on:

- * Administrative business support services
- * Faculty effort allocation, benchmarking and metrics
- * The research enterprise's framework and benchmarks for funding science
- * Advanced practice provider clinical productivity

Activity Assessment

▼ What is it?

The Accelerate OHSU engagement includes a detailed assessment of the overall administrative, organizational and operational structures and technology and business practices for both central and distributed support/shared services across the institution.

OHSU engaged Huron Consulting Group to facilitate the assessment. Using its Activity Assessment tool, Huron has been able to gain insight into our current administrative infrastructure today and assess how work is being done. The end goal is to find ways for OHSU to improve its competitive advantage in today's marketplace, build a model of sustainable growth and maintain support for its mission areas all within the increasingly complex and constrained education, research and health care environments.

The Activity Assessment exercise kicked off Monday, Nov. 11, 2019 to about 5,400 employees with the intention of understanding how resources are allocated to perform administrative functions. Thanks to everyone's concentrated efforts, we were able to achieve approximately 5,300 responses with a 97% completion rate.

► Preliminary themes

► What is next?

► Assessment tool and process

► Resources

Accelerate OHSU Work Teams

▼ Administrative Business Support Service Work Team Leads

Human Resources
Hollie Hemenway - Director, Human Resources and Employee Labor Relations
Joni Elsenpeter - Associate Vice President, Human Resources

Research Administration
Dana Director - Vice President, Research Operations and Student Affairs

Finance and Accounting
Maulin Patel - Vice President, Financial Planning & Treasury

Marketing and Communications
Abby Tibbs - Vice President, Public Affairs
Eric Switzer - Associate Vice President, Marketing and Brand Strategy

Contact us

Questions and feedback about Accelerate OHSU or the Activity Assessment are welcomed.

Email accelerate@ohsu.edu, and a member of the project team will follow up.

Submit your ideas for Operational Improvement

Do you have a suggestion for improving the administrative business support services* of the organization? [Submit your feedback here](#).

*Includes: Human Resources, Research Administration, Finance and Accounting, Marketing, Communications, Information Technology and general administrative support.

Appendix 12: Faculty Affairs Appointment, Promotion and Tenure - (Element 2.F.1)

Faculty Affairs

Home

Appointment Resources

Appointments, Promotion and Tenure

Faculty Institutional Policies

Contract Renewals

Emeritus

Contact Us

Search Faculty Affairs

> Appointment Resources

> Appointments, Promotion and Tenure

> Faculty Institutional Policies

> Contract Renewals

> Emeritus

> Contact Us

Appointments, Promotion and Tenure

The purpose of these guidelines is to provide common criteria and procedures for appointment, promotion and tenure for all Oregon Health & Science University faculty.

Responsibility for appointment, promotion and tenure recommendations rests principally with the Chair/Director and academic unit Administrative Leaders. Final responsibility rests with the Provost. Reviewers base their recommendations on carefully prepared dossiers that document and evaluate the accomplishments of each candidate.

Appointment, Promotion and Tenure Process

Faculty should contact their Chair/Director to discuss their candidacy and learn about their academic unit's internal process for evaluating and nominating candidates. All appointment, promotion and tenure candidates prepare a packet that is reviewed by the Chair/Director, the Administrative Leader and the Provost. The packet requirements vary by rank and career track, and type of appointment. The completed application should be submitted to Chair/Director according to academic unit deadlines.

The Chair/Director is responsible for assembling and submitting the records necessary for appointment, promotion, tenure-track and tenure review. The Appointment, Promotion and Tenure Committee of the designated academic unit has the responsibility of reviewing and advising Administrative Leaders on the appointment, promotion, tenure-track and indefinite tenure nominations. Note: Research Centers and Institutes cannot grant tenure status.

The Administrative Leader then prepares an Appointment, Promotion and Tenure Memo and forwards to robinsda@ohsu.edu; alvad@ohsu.edu. Learn more about Appointment, Promotion and Tenure Process.

Prepare an Appointment, Promotion and Tenure memo for all candidates and must include the following

1. Effective Date
2. Faculty Name
3. Employee ID
4. Promotion Rank Recommendation or Appointment Rank Recommendation
5. Type of Appointment Recommendation (e.g., tenure-track, tenure, or unchanged)
6. Department or Center/Institute Recommending

Forward the following items to... robinsda@ohsu.edu; alvad@ohsu.edu

1. Faculty Promotion and Tenure Memo
2. Updated Curriculum Vitae
3. Recent Hiring Offer Letter
4. Recent Academic Position Description

Upon approval, academic units must fulfill the following items

1. Update faculty rank in HRIS/Oracle.
2. Provide OHSU Faculty Affairs with a copy of the individual announcement letter(s) distributed to faculty.
3. Provide OHSU Faculty Affairs an updated position description or notify if the duties remain unchanged. Per the policy manual a new NOA is generated if there is a change of status in any of the following (*certain terms and conditions of the NOA may also be changed by a Personnel Action form, including a change in compensation or funding source(s), without issuance of a new NOA*):
 - * Faculty position description
 - * Faculty rank
 - * Change in term
 - * Tenure status

For those that do not hold a doctoral degree, the candidate must demonstrate satisfactory accomplishments in either teaching or scholarship. Requests should include a current curriculum vitae, an exception request memo from the Chair/Director, along with the faculty member's personal statement. These requests are reviewed and approved by the Appointment, Promotion and Tenure Committee, Administrative Leader, and Provost.

Timeframe

The appointment, promotion and tenure process occurs on an annual cycle. If the faculty candidate wishes to apply in the next cycle (appointment/promotion/tenure effective July 1), please review the information on this page.

September

- * Faculty Contact Chair/Director

October through December

- * Faculty Prepare Packet and Submit to Department/Center for Review

January through March

- * Academic Unit Review

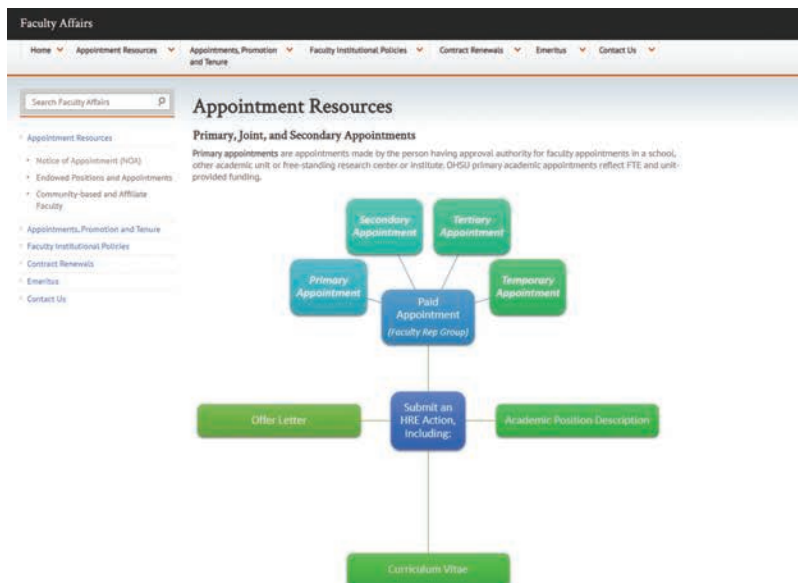
April through June

- * Provost Review and Approval

July

- * Individual Faculty Announcement Letters Distributed

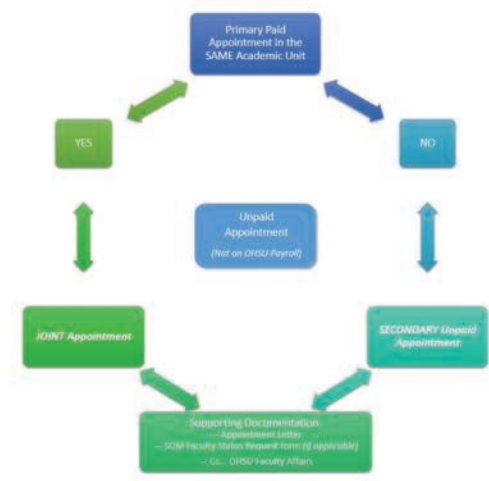
Appendix 13: Faculty Affairs Appointment Resources (Element 2.F.1)



Faculty may hold additional appointments in a different department or area but within the same academic unit as their primary appointment. Such appointments are referred to as "joint appointments." Joint appointments between OHSU departments, centers or Institutes require approval by the department chair or their equivalent, the Dean of the academic unit or their equivalent awarding the joint appointment and the Provost. A joint appointment may be at different faculty appointment levels/ranks. Joint appointments are courtesy appointments awarded to faculty deemed to contribute to the mission(s) of the awarding department or area. All joint appointments must be documented with a Joint Appointment Offer Letter¹⁰.

Faculty may also hold appointments in a department or area outside of the school, other academic unit or free-standing research center or Institute in which their primary appointment resides. Such appointments are referred to as "secondary appointments." Secondary appointments can be paid or unpaid and are made by the individual(s) having approval authority for faculty appointments in each academic unit. All secondary unpaid appointments must be documented with a Secondary Unpaid Appointment Offer Letter¹¹. All secondary paid appointments must be processed with an HRE action and include an offer letter, Academic Position Description¹² and current curriculum vitae.

The duration of unpaid appointments, or reappointments, shall be stated in the appointment letter. The decision not to continue an unpaid appointment shall be made by the department chair or their equivalent, the Dean of the academic unit or their equivalent. An Unpaid Appointment Termination Letter¹³ must document the decision to terminate a joint or Secondary Unpaid appointment.



Temporary Appointments

A written offer letter must be provided to the employee at the time of appointment including conditions of appointment, duration of appointment, and notification that the appointment may end at any time at the discretion of the University. The terms and conditions may also be documented in the Conditions of Temporary Employment¹⁴ form.

Offer Letter

Offer letters are a significant document for a permanent faculty record. They constitute a binding contract between the faculty member and the University, and detail expectations and commitments of both parties. Letters are required and should be clear in order to avoid subsequent misunderstandings and potential litigation. Policy No. 05-15-025, Faculty Appointments addresses the initial terms of the faculty appointment are contained in the offer letter, the Notice of Appointment (NOA) and, if applicable, the Clinician Employment Agreement (CEA).

All employment offers should be made and accepted in writing, including internal and external non-faculty to faculty transfers/job changes and secondary paid positions. Offer letters should contain all information necessary for the candidate to understand the salary, benefits and requirements of the position. The offer letter should include:

- * Salary and any additional financial considerations
- * Amount/type of relocation benefits, if applicable
- * Position title, department name
- * Start date
- * Any contingent background checks required prior to start date
- * Orientation information
- * Contact person for pre-arrival period (in addition to the hiring official)
- * Request for written acceptance or rejection of the offer

For assistance in making an offer, negotiating and creating a timeline, contact your academic unit representatives.

Letter of Appointment Confirmation

A [letter of appointment confirmation](#) will suffice for current active paid faculty without an offer letter on file in order to validate the initial hiring terms and conditions. The letter must be signed by the department, research, center or Institute Chair or Director.

Academic Position Description

Up-to-date position descriptions are required for all active positions on OHSU payroll and must be provided at the opening of recruitment. All faculty should have an [Academic Position Description](#), including internal transfers or transferring from a non-faculty position to a faculty position. A position description describes specific information about the position purpose.

If the duties of the Faculty have significantly changed a new Notice of Appointment is necessary. Policy No. 03-15-025. Submit an updated Academic Position Description to OHSU Faculty Affairs and request an updated Notice of Appointment (NOA).

Faculty Status Request Form (SOM Only)

The School of Medicine faculty status request (FSR) form is used for the ranks of Lecturer and above. Appointment or promotion to Associate Professor or Professor requires School of Medicine Promotion and Tenure Committee approval first. All documents must have the appropriate signature(s) prior to submission to the Dean. Please submit an FSR to SOM Faculty Affairs if any of the following actions apply:

- * Appoint without FTE
- * Joint/Secondary Unpaid Appointment
- * Status Change
- * Promote without FTE
- * Termination without FTE (appointee is a Portland Veterans Affairs Medical Center (PVMAC) or Shriner's employee and not a paid employee of OHSU).

HR Express

HR Express, often referred to as 'HRE' is an electronic personnel action processing system. A method for departments to submit personnel action (PA) changes to update Oracle HR, OHSU's Human Resources database. HRE actions are the means by which departments provide HR Systems Specialists with the data and approvals required to create or update faculty records in Oracle. For efficient processing, actions should be submitted and approved before their effective date. To process and submit electronic actions refer to the [HR Express Manual](#).

HRE actions are prepared and submitted by supervisors who have the [Manager Self Service](#) responsibility or by departmental users who have an [HRE Preparer](#) responsibility.

[View additional information on why, when, and how HR Express is used.](#)

[View the HRE Approval Matrix.](#)

HR Actions

Below is a list and description of the actions available in HRE. Use HRE to submit actions whenever updates to employee records need to be made. This includes creating new employee records or terminating existing employee records.

