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Appendix 1: Glossary of Terms and Frequently Cited Resources

Glossary of Acronyms

AAEEO: 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 Statue
OSU: Oregon State University
PSU: Portland State University
RLSB: Roberson Life Sciences Building
TLC: OHSU Teaching and Learning Center

Frequently Cited Resources:

OHSU Board of Directors Polies - https://www.ohsu.edu/about/board-directors
OHSU Code of Conduct - https://www.ohsu.edu/integrity-department
OHSU Policies - https://www.ohsu.edu/about/policies
Appendix 2: OHSU Organizational Chart (Element 2.A.2 and 2.F.3)

OHSU Academic Organization Chart
Appendix 3: Academic and Student Affairs Council

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

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. Joel 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)

Board Policies and OHSU Code of Conduct
Authority given to Board of Directors by ORS 355

OHSU Policy Manual
Authority given to President by Resolution 1995-07-01

- Policy Advisory Committee (OHSU Policy 01-01-001)
- Committee on Academic Policy (OHSU Policy 01-01-010)
- Information Privacy and Security Policy Committee (OHSU Policy 01-05-020)

Approved by Board of Directors
Institutional Level Policies Approved by President or Provost

Department of Unit-Specific Policies and Procedures

- Central Services
- Healthcare
- Research
- Schools

Unit/Mission Level Approval
### Appendix 5: OHSU Committees (Element 2.A.4)

<table>
<thead>
<tr>
<th>Committee</th>
<th>Member #</th>
<th>Chair(s)</th>
<th>Role in Institutional Governance</th>
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<td>Academic Policy Advisory Committee</td>
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<td>David Robinson</td>
<td>Advisory to Provost</td>
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<tr>
<td>Academic Program Review</td>
<td>10</td>
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<td>OHSU Faculty Senate</td>
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<td>K.C. Gilbert</td>
<td>President and Academic Administration</td>
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<td>Philip Streeter</td>
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<td>President and chief diversity officer</td>
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<td>George Mejicano, David Robinson</td>
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<td>Amy Ross</td>
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<td>Abby Clifton</td>
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<td>Advisory to Healthcare Leadership and Clinical practice</td>
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<td>Kuli Mavuwa</td>
<td>Advisory to Chief Information Officer</td>
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<td>Institutional Biosafety Committee</td>
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<td>Kara Manning Drolet</td>
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<td>Kathryn Schuff</td>
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<td>Graciela Vidal Tobie Jones</td>
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<td>Chair(s)</td>
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<td>John Ma</td>
<td>Advisory to Healthcare Leadership</td>
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<td>Advisory to ALO</td>
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<td>Wayne Monfries</td>
<td>Governs the University</td>
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<td>19</td>
<td>Maulin Patel</td>
<td>Advisory to President and CFO</td>
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<td>Alisha Moreland-Capuia, Dana Bjarnason</td>
<td>Advisory to President and OHSU Board of Directors</td>
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<td>Linda Brown</td>
<td>OHSU Faculty Senate</td>
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<td>OHSU Faculty Senate</td>
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<td>Norm Cohen</td>
<td>Advisory to President and Provost</td>
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<td>Tim Marshall</td>
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<td>Karen Seresun</td>
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<td>OHSU Survey Coordination Committee</td>
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<td>Katy Forner</td>
<td>Advisory to the University Leadership</td>
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<td>Jennifer Gossett</td>
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<td>Policy Advisory Committee</td>
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<td>Jason Davis</td>
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<td>President’s Council</td>
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<td>Advisory to President</td>
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<td>Professional Board</td>
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<td>Renee Edwards</td>
<td>Oversight of Professional Staff</td>
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<td>David Robinson</td>
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<td>Dana Director Debra Brickey</td>
<td>Incident Commander and University Resources in case of Emergency</td>
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<td>Research Oversight Committee</td>
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<td>Peter Barr-Gillespie</td>
<td>Research Governance and Advisory to RSAC</td>
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<td>Chair(s)</td>
<td>Role in Institutional Governance</td>
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<td>Advisory to University Leadership</td>
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<td>Space Committee</td>
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<td>David Robinson</td>
<td>University Space/Building Administration</td>
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<td>Brett Dodson</td>
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<td>Student Health Advisory Committee</td>
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<td>Jodi DeMunter</td>
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<td>Heath Kula</td>
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<td>University Executive Leadership</td>
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<td>Danny Jacobs</td>
<td>Directs and oversees University operations</td>
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<td>John Hunter</td>
<td>Advisory to President</td>
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<td>Committee</td>
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<td>Leadership Roundtable</td>
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<td>Web Strategies Advisory Committee</td>
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<td>Devin Bryant</td>
<td>Web Strategic Planning</td>
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<td>Gregory Dissen</td>
<td>Advisory to Research Governance</td>
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</table>

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

### 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.

---

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

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 DNA contract for classified employees. Unclassified employees should refer to the OHSU policy, Unclassified Employee Grievance Procedure.
Appendix 9: OHSU Internal Audit Process (Element 2.E.1)

Audit Process

Audit 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 AS&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

AS&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.