- * [Change Employee Information - Address/Phone](#): Use this action to update home addresses and home and work phone numbers. These changes can also be made by employees via Employee Self Service.
- * [Change Employee Information - Basic Details](#): Use this action to update an employee's name or gender. Name changes must have a copy of the employee's Social Security card showing their new name.
- * [Change FTE](#): Use this action to update an employee's FTE (Full-Time Equivalent). If the employee is salaried, their pay will need to be updated along with their FTE, using the same action. FTE reductions for unclassified employees also require the [Voluntary Reduction of FTE](#) form to be completed and signed by the employee.
- * [Change Location and Mail Code](#): Use this action to update employees work Location or Mail code.
- * [Change Manager](#): Use this action to update an employee's supervisor and also to update their direct reports.
- * [Change Salary](#): Use this action to update the pay rate for hourly and salaried employees.
- * [Education and Qualifications](#): Use this action to update an employee's degree, school information or professional qualifications.
- * [Job Change](#): Use this action to submit promotions, transfers, demotions, appointment status changes, reclassifications, and organization changes.

Note: A background check may be required for some transfers. When you complete the Finalist Form, some of the information you provide will be used to determine if a background check is required. If so, Human Resources will order and process the background check; no action is required on your part. HR will ensure the background check has cleared before approving the Job Change action.

Organization changes should also be submitted using this action if the employee is set up with a new position number. To request that the position number be created, email your [HR Service Center Specialist](#) with the employee name, employee ID, current position number, new organization name, and effective date, including an offer letter with new terms and conditions, and updated academic position description.

To hire an employee into a **secondary** position, you will need to submit a paper [Job Change form](#), and must include an offer letter, academic position description, and updated curriculum vitae.

To request a change to an employee's working title only, submit the [Working Title Change Form](#).

- * [Leaves of Absence and Termination](#): This is a multi-purpose action. It is used to start or end both paid and unpaid leaves of absence. An action must be submitted to start the leave and a separate action to stop the leave. For leave endings, the leave end date is the last date the employee was on paid or unpaid leave. The effective date is the date the employee will return to work. Leave changes are also processed on this action (i.e., change from paid leave to unpaid leave). This action is also used to process terminations of all types (resignation, for cause, layoff, etc.) or to terminate a secondary position only. Submit the form to terminate each position number in order to maintain a paper trail for accurate records.

When completing the termination action, you will be asked to select a turnover reason code. You may want to review the code definitions to ensure you are selecting the most applicable code. [Review the turnover reason codes and their definition.](#)

Do not submit a termination action for an employee transferring to another department within OHSU. The receiving department must submit a Job Change action for the employee.

- * [MajorOrg Change Form](#): Used only to correct an organization or move an existing position number to a new org.

Clinical Employment Agreement (SOM Only)

The initial terms of the faculty appointment are contained in the offer letter, the Notice of Appointment (NOA) and, if applicable, the Clinician Employment Agreement (CEA). The CEA is issued by the Dean of the School of Medicine to faculty who will provide clinical services beyond those, if any, provided under their NOA. Both temporary and regular faculty on OHSU payroll receive NOAs and, where applicable, CEAs, at the time of hire.

For additional CEA questions contact SOM Faculty Affairs.

Appendix 14: Defining Jobs (2.F.3)

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Defining Jobs

Classification Specifications

Pay & Salary

Oregon Pay Equity Act

Employee & Labor Relations

Employment

Learning & Development

Employee Records

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Defining Jobs

Jobs are assigned based on employee groups. There are two major employee groups at OHSU:

- Unclassified** employees include unclassified administrative (UA), faculty, researchers, and student workers.
- Classified** employees include those covered under the AFSCME, ONA, or OHSU Police Association collective bargaining agreements.

Position Descriptions

Reclassification

A reclassification review is a process whereby a manager initiates a request for a position to be reviewed.

The need for a reclassification may be indicated **when an employee's job has evolved over time** to include additional/different responsibilities that are not reflected in the employee's current job assignment.

It should be noted that volume of work, length of service with OHSU, and employee performance are not factors in reclassifying a position.

Managers submit the employee's original position description, current position description, resume of the employee and a [Reclassification Request Form](#) to [Compensation](#). Compensation then reviews the request to determine whether changes in the position warrant a reclassification.

Any employee who has concerns regarding their job classification should contact his/her manager. The manager will work with the Compensation team to determine if a reclassification review is appropriate.

Resources

- Non-Academic Position Description Template
- Academic Position Description Template
- Student Position Description Template
- Reclassification Request Form
- AFSCME Hourly to Salaried Request Form
- Student vs Intern Considerations

Contract Provisions

- ONA
- AFSCME
- OHSU Police Association

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Appendix 15: New Hire Requirements (Element 2.F.3)

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New Hire Requirements

Once a final candidate has accepted their offer of employment, there are a series of tasks they need to complete prior to starting work. These include:

- Occupational Health requirements, if applicable
- The federal Form I-9 (see below) and other required forms
- Reading required benefits notices
- Uploading [verification of job certifications](#), if applicable

New hires complete these tasks through iCIMS Onboarding. Soon after they've accepted their offer of employment, they'll receive an email with instructions on how to log in; no action is required from the hiring department.

I-9 Compliance

Even if a new employee is working remotely, they will need to come to the HR Service Center on Marquam Hill and complete the I-9 form in person if they live within the Portland metro area.

- Section 1** of the I-9 must be completed before the first day of employment
- Section 2** of the I-9 is completed in person. If your new hire works outside the Portland metro area, email records@ohsu.edu for information on completing the I-9 remotely.

The HR Service Center (Sam Jackson Hall, Suite 1102) is open on Mondays, Wednesdays, and Fridays from 8 a.m. - 2 p.m. to process new hires. Within the first 3 days of employment, the new hire must complete required paperwork and complete section 2 of their I-9.

I Need To...

- Onboard a New Hire
- Hire a Temporary Employee

Resources

- HR Contact List by Organization

Policies

- Recruitment and Hiring
- Student Hire

Appendix 16: Performance Management (Element 2.F.4)

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- Performance Management**
 - Attendance Management
 - Drug Testing Based on Reasonable Suspicion (For Cause)
 - Flash Feedback
 - GROW Conversations
 - Performance Competencies
 - Discipline
- Unions

> Employment

> Learning & Development

> Employee Records

> Support & Indexes

> Contact Us

Performance Management

The individual job performance of each employee directly impacts OHSU's ability to effectively meet its mission. Being successful in your job involves many factors, but starts with a clear understanding of – and commitment to – your job responsibilities and behavioral expectations.

Employees are responsible for:

- Keeping an open dialogue with your manager about the expectations of your performance and behaviors in the workplace, and seeking clarification when needed;
- Asking for feedback at regular intervals; and
- Preparing for and engaging in any formal performance evaluation process that applies to your role.

Managers

If you have employees who directly report to you, managing their performance is one of the most important ways to motivate, inspire and develop them. Good performance management is also key to maximizing your success in meeting the goals of your department or unit.

Providing regular feedback is a critical part of the overall OHSU performance management system. From job description development, hiring and orientation, to training, evaluations and compensation, we manage performance to align with the goals of our individual departments and mission areas, which in turn support OHSU's vision, values and strategic direction.

Managers are responsible for:

- Providing ongoing performance feedback to each of your employees throughout the year; and
- Providing formal feedback to each of your employees through the performance evaluation process that applies to their role.

Refer to these pages for more information on specific aspects of performance management:

- > Performance Competencies
- > Flash Feedback
- > GROW Conversations
- > Attendance Management
- > Drug Testing Based on Reasonable Suspicion (For Cause)
- > Discipline

Resources

- Position description templates
- Code of Conduct

Appendix 17: Central Student Services ASAC Work Group Summary – August 2019 (Element 2.G.1)

Central Student Services Work Group Summary ASAC August, 2019

1. Who We Are

Workgroup

The Central Student Services Workgroup (CSS) is charged by the Academic and Student Affairs Committee (ASAC) to strategically coordinate central student services, with the goal of collaboratively developing a comprehensive network of student support. To these ends, the Workgroup will:

- Regularly review services, and adjust as appropriate for the changing needs, priorities, and composition of the OHSU student population
- Articulate the landscape, value, impact, and learning outcomes of the student support services at OHSU and develop metrics/data that communicate their impact on the OHSU community.
- Identify, develop, and communicate recommendations to senior leadership, in addition to executing strategic priorities as charged by the Provost
- Maintain continual lines of communication with the Office of the Provost, All Hill Council, and Student Affairs.

The CSS membership includes representation from each student service that serves the entire student population (e.g. The Office of Student Access, whereas the Learning and Writing Center in the School of Nursing is not directly represented). Additionally, there is a student representative from the All Hill Student Council, and a Student Affairs Dean representative. The full mission statement and roster are attached as Appendix A.

The CSS was initially convened January 8th, 2018, by Dr. Constance Tucker. The charter was updated in September of 2018 to better reflect the changing priorities and growth of the group. Today, the CSS represents 14 areas of service.

Central Student Services

AAEO/Title IX
Center for Diversity and Inclusion
Confidential Advocacy Program
Financial Aid
JBT Student Health & Wellness
March Wellness
OHSU Library

Ombuds
Office of Student Access
Registrar
Student Academic Support Services
Student Debt Counseling
Student Life
Teaching and Learning Center

2. What We've Done

As mandated by our charter, we initially set out to rigorously review our services. This began with establishment of Student Learning Outcomes (SLOs), and led to the development of the first comprehensive Student Services Survey.

SLOs

Originally developed in winter 2018, each central student services developed and refined Student Learning Objectives with the assistance of Sarah Jacobs in October of 2018. The Central Student Services were then able to publish the [Co-Curricular Student Learning Outcomes](#) (Appendix B)

Student Survey

The Student Survey was developed in the late fall of 2018, with a focused effort on developing core questions that were applicable and meaningful across the central services. These focused on **responsiveness** and **ease of access**. A majority of the services also asked questions about the **quality of service**. Service-specific questions were also developed. Open ended comment sections were used to gather qualitative information.

The survey went live January 11th, and ultimately 486 (18%) of the students completed the survey. The data numbers were too small to assess averages per question between schools, or to perform rigorous statistical analysis on the data.

Overall, the survey indicated that each service is valued and produced above averages cores (4.42/5 for responsiveness and 4.25/5 for ease of access). Although above average, both qualitative and quantitative findings indicated that ease of access can be improved.

Each student service unit used their data to create specific strategies to address feedback. They then tied the strategies into current/future work goals for the unit. These action items were presented to All Hill May 10th, 2019. The combined action items set by individual services are an excellent example of setting a range of goals, with individual units establishing low, mid, reach and aspirational goals. The “We heard you – Student Services Survey Initial Findings” presentation is attached as Appendix C.

Actionable Steps

Focusing on action items that are applicable to all student services, the student services data indicates that **ease of access** could be greatly improved. A collaborative communication plan that is uniform across all services in addition to a clear and concise central repository of reliable central student services data is needed. Additional trends include examination of perceived inequity between schools. Investigation into the gaps, and development of the communication plan, should help address this issue.

3. Where We Are Heading

Examining ties to OHSU 2025, NWCCU, and other accreditation bodies, the CSS are working to ensure that we are meeting the vision and standards (Appendix D). To these ends, the CSS will expand our work on the SLOs to create an assessment rubric that will help us gather quality data for both internal self-reflection and external reporting needs. We will partner with Assessment Council to draft an assessment rubric over the next several months, with the goal of having final assessment plans in place by Spring of 2020.

In order to better address the communication challenges identified in the student survey, CSS will perform an environmental scan to identify where and how information about the services are being disseminated, as well as where more clear or correct information should be shared. We will then partner with the ASAC Communication Workgroup to develop a collaborative communication plan.

Appendices

All appendices can be located in the ASAC box.com folder, under “Meeting Minutes”.

Appendix A – Central Student Services Workgroup Mission and Roster


Appendix B – Co-Curricular Learning Objectives

Appendix C – “We heard you – Student Services Survey initial findings” presentation

Appendix D – NWCCU 2020 Standards for Accreditation

Appendix 18: OHSU All-Hill Student Council Student Services Presentation (Element 2.G.1 and 2.G.4)

OHSU All-Hill Student Council Presentation on Central Student Services
May 14, 2021



Student Services Survey Results and Planned Changes

May 2021
Student Services Workgroup
Presenters: [Sarah Jacobs](#), Jen Cai, Kris Alpi
(data assistance by Patrizia Schroth)

-Student Services Workgroup-

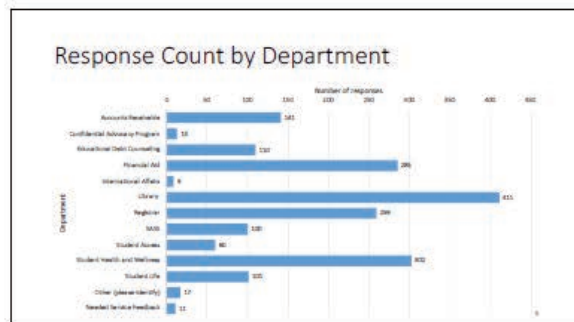
2020 Explanation of Survey Response Count

| | |
|--|-----------------------|
| Date range of responses included | 11/16/20 - 01/05/2021 |
| Total #responses (finished and unfinished) | 613 |
| # Unfinished responses | 130 |
| # Unfinished responses excluded (lack of data) | 115 |
| # Unfinished responses included | 15 |
| Total # responses included | 498 |

Seeking student representative for workgroup



- Thank you Julia Hill!
- Monthly (60 min) meeting
- Report out between all-hill and workgroup meetings
- Email Dr. [Constance Tucker](#) if interested



Agenda

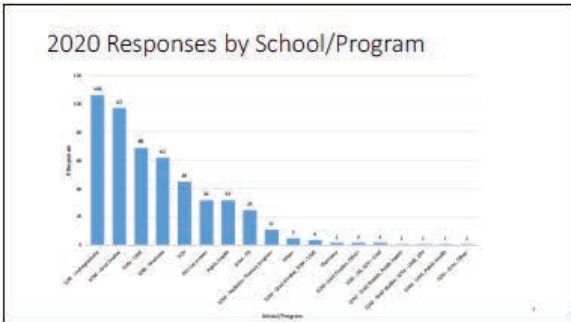
1. Survey administration and statistical results (Sarah Jacobs, Assistant Director, Teaching and Learning Center)
2. Common themes and responses (Sarah Jacobs)
3. Student Health & Wellness (Jen Cai, Wellness & Outreach program manager)
4. Library (Kris Alpi, University Librarian)



Explanation of "other"

| |
|--|
| Admissions Office |
| Did not use OAP but glad it is available |
| Director, Division of Management, SOM |
| Food Shelf |
| IT support team |
| Health wellness |
| Office of transportation |
| Student accommodations and accessibility |
| Student Services Coordinator |
| The writing center |
| Tutoring by other students in the field |
| Various services |
| Writing center |
| Writing center |
| Writing support |

I tried to access services at the student health and wellness center, but was denied since I am at the Ashland Campus. Instead, I must use the inadequate services at the health center at the host campus, SOU. Where I have been denied services mental health services because the one provider is an OHSU employee. As an Ashland student, I also do not have access to the Office of Student life.



Common questions - 2019 vs 2020

| 2019 | 2020 |
|---|---|
| <ul style="list-style-type: none"> Responsiveness: [dept name] was responsive to my phone/email/in person requests. Ease of Access: I found it easy to access services provided by [dept name]. | <ul style="list-style-type: none"> Overall: I received high quality service from [dept name]. Prior to the COVID-19 pandemic/modified operations, it was easy to access services provided by [dept name]. Since the COVID-19 pandemic/modified operations began, it has been easy to access services provided by [dept name]. |

Two major themes

Common question averages

| Common question | Average (out of 5) |
|---|--------------------|
| Overall, I received high quality service from [dept name]. | 4.45 |
| Prior to the COVID-19 pandemic/modified operations, it was easy to access services provided by [dept name]. | 4.44 |
| Since the COVID-19 pandemic/modified operations began, it has been easy to access services provided by [dept name]. | 4.18 |

| Response | Weight |
|----------------------------|--------|
| Strongly agree | 5 |
| Somewhat agree | 4 |
| Neither agree nor disagree | 3 |
| Somewhat disagree | 2 |
| Strongly disagree | 1 |
| NA/NT | |

*All responses weighted from averages

Theme 1: Website navigation/resources

| Common themes | Responses and changes |
|---|--|
| Banner, payment portal difficult to navigate and complete tasks | <ul style="list-style-type: none"> Work with students to better understand issues and solve accordingly |
| Navigation of websites | <ul style="list-style-type: none"> Student services work group will work with strategic communications and students to redesign the student services O2 page to be clearer. Clear up delineation between employee and student documents and services, as appropriate |

Theme 2: Communication

| Departmental responses | Planned changes |
|---|--|
| Accounts Receivable, Registrar, Financial Aid | <ul style="list-style-type: none"> Have been understaffed and are in the process of hiring more people |
| Registrar, Account Receivable | <ul style="list-style-type: none"> Will continue to try to improve responsiveness by working with ITG to set up a better way to answer phones Possibly set up a ticketing system? (AR) |

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Student Health and Wellness Center

| Themes | Summary | Department response | Planned changes |
|--|---|---|--|
| 1. High praise and appreciation for SHW staff and services | <ul style="list-style-type: none"> Staff is friendly, compassionate and responsive Praise for various services we provide | <ul style="list-style-type: none"> SHW staff are proud of the service and care we provide to our patients. We work hard to maintain our positive reputation as well as look at ways to continuously improve. | <ul style="list-style-type: none"> No changes but our patients' comments and favorable ratings will continue to motivate our team to provide high quality care. |

Theme 1 Quotes from Survey Respondents:

- "I have received incredible care from [SHW] and know that many of my peers have as well. So thankful that it exists."
- "The Student health center providers have been the best medical support I've ever received. They are all amazing!"
- "My therapist I see 2x monthly through the student wellness center is incredible! I am SO happy and thankful we have this. It has changed my life in this program so far."
- "The Science of Happiness series was great, love to see unique offerings like this! Keep up the great work!"
- "They are wonderful, the people that answer the phones are calm and kind and knowledgeable. They make me so much more likely to reach out for help, since talking to them isn't a barrier at all. The healthcare services I've received are professional and lovely and about a million times easier to access than my health care plan. Thank you all!"

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Focus groups



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| Themes | Summary | Department response | Planned changes |
|--|--|--|--|
| 2. Clinic Space and Location can be barriers to accessing care | <ul style="list-style-type: none"> Location on Marquam Hill can be difficult to access, especially for students located at the South Waterfront Patients appreciate the convenience and accessibility of our telehealth and virtual services | <ul style="list-style-type: none"> SHW submitted a space request in fall of FY20 to find a more centrally located space that would accommodate our larger staff; we plan to update our space request in FY21 Telehealth and virtual services will likely remain post-COVID which will help provide more access to our services without having to commute to our clinic on Marquam Hill | <ul style="list-style-type: none"> SHW is working on creating confidential and reservable spaces on Marquam Hill and collaborating with Library staff on two spaces in the Learning Resources Center in the RLSB on the South Waterfront. |

Theme 2 Quotes from Survey Respondents:

- "It would be lovely if there were offices on the South Waterfront again. That was so convenient."
- "The use of TeleHealth has made accessing care much more convenient; there is no need to commute or struggle to find parking."
- "I love having the option to video call, especially for counseling sessions and talking with my PCP about medication management. It makes these services much more accessible while on clinical rotations."

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Student Health and Wellness and Library responses to survey

| Themes | Summary | Department response | Planned changes |
|---|---|---|--|
| 3. Request for more behavioral health accessibility | <ul style="list-style-type: none"> While patients are highly satisfied with our behavioral health services, some are frustrated about not receiving care at the frequency they would like. | <ul style="list-style-type: none"> Despite perceived concerns regarding access, SHW is able to provide phone screens within a couple days of when a patient calls and can schedule an intake within a couple of weeks. This access is higher than what is available in the community. If a patient is unable to get in within these time frames, it is likely due to their limited schedules. SHW's short-term therapy model allows us to see patients at a minimum of every 2 weeks, if clinically indicated. Some patients prefer greater frequency, but this would strain access. | <ul style="list-style-type: none"> SHW leadership is in discussion with the Provost's office to hire another behavioral health provider |

Theme 3 Quotes from Survey Respondents:

- "Hire more therapists so students don't have to wait so long in between visits."
- "Had a hard time trying to schedule individual therapy for a low-acuity need. Ended up not getting care because of lack of availability."
- "Behavioral health staff has generally been insufficient to meet demand."
- "There was a decent delay in being able to schedule a behavioral health appointment – likely due to being overbooked."

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| OHSU Library Details on blogs.ohsu.edu/library | | |
|---|---|--|
| Theme | Summary | Department Response and Improvements |
| Easier off-site access to journals and books | Although article delivery is great, want more online materials with fewer steps to find and access. | <ul style="list-style-type: none"> Subscribed to high request journals, and considering more as budget permits. Library support is available to help you optimize search tools (e.g. PubMed, Google Scholar) to streamline access. Added links to find free full-text through the Library catalog and articles search on the Library website for items not owned by OHSU. Working with ITD and publishers to improve off-site authentication for content discovered outside the Library website. |
| Website and article search is difficult to navigate/use | Lack of Library-wide search engine and need for on-demand training on finding content. | <ul style="list-style-type: none"> Improving Library's website menu and content organization to make things more discoverable, focus on resources for students and clinicians. Testing a single search bar to find many of the Library-owned articles and books. Creating customized training videos & guides. As OHSU deploys a new search engine, we requested that it include Library-managed content hosted outside of OHSU to make it easier to find what you need. |
| Support to use physical space | Clarify who can and how to access and schedule spaces and technology. | <ul style="list-style-type: none"> Library spaces and specialty software workstations can be scheduled online. We shared access information with Program Directors and improved/expanded signage. After-hours pick-up boxes are available at the BECC & LMC. Adding new technology, including a large display screen in the Struble room and monitor stations to connect laptops. Create two private spaces dedicated to virtual consultations with librarians and other services. |

| Student Accounts Receivable | | | |
|-----------------------------|---|--|--|
| Themes | Summary | Department response | Planned changes |
| 2. Navigation of website | <ul style="list-style-type: none"> Banner and payment portal is hard to navigate Difficulty processing payments Too many websites and forums | <ul style="list-style-type: none"> Devolving current payment portal services Recommend focusing content into student related and department-related Need to redevelop and coordinate website content and approach | <ul style="list-style-type: none"> Work with students to understand more about the payment portal issues and solve accordingly Rethink website structure and presentation of materials |

Detailed departmental responses

We won't present the following slides, but wanted to include for interested parties to read through.

| Student Accounts Receivable | | | |
|-----------------------------|---|---|--|
| Themes | Summary | Department response | Planned changes |
| 3. Billing | <ul style="list-style-type: none"> Difficulty understanding bills Annual schedule Difficulty with third party billing activities | <ul style="list-style-type: none"> Insufficient, knowledgeable resources to work with students on understanding their billing Tuition adjustments, financial aid adjustments and delayed third party billing complicate student bills | <ul style="list-style-type: none"> Hire staff assure sufficient number of trained resources able to answer billing questions Develop annual billing schedule Streamline processes with Financial Aid and Registrar's Office to simplify billing Develop educational materials with Debt Mgmt. team |

| Student Accounts Receivable | | | |
|-----------------------------|---|---|---|
| Themes | Summary | Department response | Planned changes |
| 1. Communication | <ul style="list-style-type: none"> Inconsistent email correspondence Hard to access staff via phone calls Email addresses are hard to find Not sure what department to contact for help | <ul style="list-style-type: none"> Insufficient resources to meet customer service requirements Lacking service level agreement standards Students seeking numerous departments with the same question | <ul style="list-style-type: none"> Hire staff Evaluate phone system Develop and implement Service Level Agreement (SLA) Develop and implement measurable statistics; hold department accountable With partner departments, develop strategies to streamline questions Consider ticketing system rather than email |

| Confidential Advocacy Program | | | |
|-------------------------------|--|---|--|
| Themes | Summary | Department response | Planned changes |
| 1. Advocate response | Advocates are "understanding, kind, and helpful," "warm, caring, respectful, and readily available." | We are delighted to hear that all our training in trauma informed survivor centered advocacy is paying off. | Just more continued education. |
| 2. CAP's authority/power | While CAP is seen as an "amazing" program, there are concerns that CAP does not have the institutional authority to effect change/intervene. | To some extent in certain areas we would agree with this sentiment. | We will keep on advocating to effect positive change at OHSU. |
| 3. Access | Hotlines are helpful and important for student access. Ease of access has decreased since COVID and unable to meet in person. | We hear and understand that many students would rather meet in person sometimes. | We hope to and will advocate that CAP be allowed to keep our office space. |

Financial Aid

| Themes | Summary | Department response | Planned changes |
|---|---|--|---|
| 1. Responsiveness to emails | Highly responsive through email. Commended for helpfulness and empathy during pandemic. | | none |
| 2. Difficulty to access through phone | | During COVID modified questions, there has been an impact on the ability to answer more than one call coming into our main office line. If our staff member is on the phone, it will go to voice mail. However they are checking messages multiple times a day. | We will continue to work with telecommunications to see if any further adjustments are possible on the phone line. |
| 3. The financial aid site is not accessible or user-friendly. | Difficult to navigate and hard to find what they need | <ul style="list-style-type: none"> Student has released a new self-aid module that we hope provides a more streamlined process as well as easier to locate information. We are required to include a lot of information in the award notification information, which can make searching for information more involved. | Our office is in the middle of testing the new module. It will be implemented this year. We have incorporated the front line staff in this implementation so they can provide feedback regarding what they are hearing from students. |

Ombuds

Nic Landino - email: ombuds@ohsu.edu or call: 503-494-5397

GOALS

1. Expand communication and marketing efforts to inform the OHSU learner community that there is an Ombuds and provide education about services (includes an ongoing plan).
2. Determine the most effective data collection process to understand needs of the community and help identify any issues, themes, and opportunities for systemic change.
3. Work with Student Services on survey questions for next year to assess the quality of Ombuds service delivery.

*Ombuds position was vacant during previous survey period; therefore, no data was collected.