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### 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 AS&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 AS&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.

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### Fieldwork

AS&AS performs fieldwork to accomplish its scope of work. The AS&AS team will meet with management to ensure required times with staff are arranged in advance and are as efficient and effective as possible. The AS&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 AS&AS staff to confirm with management that it has a correct understanding of issues and areas reviewed.

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### 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.
Appendix 10: Central Financial Services Forms & Policies (Element 2.E.1 and 2.E.2)
Appendix 11: Accelerate OHSU (Element 2.E.3)

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 underway. The reinvigorated Accelerate OHSU effort supports and will help fund the implementation of OHSU 2025 and other needs.

Accelerate OHSU 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 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 3,600 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 6,100 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

Hilary Herndon - Director, Human Resources and Employee Labor Relations

Joni Eisenbrey - Associate Vice President, Human Resources

Research Administration

Dana Director - Vice President, Research Operations and Student Affiliates

Finance and Accounting

Hustin Pate - Vice President, Financial Planning & Treasury

Marketing and Communications

Abyd Tilley - Vice President, Public Affairs

Eric Switzer - Associate Vice President, Marketing and Brand Strategy
Appendix 12: Faculty Affairs Appointment, Promotion and Tenure - (Element 2.F.1)

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

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. Other Research Centers and Institutes cannot grant tenure status.

The Administrative Leader then prepares an Appointment, Promotion and Tenure Memo and forwards to robinmca@ohsu.edu or 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... robinmca@ohsu.edu or 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 NFA is generated if there is a change of status in any of the following: (Contact terms and conditions of the NFA may also be changed by a Personnel Action form, including a change in compensation or funding source(s), without issuance of a new NFA).
   a. Faculty position description
   b. Faculty rank
   c. Change in term
   d. 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 Leaders, 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)

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<tr>
<th>Faculty Affairs</th>
<th>Resources</th>
<th>Appointment Resources</th>
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<tbody>
<tr>
<td>Primary, Joint, and Secondary Appointments</td>
<td>Primary appointments are made by the person having explicit authority for faculty appointments in a school, either academic unit or non-teaching center, or an individual holding an appointment of Professor of Practice and who provides funding.</td>
<td>Secondary appointments are made by the person having explicit authority for faculty appointments in a school, either academic unit or non-teaching center, or an individual holding an appointment of Professor of Practice.</td>
<td>Temporary Appointments</td>
<td>Faculty Affairs Appointment Resources (Element 2.F.1)</td>
<td>YES</td>
<td>NO</td>
<td></td>
</tr>
</tbody>
</table>

### Appointment Resources

- **Notice of Appointment (NOA)**: A formal document that formally appoints a faculty member to a position.
- **Endorsement Positions and Appointments**: Includes positions and appointments that require endorsement by the Dean or Associate Dean.
- **Evaluation of Appointments**: Provides a framework for evaluating faculty appointments.
- **Faculty Development and Support**: Resources for faculty development and support.

### Temporary Appointments

A written offer should be provided to the candidate at the time of appointment including: conditions of appointment, duration of appointment, and notification of admission to the University. The terms and conditions may also be documented in the Conditions of Temporary Employment letter.

### Office Letter

Office letters are a significant document for a permanent faculty member. They outline the conditions of the appointment, including employment, duration of appointment, and notification of admission to the University. The terms and conditions may also be documented in the Conditions of Temporary Employment letter.
Letter of Appointment Confirmation

A letter of appointment confirmation is sufficient for current active full 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, endowed chair, or named chair of an endowed chair.

Academic Position Description

Appointees to faculty positions are required to meet the active position (AOP) and status standards as set forth in the Oregon Health & Science University Faculty Handbook (FHB). Appointees must provide the Accurate Position Status and are required to submit a position description to the appropriate office. The faculty position is to a faculty position. A position description describes specific information about the position.

If the position of the faculty member is a new position, the letter of appointment must be submitted to the Office of Human Resources (HR) to ensure that the position is approved and that the new position is approved by the Human Resources Department. The letter of appointment must be signed by the appropriate officer who is responsible for the position.

Faculty Status Request Form (ISOM Only)

The letter of appointment status requires the ISOM to be used for the areas of Learning and St. Louis or appointment to a position of management or administration. A position description must be submitted to the Office of Human Resources (HR) for approval. The letter of appointment must be signed by the appropriate officer who is responsible for the position.

HR Exemptions

HR Exemptions are reviewed by the Office of Human Resources (HR) to ensure that the position of the faculty member is approved and that the new position is approved by the University. The letter of appointment must be signed by the appropriate officer who is responsible for the position.

View additional information on any website, including HR Exemptions, in the HR Personnel Manual.

HR Actions

Below is a list of actions available in HR. Use HR to submit actions whenever updates to employee records need to be made. This includes creating new records or making changes to existing records.

- Change Employee Information: Address Phone
- Change Employee Information: Basic Details
- Change Employee Information: Benefits
- Change Employee Information: Pay Schedule
- Change Employee Information: Payroll Information
- Change Employee Information: Promotion
- Change Employee Information: Termination
- Change Employee Information: Salary
- Change Employee Information: Voluntary Reduction of Hours
- Change Employee Information: Web Location and Email Change
- Change Employee Information: Work Location and Email Change

For additional information, contact HR.

Clinical Employment Agreement (ISOM Only)

The initial term of the faculty appointment is contained in the offer letter. The Notice of Appointment (NOA) contains the full term of the agreement. The ISOM must submit a letter of appointment to the Office of Human Resources (HR) in order to validate the initial hiring terms and conditions. The letter must be signed by the appropriate officer who is responsible for the position.

For additional ISOM questions, contact ISOM Faculty Affairs.

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19
Appendix 14: Defining Jobs (2.F.3)

**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, DNA, 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

- DNA
- AFSCME
- OHSU Police Association
Appendix 15: New Hire Requirements (Element 2.F.3)

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 certification, if applicable

New hires complete these tasks through iCMIS 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. to 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)

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
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  Ombuds
Center for Diversity and Inclusion Office of Student Access
Confidential Advocacy Program Registrar
Financial Aid Student Academic Support Services
JBT Student Health & Wellness Student Debt Counseling
March Wellness Student Life
OHSU Library 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
Originaly 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, Ian Cost, and Alpi (data assistance by Patricia Schreiber)
Student Services Workgroup

2020 Explanation of Survey Response Count

<table>
<thead>
<tr>
<th>Data range of responses included</th>
<th>11/16/20 - 12/31/2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total responses (bracketed and finished)</td>
<td>513</td>
</tr>
<tr>
<td>unfinished responses</td>
<td>220</td>
</tr>
<tr>
<td>unfinished responses exclusive (skipped data)</td>
<td>57</td>
</tr>
<tr>
<td>unfinished responses included</td>
<td>1%</td>
</tr>
<tr>
<td>Total in responses included</td>
<td>499</td>
</tr>
</tbody>
</table>

Seeking student representative for workgroup

Volunteer

* Thank you Luke Neil!  
* Monthly (60 min) meeting  
* Report out between all hall and workgroup meetings  
* Email Dr. Constance Tucker if interested

Response Count by Department

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 (Ian Cost, Wellness & Outreach program manager)
4. Library (Alpi Aji, University Librarian)

Explanation of “other”

Funding to explore services of the student health and wellness center, but was denied due to staff attrition. Additional services include:  

- Support groups  
- Peer worker  
- Involuntary placement  
- Access to self-care materials  
- Access to campus mental health services  
- Access to community mental health services  
- Access to campus and community mental health providers  
- Access to campus and community mental health providers
2020 Responses by School/Program

Other services desired and other comments

FoodServices
FinancialRelief
OnlineResources
Wellness
SonEquity
FindingFunding
Housing
AntiRacism

Common questions - 2019 vs 2020

2019
- Responding to (dept name) was very responsive to my phone/email/personal requests.
- Ease of Access: I found it easy to access services provided by (dept name).

2020
- Overall, I received high quality service from (dept name).
- Prior to the COVID-19 pandemic-modified operations, I found it 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

<table>
<thead>
<tr>
<th>Common themes</th>
<th>Average Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>Overall received high quality service from (dept name)</td>
<td>4.72</td>
</tr>
<tr>
<td>Nara to the COVID-19 pandemic-modified operations, it was easy to access services provided by (dept name)</td>
<td>4.44</td>
</tr>
<tr>
<td>Since the COVID-19 pandemic-modified operations began, it has been easy to access services provided by (dept name)</td>
<td>4.31</td>
</tr>
</tbody>
</table>

Theme 1: Website navigation/resources

Common themes: Responses and changes

- Banner: payment portal difficult to navigate and complete tasks
  - Work with students to better understand issues and solve accordingly

Navigation of websites
- Student services work group will work with strategic communications and students to redesign the student services CO page to be cleaner
- Clear up delineation between employees and student documents and services, as appropriate
**Theme 2: Communication**