Education Debt Counseling and Financial Mgt.

| Themes | Summary | Department response | Planned changes |
|--------------------------------|---|---|--|
| Serving student-centered needs | Timely responsiveness; an essential resource; thorough and helpful answers to questions | I work hard to get requests on my calendar ASAP; meetings are very solution oriented and designed to build confidence | No changes planned; pleased with feedback |
| Accessibility | Very positive to offer opportunity for spouses or partners to join. Desire for follow up meetings; lacks advertising visibility | Students regularly encouraged to set follow up meetings ~10% of meetings/year are follow ups. Advert. Access constrained by univ. Policy. | Increase my focus to assure students that they can meet with me repeatedly Engage with SPH to establish a conduit for student outreach |
| Subject Matter | More content related to personal debt solutions; provide greater detail of advice | Data set scores over the past three years indicate that these are not prevalent concerns | Continued focus on summarizing work done through meetings; confirm that desired questions and needs have been met and if there is anything lingering questions or needs. |

Office for Student Access

Contact: StudentAccess@ohsu.edu or 503-494-0082

| Themes | Summary | Department response | Planned changes |
|--|---|--|--|
| 20% (21 of 104) of respondents indicated that they had an issue with their accommodations | Difficulty/Discomfort watching faculty about accommodations Testing location at home after COVID Issue with PE Need additional accommodations with COVID | Survey data will be provided to academic programs and PEAs OSA to provide more follow up to students who have not completed the process | OSA has no control over the implementation of accommodations but can provide guidance to programs Outreach to students who have not completed the accommodation process OSA to offer training and development to PEAs, programs, and faculty |
| Overall, students were satisfied with OSA | Respondents reported higher satisfaction with OSA than academic programs | PEAs, academic programs, and faculty may require additional training and development | OSA to offer training and development to PEAs, programs, and faculty |
| OSA/SPH/ School of Public Health: students were the most likely to be dissatisfied with OSA services | This may be due to the fact that students often have difficulty with the process between two institutions (that go through PEAs/ disability services as well) | It would be helpful to streamline the process so students can more easily notify faculty | Start discussions with OHSU/SPH about purchasing data and working with OHSU Registrar to implement |

Office of International Affairs

Goals for the coming year:

1. Produce an F-1 student handbook to go along with our other written and online resources for international students. The handbook will provide F-1 specific information since we already have our welcome book for all internationals.
2. Research the best mode of delivery and start the process of making self-paced electronic tutorials/trainings for F-1 students on different topics including maintaining F-1 status, optional practical training, etc.

Student Academic Support Services

Emily Hillhouse- hillhouse@ohsu.edu

| Themes | Summary | Department response | Planned changes |
|--------------------------------|--|--|---|
| 1. In-person access | Difficult to access service In-person | Continue remote appointments when back on campus. | We are looking into private spaces on campus for remote appointments. |
| 2. Increasing supports for SOD | Better support of transition to dental school needed. | We are looking to improve/increase support for all programs. | Reach out to SOD to provide more orientation support. |
| 3. Overall Satisfaction | 94% indicated that they agreed or strongly agreed that the service was High Quality. | Yay! | None at this time. |

Student Life Summary:

- Response rate went down –
 - 210 survey participants in 2019
 - 97 participants in 2021
- Compared to 2019, we did not receive as highly usable data
- Decrease in performance averages – expected due to COVID19 and lack of in-person events and programs

| | |
|--|------|
| Quality network - overall average | 4.85 |
| Quality network - overall average | 4.85 |
| Access and modified operations - overall average | 4.50 |
| Access and modified operations - overall average | 4.50 |
| Access and modified operations - overall average | 4.50 |
| Access and modified operations - overall average | 4.50 |

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Office of Student Life

Karen Seresun - email: kseresun@ohsu.edu and Heather Doherty - email: hdoherth@ohsu.edu

| Themes | Summary | Department response | Planned changes |
|---|---|---|--|
| 1. Recommendations pertaining to the role of Student Council | Students have identified a need for a more formalized role for the Student Council. The department is currently working on a plan to implement this role. | We understand the need for a more formalized role for the Student Council. We are currently working on a plan to implement this role. | None - need more operational meeting |
| 2. What to expect from the student experience in meeting the needs of the community | Students have identified a need for a more formalized role for the Student Council. The department is currently working on a plan to implement this role. | The Office of Student Life will work to ensure that all Student Council members are well-informed and have a clear understanding of the role of the Student Council. We will also ensure that the Student Council is well-informed and have a clear understanding of the role of the Student Council. | None - continue supporting the role of the Student Council |
| 3. Finding information on how to get involved in the community | No action items identified | Students can find information on how to get involved in the community through the Student Life website. We will also ensure that the Student Council is well-informed and have a clear understanding of the role of the Student Council. | Work with the Student Council to ensure that they are well-informed and have a clear understanding of the role of the Student Council. |

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Registrar's Office

| Themes | Summary | Department response | Planned changes |
|--------|---|---|---|
| 1. | Website(s) difficult to navigate | Off-campus access issue during survey were tech-based, now solved | - Streamline Self-Service login process & complete upgrade to new UI - Future website review |
| 2. | Communication – response times, confirmations, etc. | | - Update business practices - Investigate other tech solutions (phones, confirmation messages, etc.) |
| 3. | DegreeWorks (DOW) confusion | Longer term project involving multiple stakeholders | - Iterative project(s) to review and redesign DOW and the curriculum change process(es) |

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Appendix 19: Sample Student Direct Disclosures (Element 2.G.3)



February 2021

student name
address

Dear [NAME],

Radiation Therapy Program
School of Medicine
Oregon Health & Science
University

www.ohsu.edu/radiation_therapy

2730 S.W. Moody AVE
CL5RT
Portland, OR 97201

Kristi Tønning, MS, R.T.(T)
Director, Radiation Therapy Program
tel 503 494-6708

Maria Thompson, BS, R.T.(T)
Clinical Coordinator
tel 503 494-3445

Kalistah Cosand
Administrative Coordinator
tel 503 494-7461

On behalf of the Oregon Health & Science University Radiation Therapy Program Interview Committee, we are pleased to offer you admission to the Radiation Therapy (BS) Program starting Summer B Term of 2020. Your dedication towards changing the future of health and science has earned you a seat amongst a competitive group of applicants.

Your official acceptance is contingent upon receipt of all outstanding official materials, including transcripts, and approval from the OHSU Registrar and the Associate Dean of Graduate Studies. Successful clearance of a university background check and drug screening are also required prior to matriculating into the program.

The OHSU Radiation Therapy Program prepares students to pass the *American Registry of Radiologic Technologists (ARRT) Radiation Therapy Examination*, the national benchmark to practice in the United States. OHSU is unable to monitor requirements for licensure in every state, and therefore is unable to make a determination if an OHSU program meets all requirements for licensure for a given state. You should always check with the individual states for the current expectations regarding licensure in that state. Additional information regarding licensure can be found on the [OHSU out-of-state authorization webpage](#) under licensure.

We request that you accept or decline our offer by March 27th at 1200 PST. Please notify us via email with a scanned copy of your letter to reserve your spot in the 2021-2023 cohort. Due to the competitive nature of program admissions, if you do not respond by this date your spot will be forfeited and offered to another candidate.

We are pleased that you have considered OHSU in pursuit of your radiation therapy education. I am sure that you will find this an exciting and rewarding program and we look forward to you joining us in August.

Sincerely,

Kristi L. Tønning, MS, R.T.(T)
Director, Radiation Therapy Program
Assistant Professor, Department of Radiation Medicine
Oregon Health & Science University
tonning@ohsu.edu | 503 494-6708

☐ I accept offer ☐ I do not accept offer

Signature _____ Date _____

- This is an example of the electronic notification sent to all students admitted to and enrolled in a program that leads to licensure or a program a student could reasonably believe leads to licensure.

From: David Robinson Executive Vice Provost <now@send.ohsu.edu>

Sent: Wednesday, June 24, 2020 1:18:40 PM

To: Student

Subject: OHSU Notification to Students on Licensure



OFFICE OF THE PROVOST

Dear Student enrolled in a program that leads to licensure,

OHSU is required under 34 CFR Part 668.43 - Student Assistance General Provisions to send the following notification to students in programs that lead to licensure. OHSU is sending this notification to you to comply with this regulation.

OHSU holds institutional and specialized accreditation, which attests to the rigor of its academic programs. As such, OHSU's programs meet the accreditation standards required by these agencies.

OHSU is unable to monitor all state requirements for licensure in every state, and therefore is unable to make a determination if an OHSU program meets all requirements for licensure for a given state. You should always check with the individual states for the current expectations regarding licensure in that state.

Additional information regarding licensure can be found on the [OHSU out-of-state authorization webpage under Licensure](#).

Kind regards,

David W. Robinson, Ph.D.
Executive Vice Provost

This message is being sent to OHSU students in licensure programs.

©2020

This email was sent by: OHSU

3181 S.W. Sam Jackson Park Rd. Portland, OR, 97239, US

[Unsubscribe](#)

Appendix 20: OHSU Student ID Badge Request Form (Element 2.G.7)

OHSU Student ID Badge

Please complete the following four items listed below to obtain your ID badge:

1. REQUIRED TRAININGS: Respect at the University, Information Privacy and Security Essentials, Integrity Foundations
2. BACKGROUND CHECK (do not need to bring clearance email)
3. VALID GOVERNMENT-ISSUED PHOTO I.D. - Any of these will be accepted: drivers license, state I.D. or passport.
4. COMPLETED I.D. BADGE REQUEST FORM - Student ID # & Alias/FAID are required fields



Today's Date: _____

Student ID#: _____

First Name: _____

Last Name: _____

OHSU Affiliation

☐ OHSU Student

Expiration Date: _____

Affirmed Pronoun (circle one): Leave Blank

He/Him

She/Her

They/Them

Title: _____

Credentials: _____

School: _____

Dept. Phone Ext: _____

ID Badge Authorization

School
Representative's Signature: _____

Please Type/Print Name: _____

Student's Signature: _____

Please Type/Print Name: _____

Billing Information

Student ID Badges have a \$25 processing fee.

Oracle Alias#: _____

FAID#: _____

Card Issued

☐ New Card

☐ Renewed/Updated

☐ *Stolen

☐ *Lost

*If ID badge is lost or stolen, there is a replacement fee which may include TriMet or C-tran sticker replacement fees.

Building Access

Please grant me access to the following location(s): **Some areas require additional signatures.**

Please refer to Access Card Requirement list [here](#)

☐ I accept responsibility for the above listed ID/access card. I agree to notify Public Safety immediately should this card become lost or stolen. I agree to be the sole user of this ID badge and return it upon termination of my affiliation with OHSU.

Student's Signature: _____

Print form and bring to the Parking Office with all required documents to receive your ID badge.

*****For Office Use Only*****

Card # Issued: _____ Date Issued: _____ Issued By: _____

Appendix 21: Campus Services (Element 2.1.1)


Campus Services

- Home
- About
- Our Departments
- Our Tenets
- Campus Services New Employees

Our tenets


We look to our Six Tenets to inform and guide our culture. To learn more about a tenet please continue to one of the following pages.

- Accountability
- Process Improvement
- Project Management
- Emotional & Social Intelligence
- Service Excellence
- Systems Thinking




Campus Services onboarding

Learn more about the Campus Services Onboarding Team.



Diversity, Equity, and Inclusion

Learn more about the Campus Services Diversity and Inclusion Initiative.




Campus Services

How can we help?

To the people of Campus Services, everyone at OHSU is a customer, including patients and visitors.

We provide high quality facilities and services that enable the people within the organization to fulfill OHSU's mission: A place where teaching, healing and discovery, come together.


[Watch our awesome video](#)



Logistics

Logistics serves the OHSU community by providing professional supply procurement, delivery and distribution services.


[Visit Logistics on O2](#)



Facilities

Our teams—technicians, craftspeople, custodians and more—strive to lead in facilities management through professional interactions and effective responses.


[Visit Facilities on O2](#)



Transportation and Parking

Transportation and Parking is your first stop on your way to teaching, healing, & discovery. We keep traffic flowing, provide transit solutions and alternative commute incentive programs while offering the best possible parking solutions to OHSU.

[Visit Transportation and Parking on O2](#)



March Wellness and Fitness Center

March Wellness and Fitness offers health and fitness programs, based in science, that are designed to strengthen and nurture all aspects of your daily life.

[Visit the March Wellness website](#)

Appendix 22: Environmental Health and Safety (Element 2.1.1)

Environmental Health and Safety

Home

About EHS

Research Safety

Healthcare Safety

Fire/Life Safety

Workplace Safety

Environmental Safety

Resources

Search EHS

About EHS

Research Safety

Healthcare Safety

Fire and Life Safety

Workplace Safety

Environmental Safety

Resources

Popular links


BioRAFT

MCN (Healthcare Policies)

Lock Out Tag Out


Request a Haz Waste Pickup


Environmental Health and Safety




Environmental Health and Safety is currently hosting Safety Break during the month of May! Safety Break is a virtual event designed to explore safety tips and resources with the OHSU community. This event features interviews, virtual demonstrations, internal partner resources, and a celebration of safety stories including prizes. Click on the image to visit the OHSU Safety Break website.

Need to report an incident, injury, or near miss event?

Enter a report in the Worker & Student Injury Reporting System (WSIRS) 
Questions? Contact Risk Management 503-494-7189



Environmental Health and Safety (EHS) is committed to supporting and promoting a safe workplace, minimizing risks to our workforce and Institution, and developing strategies, policies, training, and programs in compliance with federal, state and local regulations.