<table>
<thead>
<tr>
<th>Departmental responses</th>
<th>Planned changes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Accounts, Receivable, Registrar, Financial Aid</td>
<td>Have been understaffed and are in the process of hiring more people.</td>
</tr>
<tr>
<td>Registrar, Accounts, Receivable</td>
<td>Will continue to try to improve responsiveness by working with ITS to set up a better way to answer phones. Possibly set up a ticketing system? (AR)</td>
</tr>
</tbody>
</table>

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**Student Health and Wellness Center**

<table>
<thead>
<tr>
<th>Theme</th>
<th>Summary</th>
<th>Departmental response</th>
<th>Planned changes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Staff-friendly, compassionate, respectful, pride for the services we provide</td>
<td>Staff student-patient MTs are more interactive and positive; we work hard to maintain our positive reputation as well as look at ways to continually improve.</td>
<td>No changes, but our patients’ comments and feedback will continue to motivate our team to provide high-quality care.</td>
<td></td>
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</tbody>
</table>

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**Focus groups**

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**Student Health and Wellness and Library responses to survey**

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**Theme 2: Quality of Service**

<table>
<thead>
<tr>
<th>Theme</th>
<th>Summary</th>
<th>Departmental response</th>
<th>Planned changes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Quality of service</td>
<td>Students felt the service was not as efficient or effective as it could be; there were delays in receiving test results.</td>
<td>We are working on improving communication and streamlining processes. We are also implementing new technology to enhance service delivery.</td>
<td></td>
</tr>
</tbody>
</table>

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**Theme 3: Quality of Service**

<table>
<thead>
<tr>
<th>Theme</th>
<th>Summary</th>
<th>Departmental response</th>
<th>Planned changes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Quality of service</td>
<td>Students felt the service was not as efficient or effective as it could be; there were delays in receiving test results.</td>
<td>We are working on improving communication and streamlining processes. We are also implementing new technology to enhance service delivery.</td>
<td></td>
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</tbody>
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**Theme 4: Quality of Service**

<table>
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<tr>
<th>Theme</th>
<th>Summary</th>
<th>Departmental response</th>
<th>Planned changes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Quality of service</td>
<td>Students felt the service was not as efficient or effective as it could be; there were delays in receiving test results.</td>
<td>We are working on improving communication and streamlining processes. We are also implementing new technology to enhance service delivery.</td>
<td></td>
</tr>
</tbody>
</table>

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**Theme 5: Quality of Service**

<table>
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<tr>
<th>Theme</th>
<th>Summary</th>
<th>Departmental response</th>
<th>Planned changes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Quality of service</td>
<td>Students felt the service was not as efficient or effective as it could be; there were delays in receiving test results.</td>
<td>We are working on improving communication and streamlining processes. We are also implementing new technology to enhance service delivery.</td>
<td></td>
</tr>
</tbody>
</table>
Detailed departmental responses

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

Confidential Advocacy Program

Themes | Summary | Departmental response | Planned changes
--- | --- | --- | ---
1. Intervene and support | Accommodate students with disabilities, learning disabilities, and those with "backup support," such as captions, screen readers, or interpreters. | We identify and intervene when needed; students are encouraged for assistance via the OHSU Student Services website. | Intervene and support students with disabilities, learning disabilities, and those with "backup support," such as captions, screen readers, or interpreters. |
2. OBA or advocacy power | Within 30 days of receiving an "annoying" program, document complaints and OBA and seek to offer accommodations. | We will respond within 30 days of receiving an "annoying" program. | Document complaints and OBA within 30 days of receiving an "annoying" program. |
3. Access | Provide students with accommodations. | Access to necessary and important for students to have a successful learning experience. | We provide access to necessary and important for students to have a successful learning experience. |
**Financial Aid**

<table>
<thead>
<tr>
<th>Theme</th>
<th>Summary</th>
<th>Department response</th>
<th>Planned changes</th>
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**Ombuds**

**GOALS**

1. Establish a clear vision and strategic priorities for the Ombuds.
2. Support the office in providing timely and effective resolution of complaints.
3. Develop and implement a plan for ongoing professional development.
4. Foster a culture of open communication and collaboration.
5. Ensure compliance with relevant laws and regulations.

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

**Education Debt Counseling and Financial Mgt.**

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<thead>
<tr>
<th>Theme</th>
<th>Summary</th>
<th>Department response</th>
<th>Planned changes</th>
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<td></td>
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</table>

**Office for Student Access**

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

<table>
<thead>
<tr>
<th>Theme</th>
<th>Summary</th>
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<tbody>
<tr>
<td></td>
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</table>

**Office of International Affairs**

Goals for the coming year:

1. Promote the Portland-based program with other universities and international partners.
2. Expand the relationship with local businesses for international partnerships.
3. Increase the number of international students in various programs.