COVID-19 UPDATE ON EHS SERVICES

COVID-19 Update on EHS Services

EHS operations will be reduced during modified operations, however our critical services will continue as described below.

* EHS staff, while mostly working from home, are available by phone and through email.

* Phone lines are being forwarded.

* Hazardous chemical, biological, and radioactive waste will continue to be picked up, albeit at a reduced level.

* EHS staff will respond to incidents and spills.

* EHS emergency phone number for Marquam Hill and South Waterfront: 503-494-4444.

* Emergency phone number off campus: 9-911.

* All trainings on Compass and BioRAFT are still active.

* Scheduled in-person trainings will be presented in Webex sessions unless in person training (just-in-time) are required.

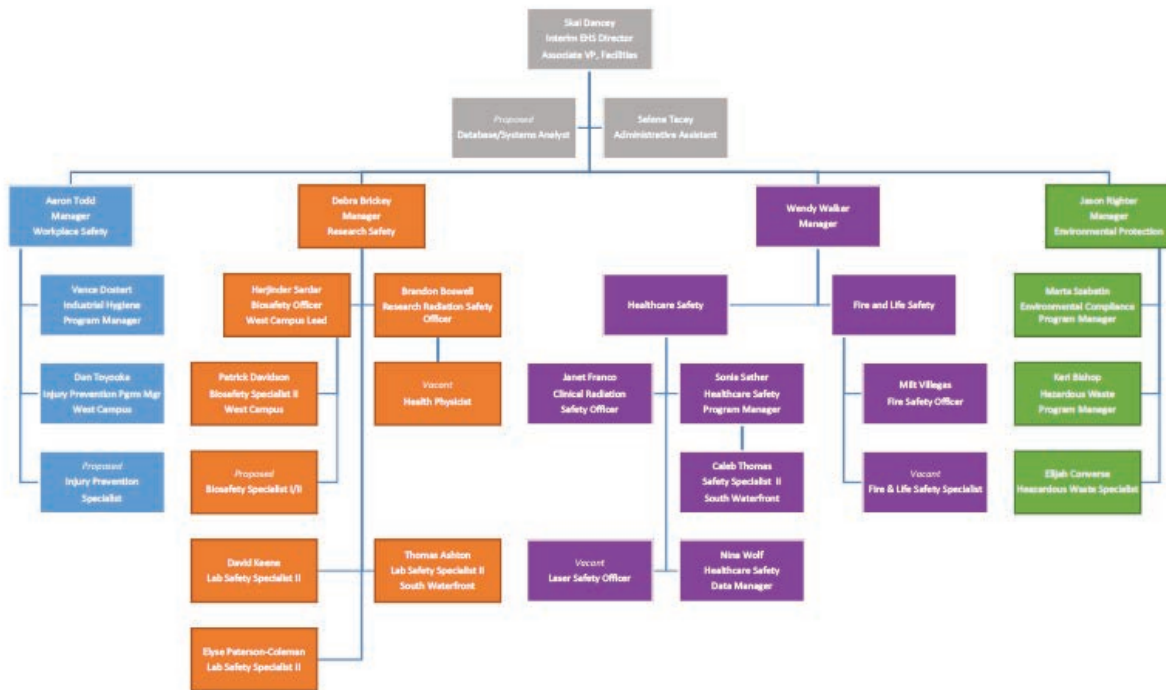
* For the latest COVID-19 news and updates, please refer to the OHSU COVID-19 page.

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Appendix 23: Environmental Health and Safety Organization Chart (Element 2.1.1)

OHSU Environmental Health and Safety



Appendix 24: Workplace Safety (Element 2.I.1)

Environmental Health and Safety

Home

About EHS

Research Safety

Healthcare Safety

Fire/Life Safety

Workplace Safety

Environmental Safety

Resources

Search EHS

> About EHS

> Research Safety

> Healthcare Safety

> Fire and Life Safety

> Workplace Safety

• Confined Space

• Fall Protection

• Hazard Communication

• Hearing Conservation

• Incident Reporting

• Industrial Hygiene

• Lockout/Tagout (LOTO)

• Respiratory Protection Program

> Environmental Safety

> Resources

Workplace Safety

The Workplace Safety division develops and supports OHSU occupational safety programs in order to maintain and continually improve the safety of OHSU's working environment for employees, students, patients, and visitors. EHS Workplace Safety provides training, tools, and guidance in the following areas to ensure that everyone goes home safely in order to do the things they love and lead long, healthy lives.

More information

> Confined Space

A confined space is a unique environment that is large enough for an employee to enter and perform work, has limited or restricted means of entry/exit, and is not designed for continuous occupancy. [Confined space resources](#) - [learn more](#)

> Fall Protection

> Hazard Communication

> Hearing Conservation

> Incident Reporting

> Indoor Air Quality

> Industrial Hygiene

> Injury and Illness Prevention Program

> Lockout Tagout (LOTO)

> Respiratory Protection Program

> Shop Safety

Workplace Safety Contacts

Aaron Todd
Workplace Safety Manager
503-494-0215
Mail Code: PP170
todaa@ohsu.edu

Vance Dostert
Workplace Safety Specialist II
503-494-2574 (Desk)
971-754-5570 (Cell)
Mail Code: PP170
dostert@ohsu.edu

Dan Toyooka
Workplace Safety Specialist, West Campus
503-346-5026
Mail Code: PP170
toyookad@ohsu.edu

Gloria Davis
Workplace Safety Specialist I
971-409-5507 (Cell)
Mail Code: PP170
davigl@ohsu.edu

Appendix 25: Fire and Life Safety (Element 2.I.1)

Environmental Health and Safety

Home

About EHS

Research Safety

Healthcare Safety

Fire/Life Safety

Workplace Safety

Environmental Safety

Resources

Search EHS

> About EHS

> Research Safety

> Healthcare Safety

> Fire and Life Safety

- Fire Life Safety Resources

> Workplace Safety

> Environmental Safety

> Resources

Fire and Life Safety

Upon discovery of unplanned or unwanted fire, smoke or fumes associated with burning, workforce members must immediately initiate R.A.C.E.:

Rescue and remove anyone in immediate danger, if safe to do so.
Activate the fire alarm by pulling the nearest manual pull station AND call to report details (503-494-4444 on Marquam Hill and South Waterfront or 911 for all other locations)
Contain fire by closing doors and clearing corridors.
Evacuate and relocate as trained. Extinguish, if safe to do so.

If you are a Manager or work group Lead in a healthcare space, report a fire alarm by completing the Fire Alarm/Drill Observation Survey in [Sentact](#)

Fire safety at OHSU is built on the effective integration of building structures (e.g., egress pathways, compartmentalization), fire detection systems (e.g., smoke detectors), alarm activations (e.g., pull stations), and fire suppression systems (e.g., automatic sprinklers) to provide all occupants time to react safely and efficiently to adverse events while maintaining and supporting the clinical needs of patients, safeguarding occupants with limited mobility, and preserving life and health of all inside our buildings through planning, workforce member training and ongoing testing through periodic systems testing (e.g., fire drills).

More Information

[Fire Life Safety Resources](#)

Fire and Life Safety Contacts

Wendy Walker
EHS Manager
503-494-7319
Mail Code: PP170
walkerw@ohsu.edu

Eugene Reydboy
Fire Safety Officer
Mail Code: PP170
reydboy@ohsu.edu

Joseph Elshaug
Fire Life Safety Specialist
503-730-3290
Mail Code: PP170
elshaug@ohsu.edu

Sonia Sather
Healthcare Safety Officer
503-346-0082 (Desk)
971-754-5548 (Cell)
Mail Code: PP170
sathers@ohsu.edu

Appendix 26: Environmental Safety (Element 2.I.1)

Environmental Health and Safety

Home

About EHS

Research Safety

Healthcare Safety

Fire/Life Safety

Workplace Safety

Environmental Safety

Resources

Search EHS

> About EHS

> Research Safety

> Healthcare Safety

> Fire and Life Safety

> Workplace Safety

> Environmental Safety

Hazardous Waste Management

Water Quality Programs

Air Quality Programs

Spill Response

Asbestos and Lead Abatement Programs

> Resources

Environmental Safety

OHSU is committed to protecting the environment as we continue to succeed in our healthcare, research, and academic service missions. Environmental Protection partners with city, state, and Metro agencies to meet or exceed all applicable regulatory requirements, and strives for continuous improvement in our environmental management systems.

Hazardous Waste Management

Water Quality Programs

Air Quality Programs

Spill Response

Asbestos and Lead Abatement Programs

More information

Laboratory Move or Cleanout

Incident Report

Hazardous Waste Pickup Request

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Appendix 27: OHSU Information Technology Group – Governance (Element 2.1.1)

Information Technology Group

[ITG Home](#)
[About](#)
[Setup and Access](#)
[A-Z Tools and Services](#)
[Information Privacy and Security](#)
[Contact Us](#)

[About](#)

- Governance**
- IT Support
- Strategic Projects
- IT Policies
- CTD (non)TechTalks

[Setup and Access](#)
[A-Z \(ITG Tools and Services\)](#)
[Information Privacy and Security](#)
[Contact Us](#)

This is your IP address:
10.233.137.250, 10.76.58.67

Connect to Wireless
Learn about OHSU's public & private Wi-Fi networks.

Governance

OHSU's Information technology (IT) strategies and priorities are set by the president and the executive leadership team. Committees govern the Information Technology Group's (ITG) efforts in line with these strategies.

[See the ITG governance structure](#)

Academic Technology Steering Committee (ATSC)

The ATSC is responsible for providing strategic direction and leadership to improve **academic** technology information systems across the enterprise and to champion technology initiatives in the various missions and departments throughout OHSU. The group evaluates, approves, modifies, and prioritizes information systems projects to support the strategic information plan and to determine which technologies can most appropriately support administrative staff, faculty and students in the teaching and learning goals of the institution. The goal is to make OHSU systems more effective and efficient, adding new functionality to existing systems, and enhancing current tools.

[See the ATSC charter](#)

Administrative Information Systems Steering Committee (AISSC)

The AISSC is responsible for providing strategic direction and leadership to improve **administrative, financial, and management** information systems across the enterprise and to champion technology initiatives in the various missions and departments throughout OHSU. The group evaluate, approves, modifies, and prioritize administrative information systems projects to support the strategic information plan and to improve the user environment. The goal is to make OHSU business processes more effective and efficient, adding new functionality to existing systems, and enhancing current business tools.

[See the AISSC charter](#)

Business Intelligence Steering Committee (BISC)

BISC is responsible for providing strategic direction and leadership to **business intelligence** teams across the enterprise and to champion business intelligence initiatives in the various missions and departments throughout OHSU. The group evaluate, approves, modifies, and prioritize business intelligence projects to support the strategic information plan and to improve the user environment. The goal is to make OHSU business intelligence processes more effective and efficient, adding new functionality and enhancing business tools.

[See the BISC charter](#)

Health Information Technology Steering Committee (HITS)

The HITS Committee is responsible for leveraging IT applications to drive clinical, financial, and operational performance throughout the OHSU Health System. General responsibilities include:

- Building consensus, providing input to process owners and oversight committees and administration, developing and/or approving policy principles.
- Disseminating information about requested and on-going projects and IT services to the larger healthcare system community, and provide input from the healthcare system to ITG and Medical Informatics.
- Reviewing and analyzing data from internal and external resources, to be used for prioritizing improvement efforts, implementing action steps, and monitoring the effectiveness of interventions.
- Promoting and monitoring compliance with regulatory obligations related to IT.
- Identifying and establishing information technology initiatives, congruent with the Hospitals and Clinics strategic goals, regulatory mandates, identified risks and opportunities for improvement.
- Monitoring progress with IT Initiatives.

[See the HITS charter](#)

Informatics Executive Council (IEC)

The IEC's objective is to standardize processes and establish gatekeepers to assure the same high quality standards apply to the management of information throughout OHSU Healthcare. The Council's work applies to patients/families/visitors, employees, clinical information systems, the integrated health record, marketing and promotion internal and external to OHSU Healthcare.

Information Security and Privacy Advisory Committee (ISPAC)

The ISPAC is responsible for overseeing the **privacy and security management program** of all OHSU information assets created, received, retained or transmitted to ensure its integrity, confidentiality and availability for authorized purposes only. ISPAC is charged with developing and adopting supplemental policies, standards, protocols, procedures, exceptions, and other means necessary or convenient to implement the OHSU Information Security policy.

[See the ISPAC charter](#)

Infrastructure Technology Steering Committee (ITSC)

The IT Infrastructure Steering Committee (ITSC) is formally chartered by the OHSU Strategic Information Plan and coordinated by the ITG Technology Services Division (TeSD). The ITSC creates and maintains a strategic vision and road map for technology infrastructure. It provides a two-way forum for updating key stakeholders on current road maps and projects. It provides stakeholders with collaborative engagement for reviewing and prioritizing technology initiatives. The ITSC also provides infrastructure progress monitoring through oversight and it provides advocacy of infrastructure initiatives by working with stakeholders to champion a common infrastructure technology throughout OHSU.