**Student Academic Support Services**

<table>
<thead>
<tr>
<th>Theme</th>
<th>Summary</th>
<th>Department response</th>
<th>Planned changes</th>
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</tbody>
</table>

*The text is not fully legible in the document.*
Student Life Summary:

- Response rate went down –
  - 350 surveys participants in 2019
  - 97 participants in 2021
- Compared to 2019, we did not receive as high quality data
- Decrease in performance averages – expected due to COVID and lack of in-person events and programs.

Office of Student Life:

Karen Seress – email: kseress@ohsu.edu and Heather Olszewski – email: holszewski@ohsu.edu

<table>
<thead>
<tr>
<th>Themes</th>
<th>Summary</th>
<th>Department response</th>
<th>Planned changes</th>
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<tbody>
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<td></td>
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</table>

Registrar’s Office

<table>
<thead>
<tr>
<th>Themes</th>
<th>Summary</th>
<th>Department response</th>
<th>Planned changes</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Website(s) difficult to design</td>
<td>Diffuse excessive stressful surveys (senior, first year, new school)</td>
<td>Increase behavior with new system (interdepartmental support to new site)</td>
</tr>
<tr>
<td>2.</td>
<td>Communication – response times, confirmations, etc.</td>
<td></td>
<td>Update business practices (department of confirmations)</td>
</tr>
<tr>
<td>3.</td>
<td>Dependent(s) (SW) analysis</td>
<td></td>
<td>Develop/revise tech solutions (department, communication plan, etc.)</td>
</tr>
</tbody>
</table>

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

February 2021

student name
address

Dear [NAME],

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

Kristi Tooming, MS, R.T.(T)
Director, Radiation Therapy Program
Assistant Professor, Department of Radiation Medicine
Oregon Health & Science University
tooming@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

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

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: ________________

Affirmative 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.I.1)

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, craftspersons, custodians, and more—drive 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

Environmental Health and Safety is currently hosting Safety Break during the month of May! Safety Break is a virtual event designed to improve safety tips and resources with the OHSU community. This event features interviews, virtual demonstrations, internal partner resources, and a celebration of safety stickers 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 (WSIR).
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

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.
* Covid-19 updates can be found on the EHS homepage.
Appendix 23: Environmental Health and Safety Organization Chart (Element 2.1.1)
Appendix 24: Workplace Safety (Element 2.I.1)

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)
971.754.5170 (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
971-420-5107 (Cell)
Mail Code: PP170
davilda@ohsu.edu
Appendix 25: Fire and Life Safety (Element 2.1.1)

Fire and Life Safety

Upon discovery of unplanned or unwanted fire, smoke or flames 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 cleaning corridors.
- Evacuate and relocate as trained. Extinguish, if safe to do so.

If you are a Manager or work group 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
Appendix 26: Environmental Safety (Element 2.1.1)
Appendix 27: OHSU Information Technology Group – Governance
(Element 2.1.1)

Goverance
OHSU’s Information Technology (IT) strategies and priorities are set by the president and the executive leadership team. Commitments govern the Information Technology Group (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 align IT strategies with the academic success initiatives. The group evaluates, approves, modifies, and prioritizes information systems projects to support the strategic information plan and to determine which technologies are most appropriately supported throughout the institution. The goal is to make OHSU systems more effective and efficient, adding new functionality to existing systems, and enhancing current business tools.

See the ATSC charter.

Administrative Information Systems Steering Committee (AASSC)
The AASSC is responsible for providing strategic direction and leadership to improve administrative, financial, and management information systems across the enterprise and to align IT strategies with the academic success initiatives. The group evaluates, approves, modifies, and prioritizes administrative information systems 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 to existing systems, and enhancing current business tools.

See the AASSC charter.

Business Intelligence Steering Committee (BISC)
The BISC is responsible for providing strategic direction and leadership to business intelligence teams across the enterprise and to align IT strategies with the academic success initiatives. The group evaluates, approves, modifies, and prioritizes 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 to existing systems, and enhancing current business tools.

See the BISC charter.

Health Information Technology Steering Committee (HITS)
The HITS Committee is responsible for leveraging IT applications across OHSU, financial, and operational performance throughout the OHSU Health System. Committee responsibilities include:

1. Building consensus, providing input to process owners and oversight committees and administration developing and/or approving policy priorities.
2. Disseminating information about requested and ongoing projects and IT services to the larger healthcare system community, and providing input from the healthcare system to IT and Medical Informatics.
3. Reviewing and analyzing data from internal and external resources, to be used for prioritizing improvement efforts, implementing action plans, and measuring the effectiveness of action plans.
4. Promoting and monitoring compliance with regulatory requirements related to IT.
5. Identifying and establishing information technology initiatives, approved by the Health and IT Committee, that address regulatory and compliance requirements.
6. Monitoring progress with IT initiatives.