[See the ITSC charter](#)

Research Information Systems Steering Committee (RISSC)

The RISSC is responsible for providing strategic direction and leadership to improve **research** information systems across the enterprise and to champion technology initiatives throughout OHSU. The group evaluate, modifies, and prioritize information systems projects to support the strategic information plan and to improve information technology resources in support of the research community. The goal is to make OHSU business intelligence processes more effective and efficient, adding new functionality and enhancing business tools.

[See the RISSC charter](#)

Web Strategies Steering Committee (WSSC)

The WSSC helps translate business goals that require utilization of Web technology into strategic objectives and tactical initiatives. The WSSC is responsible for providing strategic direction and leadership to improve **web solutions** across the enterprise and to champion web technology initiatives in the various missions and departments throughout OHSU. The group evaluate, approves, modifies, and prioritize web projects to support the strategic information plan and to improve the user environment. The goal is to make OHSU business processes more effective and efficient, adding new functionality to existing systems, and enhancing current business tools.

[See the WSSC charter](#)

Appendix 28: Information Technology Group – Security (Element 2.I.1)

Information Technology Group

ITG Home

About

Setup and Access

A-Z Tools and Services

Information Privacy and Security

Contact Us

Search ITG

> About

> Setup and Access

> A-Z ITG Tools and Services

> Information Privacy and Security

• Phish Bowl

• **Security**

• Approved cloud storage

• Approved encryption tools

• Required security software

• Personally owned computers

• OHSU-owned mobile devices

• Personally owned mobile devices

• Security reviews

• Privacy

• Policies and Regulations

• Training

• Incidents


• Alerts

• Frequently Asked Questions

> Contact Us

This is your IP address:

10.233.137.250, 10.76.58.72



Connect to Wireless

Learn about OHSU's public & private Wi-Fi networks.

Security

If you think cybercriminals aren't interested in OHSU, think again. Retail, health care and education – or research-focused – organizations are their top three most valued targets – and OHSU checks two of those three boxes. When an account is compromised, valuable computing resources and sensitive institutional and personal information are put at risk.

Information security measures at OHSU are designed to protect the restricted information you can access with your account, and they don't just apply here.

You can take similar protective steps to help keep your personal email, banking and shopping accounts safe, too – things like using two-step authentication. There are also lessons that apply as much at home as they do at OHSU – for example, keeping the software on your mobile device up to date and thinking critically about the cloud services you use.

Topics

- [Protect your account with two-step authentication](#)
- [Secure a personally owned computer for OHSU work](#)
- [Secure an OHSU-owned mobile device](#)
- [Secure a personally owned mobile device for OHSU work](#)
- [Request a security review for new technology you want to use](#)

OREGON HEALTH & SCIENCE UNIVERSITY | WWW.OHSU.EDU

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Appendix 29: Information Technology Group – Purchasing Policies (Element 2.1.1)

Information Technology Group

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- Access to Others Accounts
- Report a Security Incident
- ITG Purchasing Policies

CTO (non)TechTalks


Setup and Access

A-Z ITG Tools and Services

Information Privacy and Security

Contact Us

This is your IP address:
10.233.141.199, 10.76.58.72



Connect to Wireless

Learn about OHSU's public & private Wi-Fi networks.

ITG Purchasing Policies

Computers and laptops purchased with OHSU funds require OHSU purchase orders and a work order number. This is true even for systems that will not be connected to the OHSU network, such as computers used at home for work purposes. OHSU P-cards cannot be used, and personal purchases of computers and laptops by employees are not reimbursable by Accounts Payable.

ITG has established premium support channels with primary PC vendors that include 4-year warranties, hardware repair and troubleshooting, along with optimized pricing on the latest stable technologies. By purchasing a computer designed for enterprise use, OHSU can offer significantly better support through better knowledge of system components, established parts inventory, increased vendor support and more stable hardware platforms.

Computers and printers

All hardware that will be connected to the network – such as workstations, laptops and printers – must be purchased through a department's IT Contact. ITG will handle the procurement of standard hardware that will be connected to the network.

Small supplies and non-networked hardware (like a printer that only one person will use) can be bought with a P-Card or an Oracle requisition. No interaction with ITG is needed for supplies such as laptop batteries.

Hospital purchases

Hospital hardware is paid for through Hospital Centralized Purchasing. If your computer is failing, contact the Help Desk 503-494-2222. Only submit a computer hardware form if there's an urgent need for a replacement computer or printer. ITG cannot use the central budget to buy equipment until Hospital Administration has approved the request.

Standard IT Hardware

ITG automatically replaces computers in the healthcare mission. ITG budgets for the number of computers and printers to be replaced each year. Departments do not need to budget for this.

Custom or Advanced Systems and Hardware

Please note that systems and technologies that connect to the OHSU network and are not part of the typical or standard fare, please email the HPSA team (hpsateam@ohsu.edu) in ITG for assistance.

Replacement strategy

Computers that need to be replaced are identified through network scans and computer inventory reports. Then departments are contacted and a walk through refines the list. First priority is given to departments with the largest number of computers to be replaced. To minimize disruptions, computers are also replaced during repairs, moves, or remodels.

Replacement requests

Only submit a computer hardware request if there's an urgent need for a replacement computer or printer. If a computer hardware request has been placed, ITG will contact you to discuss your options. If your computer is functioning, we encourage you to wait for the planned replacement.

If your computer is failing, contact the [Help Desk 503-494-2222](tel:503-494-2222).

Other requests

Departmental ITCs are responsible for submitting all equipment requests that require hospital administration approval. If the request is approved, ITG will fulfill it. If the request is denied, ITG will contact the person who made the submission. The following require a computer hardware request:

- Standard computers or printers, if needed due to a department's growth
- Color printers, if needed due to a department's growth or if replacing an existing black and white model
- Laptop purchases
- Tablet computer purchases

Note: ITG cannot use the central budget to buy additional equipment until Hospital Administration has approved the request. A clear and concise business case for the purchase must be entered on the Service Catalog by your departmental ITC.

Personal purchases

[Learn how to make a personal purchase.](#)

Appendix 30: Facilities Campus Briefing – July 2018 (Element 2.I.1)

CAMPUS BRIEFING



5

CAMPUS CONTEXT

Future growth is subject to the local regulatory environments of OHSU campuses.

7

STATE OF FACILITIES

Continuous maintenance of OHSU's assets ensures facilities conditions that allow for efficiency, growth and tenant satisfaction.

11

ACCESSIBILITY

AAEO's Physical Access Committee determines a path forward for addressing federal accessibility requirements on Marquam Hill Campus.

12

TDM PLAN

OHSU's Transportation Demand Management Plan sets ambitious goals for reducing single-occupancy vehicle trips.

15

PARKING PLAN

Additional parking stalls will be needed as OHSU's populations continue to grow. Studies findings identify Schnitzer as the recommended project.

16

MAJOR PROJECTS

Eight construction projects are in the pipeline with four to be completed by the end of 2019.

19

5-YEAR SPACE MASTER PLAN

Space planning efforts respond to outstanding and projected departmental needs, and strategic relocations.

Campus Planning & Real Estate

Sara Vonde Veld
Director, Campus Planning & Real Estate
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e vondevel@ohsu.edu

Campus Safety

Greg Moawad
Vice President, Campus Safety
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Design & Construction

Jennifer Taylor
Director, Design & Construction
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Scott Page
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t 503 494-5668
e pages@ohsu.edu

Skai Dancey
Associate Vice President, Facilities
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e danceys@ohsu.edu



| | |
|---|---|
| 1 | |
| 2 | 3 |
| | 4 |

- 1 Marquam Hill Campus
- 2 South Waterfront Central District
- 3 Schnitzer Campus
- 4 West Campus

Campus Context

MARQUAM HILL is OHSU's main campus, comprised of 33 buildings on 116 acres, and surrounded by forested park land and residential neighborhoods. Mackenzie Hall was the first building, constructed in 1919. Though the topography makes it a difficult environment for growth, it is the center of OHSU activity. The City of Portland evaluates development proposals according to the **Marquam Hill Plan**, which ensures that institutional development is physically and visually integrated with surrounding neighborhoods, open space areas and the Marquam Hill skyline. Based on this review, OHSU must show a high quality of design, contributions of the natural qualities of its surroundings, and a minimal traffic impact to neighborhood streets.

SOUTH WATERFRONT CENTRAL DISTRICT is connected to Marquam Hill with a 3-minute trip on the Portland Aerial Tram. OHSU has developed a third of its ten acres in the Central District, beginning with the Center for Health & Healing (CHH-1) which opened in 2006, and CHH-2 and Rood Family Pavilion (RPV) which will open in 2019.

SCHNITZER CAMPUS's 19 acres was donated to OHSU in 2004 by the Schnitzer Investment Corporation—a former steel scrap yard that was remediated by both parties. Robertson Collaborative Life Sciences Building was the first building to open, in 2011, and is shared between OHSU, PSU and OSU; and the Knight Cancer Research Building will open this September. The completion of infrastructure on Schnitzer Campus will occur incrementally with future development. The City of Portland is currently constructing Bond Avenue, which will provide minimal circulation improvements until Zidell Yards develops to the south, extending Bond Avenue to Central District and creating a one-way couplet with Moody Avenue.

Central District and Schnitzer Campus are part of Portland's **Central City Plan District** which was recently amended with updates that include building heights, setbacks and parking requirements. OHSU Campus Planning & Real Estate developed internal master plans to understand the impacts of these updates and determine opportunities for growth.

WEST CAMPUS, located in Hillsboro (30 miles west of Marquam Hill campus), is comprised of the Oregon National Primate Research Center (ONPRC) and Vaccine and Gene Therapy Institute (VGTI). The site is 154 acres, of which 62% is forest and floodplain that contribute to the security of the site and healthy ecosystems. OHSU also owns property immediately north (Bates property) and west (Quatama property) of the site that must be carefully considered as urban development continues to grow around West Campus.

OHSU developed an internal 20-year OHSU West Campus Master Plan in 2016, and as required by the City of Hillsboro, submitted planned projects for the next ten years as part of a Planned Unit Development application. This application has been recommended for approval by Planning Commission, and is anticipated for City Council approval in August. This development proposal includes ten projects that amount to the addition of 125,230 GSF and 190 new employees though much of this is speculative. Of these, two are being designed—DCM Commons and Surge Building; and one is identified for strategic funding, Building 1 (VGTI) Expansion that is estimated to add 80,000 GSF and 161 new employees.

FACILITIES

State of Facilities

OHSU's current backlog of deferred maintenance (DM) is \$293M, with the backlog of DM growing by \$20.7M per year – \$19M - \$39.7M = (\$20.7M).

Facilities historical annual allocation – \$19M

\$8.5M University Facilities

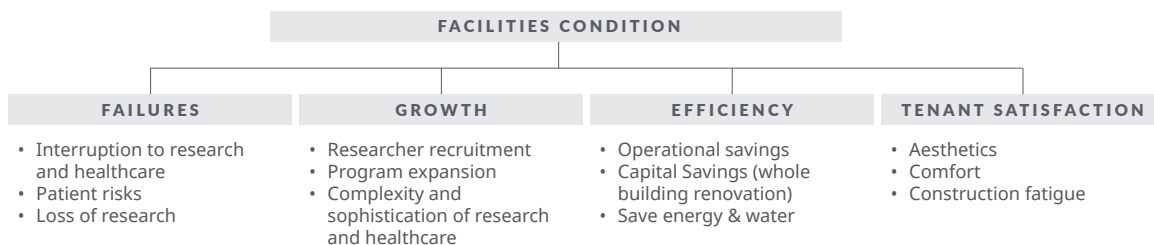
\$10.5M Healthcare Facilities (FY18-FY22 allocation reduced to ~\$8M)

ANNUAL AMOUNT TO MAINTAIN CURRENT STATE OF FACILITIES

| | DM Backlog | Facilities Condition (FCI%) | Investment required to maintain FCI | Backlog growth per year |
|----------------------|----------------------|-----------------------------|-------------------------------------|-------------------------|
| Healthcare | \$89,012,355 | Fair (14%) | \$16,432,900 | \$8,583,460 |
| Research & Academic | \$170,358,917 | Fair (26%) | \$17,103,765 | \$3,259,401 |
| West Campus (ONPRC) | \$34,449,894 | Fair (18%) | \$6,240,072 | \$8,933,876 |
| Total/Overall | \$293,821,166 | Fair (19%) | \$39,776,737 | \$20,776,737 |

FACILITIES MISSION

Our mission is to provide a safe, reliable, compliant, and aesthetically-pleasing environment for the delivery of healthcare, research, and education... to improve the health and well-being of Oregonians.