See the HITS charter.

Information Executive Council (IEC)
The IEC’s objective is to stand up processes and establish Gatekeepers to assure the same high-quality standards apply to the management of Information throughout OHSU. The Council’s work applies to patients/families, physicians, employees, (clinical) Information systems, the integrated Health record, marketing, and promotion, internal and external to OHSU, Healthcare, and OHSU’s outsourcing.

See the IEC charter.

Information Security and Privacy Advisory Committee (ISAPAC)
The ISAPAC is responsible for overseeing the privacy and security management program of all OHSU Information assets created, received, stored or transmitted to ensure effective, comprehensive, and realistic for authorized purposes only. ISAPAC is charged with developing and adopting supplemental policies, standards, processes, procedures, and other means necessary to ensure the implementation of the OHSU Information Security policy.

See the ISAPAC charter.

Information Technology Steering Committee (ITSC)
The ITSC is formally chartered by the OHSU Strategic Information Plan and coordinated by the IT Services Division (ITSD). The ITSC creates and manages the execution and monitoring of IT Infrastructure initiatives. It provides a two-way forum for supporting stakeholders on current road maps and projects. It provides strategies with collaborative engagement for creating and procuring technology initiatives. The ITSC supports the OHSU infrastructure project management through oversight and inclusion of infrastructure initiatives in working with stakeholders to champion a common infrastructure 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 align those technology initiatives throughout OHSU. The group evaluates, approves, modifies, and prioritizes information systems projects to support the strategic information plan and to improve research 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 to existing systems, and enhancing current business tools.

See the RISSC charter.

Web Strategists 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 throughout OHSU. The group evaluates, approves, modifies, and prioritizes web 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 to existing systems, and enhancing current business tools.

See the WSSC charter.
**Appendix 28: Information Technology Group – Security (Element 2.1.1)**

<table>
<thead>
<tr>
<th>Security</th>
</tr>
</thead>
<tbody>
<tr>
<td>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.</td>
</tr>
</tbody>
</table>
| 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

---

This is your IP address:
10.235.137.230, 10.76.38.72

**Connect to Wireless**
Learn about OHSU’s public & private Wi-Fi networks.
Appendix 29: Information Technology Group – Purchasing Policies (Element 2.I.1)

ITG Purchasing Policies

Computers and laptops purchased with OSU funds require OSU purchase orders and a work order number. This is true even for systems that will not be connected to the OSU network, such as computers used at home for work purposes. OSU 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, OSU 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 is 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 OSU network and are not part of the typical or standard fare, please email the HPSA team (hpsa-team@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.

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 requires 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.
### 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
t  503 346-0059
e  vondevel@ohsu.edu

Campus Safety
Greg Moawad
Vice President, Campus Safety
t  503 494-4377
e  moawad@ohsu.edu

Design & Construction
Jennifer Taylor
Director, Design & Construction
t  503 494-1210
e  tayloje@ohsu.edu

Facilities
Scott Page
Vice President, Campus Services
t  503 494-5668
e  pages@ohsu.edu

Skai Dancey
Associate Vice President, Facilities
t  503 494-5892
e  danceys@ohsu.edu
KNIGHT CANCER RESEARCH BUILDING

BUDGET: $190M

TEAM: SRG Architects, Anderson Construction

SIZE: 330,000 GSF

PROGRAM:
• Early Cancer Detection
• Knight Cancer Research Space
• Computational Research Space
• Knight Cancer Administration
• Conference Center
• Retail Space

TIMELINE:
• Now Final Construction, Furniture & IT
• August 17, 2018 Substantial Completion
• September 7, 2018 Grand Opening Celebration

7/3/2018 Google Maps
https://www.google.com/maps/@45.5055101,-122.8596266,1016a,35y,332.81h,62.54t/data=!3m1!1e3