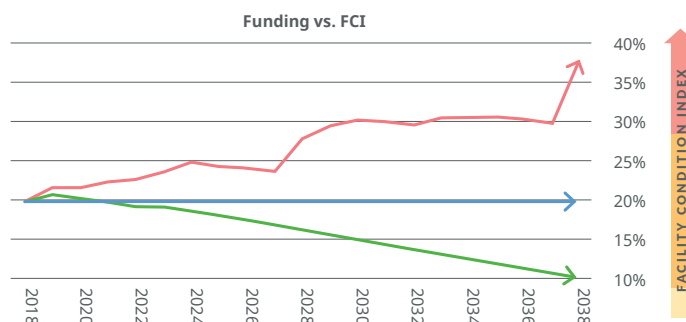
KEY PERFORMANCE INDICATOR (KPI)

KPI = Facilities Condition Index (FCI)

FCI = Current Backlog of Deferred Maintenance (\$)

Building Replacement Cost

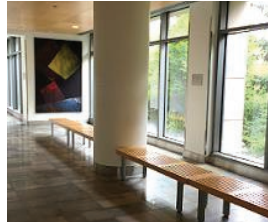
- **Current Funding, \$19M annually**
FCI = 38% (critical) in 2038
- **Maintain Current FCI of 19% (Fair)**
Requires \$39.7M annually
- **Reduce FCI to 10% (good)**
in 2038 requires \$50.8M annually



EXCELLENT (0-5% FCI)

"Showpiece Facility"

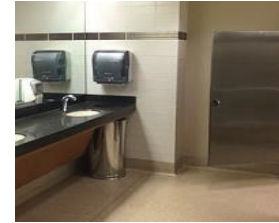
- New or well maintained
- Reliable infrastructure
- Up-to-date finishes



LBRB Entry Corridor



Center for Radiochem. Research



KPV Restrooms

GOOD (6-10% FCI)

"Comprehensive Stewardship"

- Aging but well maintained
- Reliable infrastructure (if managed)



OHS Water fountain



Doernbecher Lobby Lighting



PPV Waiting Area

FAIR (11-30% FCI)

"Managed Care"

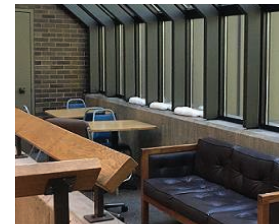
- Aging and dated
- Prone to infrastructure failures (HVAC, leaks/floods, power)
- Shabby and cracked finishes



Sam Jackson Hall Door



Emma Jones Exterior Stairs



CDRC Windows

CRITICAL (31+% FCI)

"Reactive/Crisis Response"

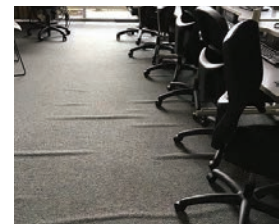
- Clearly neglected
- Frequent or continuous failures (power outages, drafty/leaking windows, roof/siding failures, decommissioned equipment)



Mac Hall Restrooms



BICC Façade



Building 28 Carpet

| RESEARCH & ACADEMIC | | |
|---|--------------------|-----|
| ASSET | DM | FCI |
| Parking Garage C | - | - |
| Energy Management Plant | \$2,707,357 | 75% |
| Campus Services Building | \$6,078,437 | 52% |
| Mackenzie Hall | \$15,895,103 | 51% |
| Macadam Warehouse | \$1,890,499 | 50% |
| Central Chiller Plant (CCP) | \$3,039,950 | 45% |
| BICC | \$8,038,029 | 43% |
| Dotter Memorial RLIR | \$1,178,315 | 39% |
| Richard Jones Hall | \$35,489,815 | 37% |
| School of Nursing | \$9,323,479 | 35% |
| Building 28 | \$1,698,225 | 33% |
| Vollum Institute | \$9,813,171 | 33% |
| Gaines Hall | \$1,169,684 | 33% |
| Hatfield Research Center (Research Areas) | \$4,131,631 | 29% |
| OHSU Auditorium | \$7,570,249 | 29% |
| Child Develop Rehabilitation Center | \$10,010,901 | 28% |
| Medical Research Building | \$12,476,418 | 27% |
| Physical Plant | \$2,079,027 | 26% |
| Baird Hall | \$3,328,858 | 26% |
| Marquam II | \$3,306,986 | 26% |
| OHSU Student Center | \$2,225,031 | 24% |
| Russel Street Dental Clinic | \$463,798 | 23% |
| Marquam Plaza | \$2,786,265 | 21% |
| Child Development & Rehab. Center West | \$897,522 | 21% |
| Multnomah Pavilion (Univ. Hospital North) | \$13,956,325 | 18% |
| Parking Garage D | \$3,008,167 | 18% |
| North Campus Utilities Plant (NCUP) | \$861,254 | 16% |
| Lamfrom Biomedical Research Building | \$6,218,845 | 5% |
| All Others | \$715,576 | N/A |
| | 170,358,917 | |

| HEALTHCARE | | |
|---|---------------------|-----|
| ASSET | DM | FCI |
| Modular Building | \$553,874 | 34% |
| Dillehunt Hall | \$2,733,638 | 29% |
| Emma Jones Hall | \$2,085,338 | 25% |
| Physicians Pavilion | \$5,617,174 | 23% |
| Casey Eye Institute | \$7,240,814 | 20% |
| Sam Jackson Outpatient Clinic | \$5,902,126 | 19% |
| OHSU Hospital | \$31,462,716 | 19% |
| Parking Garage B | \$1,591,030 | 14% |
| Hatfield Research Center (Healthcare Areas) | \$9,989,951 | 13% |
| Doernbecher Children's Hospital | \$11,142,094 | 12% |
| Parking Garage A | \$318,829 | 9% |
| Parking Garage K | \$274,699 | 6% |
| Parking Garage F | \$1,079,392 | 6% |
| Peter Kohler Pavilion | \$8,570,007 | 6% |
| Parking Garage E | \$403,440 | 3% |
| All Others | \$47,233 | N/A |
| | \$89,012,355 | |

| WEST CAMPUS (ONPRC) | | |
|---|---------------------|-----|
| ASSET | DM | FCI |
| ASB II (636) | \$2,886,421 | 45% |
| Colony Building (604) | \$2,082,069 | 39% |
| Physical Plant (603) | \$1,127,449 | 36% |
| ASB I (635) | \$4,245,100 | 34% |
| Cooley - Cellular & Molecular Biology (633) | \$2,686,115 | 34% |
| Harem Building (634) | \$350,615 | 31% |
| Colony Annex (606) | \$1,157,647 | 29% |
| Administration Building (601) | \$1,255,601 | 28% |
| ASB III (638) | \$2,648,696 | 23% |
| Research Building (602) | \$2,695,023 | 19% |
| Animal Support/ABSL3 (639) | \$755,921 | 13% |
| ONPRC and VGTI (637) | \$3,215,828 | 8% |
| All Others | \$9,343,409 | N/A |
| | \$34,449,894 | |

Accessibility at OHSU

PHYSICAL AND DIGITAL/VIRTUAL

The Physical Access Committee (PAC) is a statutorily created (2006) committee, staffed by volunteers, charged with identifying barriers that interfere with the ability of individuals with disabilities to access OHSU. Findings and recommendations by the PAC “shall be used to improve accessibility and facilitate meaningful use” of campus facilities related to patient care, employment, instruction, academic support, and assembly. The ‘improve accessibility’ in the charge is defined as the, “substantial reduction and eventual elimination of physical barriers.” Because the PAC has no budget authority, it has focused on smaller projects to enhance accessibility. The PAC’s membership includes representatives from 13 departments across OHSU.

CURRENT STATUS

OHSU’s public-facing map of the Marquam Hill Campus (MHC) identifies 11 buildings with no accessible entrance. Some buildings marked accessible have floors with no accessible restrooms. Other buildings lack accessible paths to the doors. Outside of the main hospital buildings, there is no accessible path from the Tram to most of the MHC.

ACCESSIBILITY REQUIREMENTS

The Americans with Disabilities Act (ADA) (est. 1990) required a comprehensive evaluation of public entities and a transition plan to bring entities to compliance. Evaluations are required every three years thereafter as a way to ensure progress towards compliance. The ADA, as well as other regulations, requires digital accessibility, too. Additional information related to these requirements are available from General Counsel’s office.

ACCESSIBILITY EVALUATION

In 2018, the PAC invited four firms to bid on conducting a limited scope evaluation of the MHC’s ADA accessibility. Two of those firms have since submitted bids to conduct a comprehensive evaluation of the MCH and OHSU’s digital assets. The evaluation, if completed, will help OHSU create its next transition plan. The bids ranged from \$400,000-\$850,000.

GOALS

| | |
|-------------------------------|---|
| Short-term (3-5 years) | Conduct a comprehensive accessibility audit of MHC and digital assets. |
| Long-term (5-15 years) | Implement the plans to achieve compliance. |
| Ultimate Goal | Create a state-of-the-art accessible campus, including digital assets, so OHSU becomes a world-class place to work to match its world class delivery of healthcare. |

AAEO MISSION

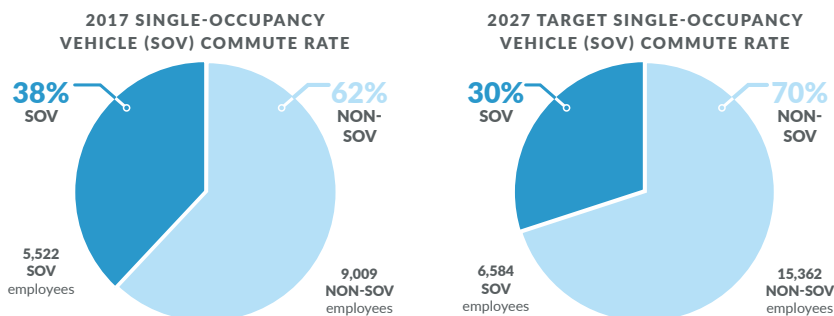
To advance the well being of the OHSU community by supporting diversity, expanding opportunities, and ensuring compliance with all civil rights laws and related University policies, in all University activities including employment, education, research, patient care, and community outreach

Transportation Demand Management (TDM) Plan

OHSU's main campus is located on top of Marquam Hill, with substantial growth plans for its South Waterfront campus. Anyone who travels to OHSU experiences its unique transportation issues. Steep terrain, constrained roadways, and major barriers like the Willamette River and I-5 present significant mobility challenges for patients and employees. Currently, OHSU has about 6,000 parking spaces available for its 20,000 daily visitors. With the current parking supply and employee drive alone rate, the projected campus growth could result in a deficit of 2,300 parking stalls by 2027. However, city regulations, limited available land, and high construction costs all limit the supply of new parking. To address these challenges, OHSU embarked on a year long process to create a Transportation Demand Management (TDM) Plan that will act as the institution's mobility road map over the next 10 years.

10 YEAR MODE SPLIT GOALS

OHSU currently offers robust transportation options enabling more than 60% of OHSU employees to commute to work without driving alone. However, as described above, there is still great demand on OHSU's limited parking supply. To accommodate future growth, attract and retain talent, and improve access for employees and patients, OHSU needs to further reduce the number of employees that drive alone to work.



NON-SOV MODES: CARPOOL / BIKE / WALK / TRANSIT / DROP OFF / RIDESHARE / TELECOMMUTE

THE PROCESS

The TDM planning process kicked off in early 2017. A Stakeholder Advisory Committee was created to help guide the project. In addition to this committee, the final Plan and Strategy Dashboard were informed by input from employees, patients, and neighborhood groups, as well as by industry best practices.

TDM VISION

As a leader in health and innovation, OHSU will provide a flexible transportation program that allows patients, visitors, students, and employees to choose safe and convenient travel options to, from, and within campus. To facilitate campus growth, the transportation system will reduce reliance on single-occupancy vehicle trips through the promotion of cost-effective, sustainable and multi-modal mobility solutions.

The Transportation Demand Management Plan and its accompanying Strategy Dashboard can be downloaded from ohsu.edu/transportation.

PHASE 1: IMPLEMENTATION

The TDM Plan was finalized and released to the community in March, 2018. Thirty four strategies resulted from the plan, 11 of which were identified as “high-impact, high priority.” Phase 1 implementation began immediately and several new programs were launched in spring 2018 as a result. The launch of these new programs, highlighted below, coincided with a “TDM Roadshow”, in which the Plan and the new programs were presented to various departments/work groups around campus.

MyCOMMUTE, powered by **Luum**, is a platform that allows employees to track their commutes, earn incentives for walking and biking, and participate in rewards programs.

SCOOP is an app based peer-to-peer carpool matching program that connects co-workers with one another and allows them to share the cost of driving.

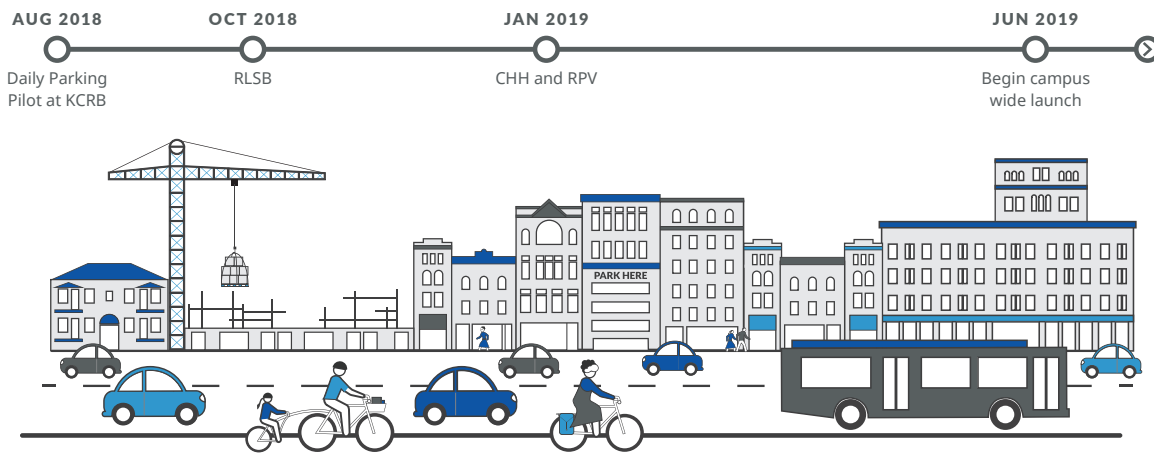
LYFT OFF provides subsidized rides to employees commuting between 8 pm and 5:30 am. As part of the Guaranteed Ride Home program, employees can request three free Lyft rides a year.