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

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

**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

**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.
**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
<table>
<thead>
<tr>
<th>RESEARCH &amp; ACADEMIC</th>
<th>ASSET</th>
<th>DM</th>
<th>FCI</th>
</tr>
</thead>
<tbody>
<tr>
<td>Parking Garage C</td>
<td>$2,707,357</td>
<td>75%</td>
<td>5%</td>
</tr>
<tr>
<td>Energy Management Plant</td>
<td>$6,078,437</td>
<td>52%</td>
<td>52%</td>
</tr>
<tr>
<td>Mackenzie Hall</td>
<td>$15,895,103</td>
<td>51%</td>
<td>51%</td>
</tr>
<tr>
<td>Macadam Warehouse</td>
<td>$1,890,499</td>
<td>50%</td>
<td>50%</td>
</tr>
<tr>
<td>Central Chiller Plant (CCP)</td>
<td>$3,039,950</td>
<td>45%</td>
<td>45%</td>
</tr>
<tr>
<td>BICC</td>
<td>$8,038,029</td>
<td>43%</td>
<td>43%</td>
</tr>
<tr>
<td>Dottor Memorial RLIR</td>
<td>$1,178,315</td>
<td>39%</td>
<td>39%</td>
</tr>
<tr>
<td>Richard Jones Hall</td>
<td>$35,489,815</td>
<td>37%</td>
<td>37%</td>
</tr>
<tr>
<td>School of Nursing</td>
<td>$9,323,479</td>
<td>35%</td>
<td>35%</td>
</tr>
<tr>
<td>Building 28</td>
<td>$1,698,225</td>
<td>33%</td>
<td>33%</td>
</tr>
<tr>
<td>Vollum Institute</td>
<td>$9,813,171</td>
<td>33%</td>
<td>33%</td>
</tr>
<tr>
<td>Gaines Hall</td>
<td>$1,169,684</td>
<td>33%</td>
<td>33%</td>
</tr>
<tr>
<td>Hatfield Research Center (Research Areas)</td>
<td>$4,131,631</td>
<td>29%</td>
<td>29%</td>
</tr>
<tr>
<td>OHSU Auditorium</td>
<td>$7,570,249</td>
<td>29%</td>
<td>29%</td>
</tr>
<tr>
<td>Child Develop Rehabilitation Center</td>
<td>$10,010,901</td>
<td>28%</td>
<td>28%</td>
</tr>
<tr>
<td>Medical Research Building</td>
<td>$12,476,418</td>
<td>27%</td>
<td>27%</td>
</tr>
<tr>
<td>Physical Plant</td>
<td>$2,079,027</td>
<td>26%</td>
<td>26%</td>
</tr>
<tr>
<td>Baird Hall</td>
<td>$3,288,858</td>
<td>26%</td>
<td>26%</td>
</tr>
<tr>
<td>Marquam II</td>
<td>$3,306,986</td>
<td>26%</td>
<td>26%</td>
</tr>
<tr>
<td>OHSU Student Center</td>
<td>$2,225,031</td>
<td>24%</td>
<td>24%</td>
</tr>
<tr>
<td>Russel Street Dental Clinic</td>
<td>$463,798</td>
<td>23%</td>
<td>23%</td>
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<tr>
<td>Marquam Plaza</td>
<td>$2,786,265</td>
<td>21%</td>
<td>21%</td>
</tr>
<tr>
<td>Child Development &amp; Rehab. Center West</td>
<td>$897,522</td>
<td>21%</td>
<td>21%</td>
</tr>
<tr>
<td>Multnomah Pavillion (Univ. Hospital North)</td>
<td>$13,956,325</td>
<td>18%</td>
<td>18%</td>
</tr>
<tr>
<td>Parking Garage D</td>
<td>$3,008,167</td>
<td>18%</td>
<td>18%</td>
</tr>
<tr>
<td>North Campus Utilities Plant (NCUP)</td>
<td>$861,254</td>
<td>16%</td>
<td>16%</td>
</tr>
<tr>
<td>Lamfrom Biomedical Research Building</td>
<td>$6,218,845</td>
<td>5%</td>
<td>5%</td>
</tr>
<tr>
<td>All Others</td>
<td>$170,358,917</td>
<td>N/A</td>
<td>N/A</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>HEALTHCARE</th>
<th>ASSET</th>
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<td>Casey Eye Institute</td>
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<td>Sam Jackson Outpatient Clinic</td>
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<td>OHSU Hospital</td>
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<td>Hatfield Research Center (Healthcare Areas)</td>
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<td>Parking Garage F</td>
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<td>Peter Kohler Pavilion</td>
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<td>Physical Plant (603)</td>
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<td>ASB I (635)</td>
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<td>Harem Building (634)</td>
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<td>Administration Building (601)</td>
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<tr>
<td>ASB III (638)</td>
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<td>Animal Support/ABSL3 (639)</td>
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<td>ONPRC and VGTI (637)</td>
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<tr>
<td>All Others</td>
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**Total:** $89,012,355

**Total:** $34,449,894
Accessibility at OHSU

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. |
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.

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 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.
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

<table>
<thead>
<tr>
<th>Project</th>
<th>Knight Cancer Research Building (KCRB)</th>
<th>Center for Health &amp; Healing 2 (CHH-2)</th>
<th>Sky Lakes Collaborative Health Center</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Budget</strong></td>
<td>$190M</td>
<td>$360M</td>
<td>$38.4M (Total Project) &lt;br&gt; $5M (OHSU contribution)</td>
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<tr>
<td><strong>Team</strong></td>
<td>SRG Architects &lt;br&gt; Andersen Construction</td>
<td>ZGF Architects &lt;br&gt; Hoffman Construction</td>
<td>PKA Architects &lt;br&gt; Walsh Construction</td>
</tr>
<tr>
<td><strong>Size</strong></td>
<td>330,000 GSF</td>
<td>720,000 GSF</td>
<td>102,000 GSF (total project) &lt;br&gt; 25,000 GSF (OHSU floor)</td>
</tr>
<tr>
<td><strong>Program</strong></td>
<td>• Early Cancer Detection &lt;br&gt; • Knight Cancer Research Space</td>
<td>• Outpatient Surgery &amp; Procedures &lt;br&gt; • Outpatient Care Unit &lt;br&gt; • Knight Cancer Clinics &lt;br&gt; • Knight Cancer Clinical Trials &lt;br&gt; • Pharmacy, Lab, SPD, Café</td>
<td>• Office of the Dean, OHSU Rural Campus &lt;br&gt; • Medical Simulation &lt;br&gt; • Classrooms and Seminar Rooms &lt;br&gt; • Cascade East Clinic &lt;br&gt; • Sky Lakes Primary Care Clinic</td>
</tr>
<tr>
<td><strong>Timeline</strong></td>
<td>Now &lt;br&gt; Final construction, furniture &amp; ITG &lt;br&gt; August 17, 2018 &lt;br&gt; Substantial completion &lt;br&gt; September 7, 2018 &lt;br&gt; Grand opening celebration</td>
<td>Now &lt;br&gt; Final construction / finishes &lt;br&gt; November 2018 &lt;br&gt; Substantial completion &lt;br&gt; January 2019 &lt;br&gt; RPV go live / 1st guests &lt;br&gt; February 2019 &lt;br&gt; CHH-2 go live / 1st patients</td>
<td>February 2018 &lt;br&gt; Start of construction &lt;br&gt; Now &lt;br&gt; Site / foundation work &lt;br&gt; September 2019 &lt;br&gt; Substantial completion</td>
</tr>
</tbody>
</table>
### CASEY EYE INSTITUTE
**ELKS CHILDREN’S EYE CLINIC**

- **Budget:** $52M
- **Team:** NBBJ Architects
  - NBBJ Architects
  - Skanska Construction
- **Size:** 60,000 GSF
- **Program:**
  - Elks Children’s Eye Clinic
  - Macular Degeneration Center
  - Ophthalmic Genetics Center
  - Ophthalmic Imaging
  - New café and optical shop
- **Timeline:**
  - Now: Final design / Site mobilization
  - September 2018: Start of construction
  - May 2020: Substantial completion
  - July 2020: Go live / 1st patients

### SCHOOL OF PUBLIC HEALTH
**(aka FOURTH & MONTGOMERY PROJECT)**

- **Budget:** $104M (Total project)
  - $30M (SPH condo)
- **Team:** SRG Architects
  - Andersen Construction
- **Size:** 176,000 GSF (Total project)
  - 52,000 GSF (SPH condo)
- **Program:**
  - OHSU/PSU School of Public Health
  - PSU Graduate School of Education
  - PCC Dental Hygiene Program
  - City of Portland Bureau of Planning & Sustainability
  - Retail space
- **Timeline:**
  - Now: Final design / Land use review
  - January 2019: Start of construction
  - October 2020: Substantial completion
  - January 2021: Opening

### SCHNITZER CAMPUS PARKING GARAGE

- **Budget:** $75M
  - (Excluding housing partner)
- **Team:** TBD
- **Size:**
  - 410,000 GSF (Garage)
  - 150,000 GSF (Housing partner)
- **Program:**
  - 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
- **Timeline:**
  - Now: Recommendation to PaWS & WMG
  - Fall 2018: Team selection
  - Fall 2020: Start of construction
  - Spring 2022: Substantial completion & opening
  - July 2023: Go live / 1st patients

### OHSU HOSPITAL EXPANSION

- **Budget:** $320M
- **Team:** NBBJ Architects
  - Skanska Construction
- **Size:**
  - 532,000 GSF
- **Program:**
  - 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
- **Timeline:**
  - Now: Programming / Design
  - October 2019: Final Board approval
  - June 2020: Start of construction
  - November 2022: Substantial completion
  - July 2023: Go live / 1st patients
CAMPUS PLANNING & REAL ESTATE

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)

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/mail address is: OHSU-PSU School of Public Health, 1805 SW 4th Ave, Portland, OR 97201.
- The Mailing Code for OHSU is VPT. The Mailing 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 SRC 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