TELECOMMUTING: Compared to other health care institutions, OHSU lags behind its peers in telecommuting. OHSU is making an effort to make teleworking more culturally acceptable.



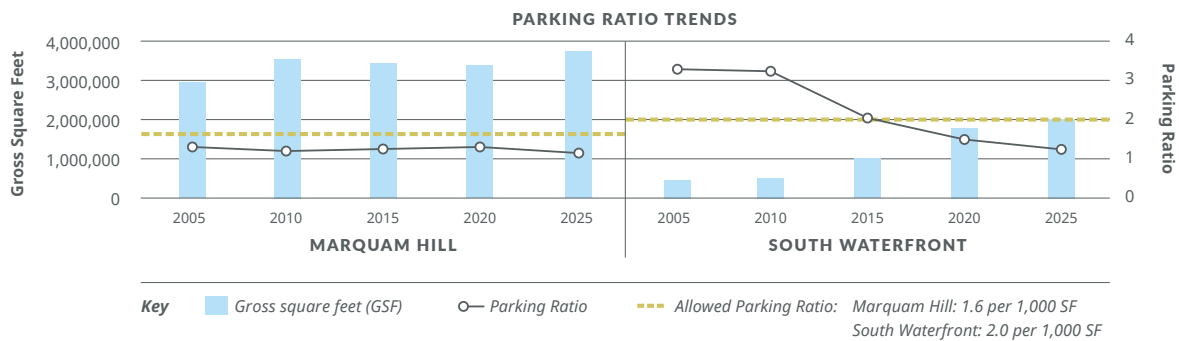
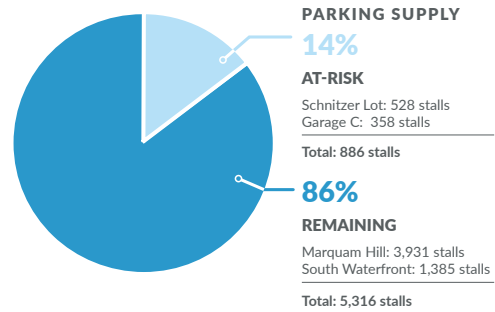
NEXT STEP: DAILY PARKING

The next major TDM strategy being implemented is daily parking. Annual parking permits are a sunk cost to employees and encourage permit holders to park every day. Transitioning to daily parking is key to OHSU's success in reducing the drive alone rate as individuals will be able to make a decision each day on how they commute. Daily parking will allow for more flexibility in travel choices, and individuals will pay for parking only on the days they drive.



Parking Plan

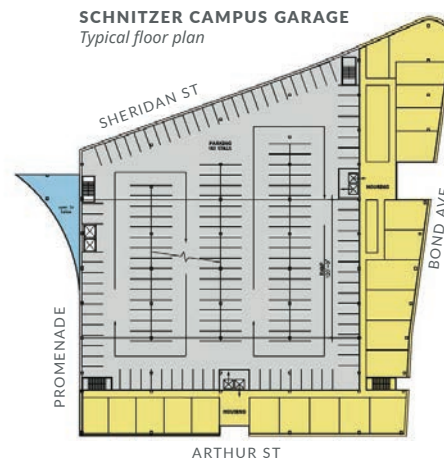
Providing a sufficient supply of parking will be a continuous challenge as OHSU's population grows. Even with the reduction of single-occupancy trips, OHSU must add stalls to fulfill its growing parking demand and mitigate risks. Approximately 900 stalls are at risk because of deferred maintenance (Parking Garage C) and the expiration of allowable surface parking (Schnitzer Lot expires in 2027).



After an evaluation of options, Schnitzer Campus Garage was recommended to help fulfill this need by adding approximately 1,100 parking stalls in South Waterfront. A development partner will be identified to provide affordable housing units that will wrap two sides of the parking structure.

OHSU is the market leader with its low parking ratio (<1.6 stalls per 1,000 in South Waterfront), and the risk of over building parking is significantly lower than our competitors. By 2019 only one-third of OHSU's South Waterfront land will be developed, and we must continually assess parking needs and strive to build according to changing parking demand.



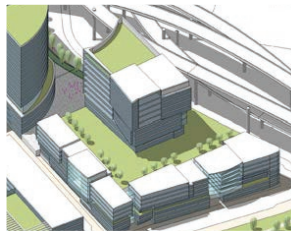

The Parking Ratio Trends graph represents the addition of stall and building area with the OHSU Hospital Expansion in 2020; the addition of net new stalls with the Schnitzer Campus Garage in 2020; and the loss of remaining stalls from the Schnitzer Lot, which expires in 2027.



Major Projects



| PROJECT | KNIGHT CANCER RESEARCH BUILDING (KCRB) | CENTER FOR HEALTH & HEALING 2 (CHH-2) ROOD FAMILY PAVILION (RPV) | SKY LAKES COLLABORATIVE HEALTH CENTER |
|----------|---|---|---|
| BUDGET | \$190M | \$360M | \$38.4M (Total Project) \$5M (OHSU contribution) |
| TEAM | SRG Architects Andersen Construction | ZGF Architects Hoffman Construction | PKA Architects Walsh Construction |
| SIZE | 330,000 GSF | 720,000 GSF | 102,000 GSF (total project) 25,000 GSF (OHSU floor) |
| PROGRAM | <ul style="list-style-type: none"> • Early Cancer Detection • Knight Cancer Research Space • Knight Cancer Administration • Conference Center • Retail Space | <ul style="list-style-type: none"> • Outpatient Surgery & Procedures • Outpatient Care Unit • Knight Cancer Clinics • Knight Cancer Clinical Trials • Pharmacy, Lab, SPD, Café | <ul style="list-style-type: none"> • Office of the Dean, OHSU Rural Campus • Medical Simulation • Classrooms and Seminar Rooms • Cascade East Clinic • Sky Lakes Primary Care Clinic |
| TIMELINE | <p>Now Final construction, furniture & ITG</p> <p>August 17, 2018 Substantial completion</p> <p>September 7, 2018 Grand opening celebration</p> | <p>Now Final construction / finishes</p> <p>November 2018 Substantial completion</p> <p>January 2019 RPV go live / 1st guests</p> <p>February 2019 CHH-2 go live / 1st patients</p> | <p>February 2018 Start of construction</p> <p>Now Site / foundation work</p> <p>September 2019 Substantial completion</p> |

|  |  |  |  |
|--|--|--|--|
| CASEY EYE INSTITUTE ELKS CHILDREN'S EYE CLINIC | SCHOOL OF PUBLIC HEALTH (AKA FOURTH & MONTGOMERY PROJECT) | SCHNITZER CAMPUS PARKING GARAGE | OHSU HOSPITAL EXPANSION |
| \$52M | \$104M (Total project) \$30M (SPH condo) | \$75M (Excluding housing partner) | \$320M |
| NBBJ Architects Skanska Construction | SRG Architects Andersen Construction | TBD | NBBJ Architects Skanska Construction |
| 60,000 GSF | 176,000 GSF (Total project) 52,000 GSF (SPH condo) | 410,000 GSF (Garage) 150,000 GSF (Housing partner) | 532,000 GSF |
| <ul style="list-style-type: none"> • Elks Children's Eye Clinic • Macular Degeneration Center • Ophthalmic Genetics Center • Ophthalmic Imaging • New café and optical shop | <ul style="list-style-type: none"> • OHSU/PSU School of Public Health • PSU Graduate School of Education • PCC Dental Hygiene Program • City of Portland Bureau of Planning & Sustainability • Retail space | <ul style="list-style-type: none"> • Approx. 1,100 parking stalls • Retail space • Shelled dock • Affordable housing (via partner) | <ul style="list-style-type: none"> • 60-bed NICU • 32-bed Mother/Baby Unit • 7-bed Ante-Partum Unit • 64-bed Adult Med/Surg Unit • Peri-Operative Expansion (program TBD) • Public Cafeteria • Approx. 300 parking stalls |
| Now Final design / Site mobilization | Now Final design / Land use review | Now Recommendation to PaWS & WMG | Now Programming / Design |
| September 2018 Start of construction | January 2019 Start of construction | Fall 2018 Team selection | October 2019 Final Board approval |
| May 2020 Substantial completion | October 2020 Substantial completion | Fall 2020 Start of construction | June 2020 Start of construction |
| July 2020 Go live / 1 st patients | January 2021 Opening | Spring 2022 Substantial completion & opening | November 2022 Substantial completion |
| | | | July 2023 Go live / 1 st patients |

5-Year Space Master Plan

Campus Planning & Real Estate (CPRE) has developed a 5-Year Space Master Plan that responds to current outstanding departmental space requests, projected future space needs, and strategic relocations. A major component of the 5-year Space Master Plan is the transfer of 18,000 sf¹ of space between the University and Hospital that responds to the Hospital's space deficit.²

CPRE has evaluated the backfill opportunities related to the University and Hospital space transfer as well as the commencement of three new facilities.³ Departments begin moving into new buildings in the Fall of 2018 and continue through the Fall of 2021. These moves contribute to a backfill of 123,329 sf in 27 buildings, affecting 88 departments.

- **Knight Cancer Research Building (KCRB)** opens in September 2018. 50,700 sf of existing space across 8 buildings becomes available for backfill when departments relocate to KCRB. The moves associated with these backfills are anticipated for FY19.
- The **Center for Health & Healing 2 (CHH2)** opens in February 2019. 44,000 sf of existing space across 6 buildings becomes available for backfill when departments relocate to CHH2. The moves associated with these backfills are anticipated for FY20 and FY21.
- **Hatfield Research Building, floor 14 (HRC 14).** 5,800 sf is transferred from University to Hospital when Knight Cancer Institute relocates to KCRB in September 2018. The moves associated with these backfills are anticipated for FY20.
- **Hatfield Research Building, floors 11 and Shell 5 (HRC 11, HRC Shell 5).** 12,000 sf is transferred from the University to the Hospital when University departments relocate to Multnomah Pavilion (MNP). The moves associated with these backfills are anticipated for FY20 and 21.
- The **School of Public Health (SPH)** opens in January 2021. 10,900 sf of existing space in two buildings becomes available for backfill when departments relocate to SPH. The moves associated with these backfills are anticipated for FY21.

The 5-Year Space Master Plan also tracks relocations and fiscal year spending related to the following Capital projects and potential new leases.

- The OHSU Hospital Expansion project is anticipated to open in 2023
- Potential Salem MSGP⁴ leased space⁵
- Potential South Metro MSGP leased space⁶
- Potential build-out of Orenco Station leased shelled space⁷
- Potential Richmond expansion⁸ leased space
- Potential Physician's Pavilion (PPV) building purchase

1 Net Assignable Square Feet

2 Hatfield Research Center 11 & 14, Hatfield Research Center Shell 5. Remaining space deficit is estimated at 45,000 asf, dependent upon strategic initiatives and funding availability.

3 Knight Cancer Research Building, Center for Health & Healing 2 / Rood Family Pavilion, and 4th & Montgomery (2 floors)

4 Multi-Specialty Group Practice


5 New lease space of approximately 7-10,000 sf

6 New lease space of 15-20,000 sf

7 Existing lease


8 New lease of approximately 20,000 sf at Adventist

Appendix 31 - Vanport Building (Element 2.I.1)



- > Academic Resources
- > Administrative Resources
- > Assessment & Evaluation
- > Research
- > Diversity, Equity, and Inclusion Committee
- > Contact Us



Vanport Building



Vanport Building - At a Glance







- There are four tenants in the building (OHSU-PSU School of Public Health, City of Portland, Portland Community College and PSU College of Education).
- The physical/mailling address is:
OHSU-PSU School of Public Health, 1805 SW 4th Ave, Portland, OR 97201
- The Mail Code for OHSU is **VPT**. The Mail Code for PSU is **SCH**.
- OHSU-PSU School of Public Health area is on two floors, the fifth and sixth floors, comprising almost 40,000 square feet of space.
- There are additional collaborative spaces with PSU's College of Education and Portland Community College, including a student lounge on the 2nd floor.
- The SPH space includes a combination of private offices, open-plan workstations, meeting rooms and collaborative spaces.

Links and Documents

- [Vanport FAQs](#)  - look for answers to common questions or post your questions
- [Floor plan with office/workspace assignments](#) 

Historical Documents

For information, photos and renderings from the beginning of the project, click through the links and documents below.

- [Building details](#)  information from PSU's capital projects website
- [Information from SRG website](#) 
- [Faculty Meeting Presentation - November 2017](#) 
- [Faculty Meeting Presentation - September 2018](#) 
- [Message from the Dean regarding Ground Breaking - September 2018](#) 
- [SPH Space Advisory Committee Membership](#) 

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