



OHSU Board of Directors Public Meeting

**Robertson Life Sciences Building (RLSB)
2730 S. Moody Ave., Portland, OR 97201
Room 3A001, 3rd Floor**

Or

YouTube: <https://youtube.com/live/pmvI9g7rARs?feature=share>

Dial-in only

1-503-388-9555 Portland, OR

Meeting number (access code): 2623 576 6542

**Friday, June 23, 2023
1:45-4:25pm**



**OREGON HEALTH & SCIENCE UNIVERSITY
Board of Directors Meeting Public Agenda
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1:45-4:25pm

1:45pm	Call to Order/ Chairman's Comments President's Comments Approval of Minutes April 19, 2023 (ACTION)	Wayne Monfries Danny Jacobs, MD Wayne Monfries
2:00pm	Faculty Senate Response to the Budget	Martina Ralle, PhD
2:20pm	FY23 YTD Results, FY24 Budget	Lawrence Furnstahl
2:50pm	Presentation of the Academic Tuition and Fee Book	Marie Chisholm-Burns, PhD
3:10pm	Approval of Budget and Fee Book (ACTION)	Wayne Monfries
3:15pm	Break	
3:25pm	Health Equity: Fulfilling a Promise	Donn Spight, MD Kat Phillips, MHA
3:45pm	Update from Covington Implementation Committee	Alice Cuprill Comas, JD Susan Bakewell-Sachs, PhD, RN
4:05pm	Update from Covington Oversight Committee	Alisha Moreland-Capuia, MD Michael Alexander, MSS
4:25pm	Meeting adjourned	

Oregon Health & Science University
Board of Directors Meeting
April 19, 2023
WebEx/ECHO 360 virtual live meeting

Following due notice to the public, the regular meeting of the Board of Directors of Oregon Health & Science University (OHSU) was held at 2:40 pm at the Robert Life Sciences Building and via YouTube links.

A transcript of the audio recording was made of these proceedings. The recording and transcript are both available by contacting the Secretary of the Board at 3225 SW Pavilion Loop, Mail Code L101, Portland, Oregon 97239. The following written minutes constitute a summary of the proceedings.

Attendance

Board members in attendance were: Danny Jacobs, Chair Wayne Monfries, Ruth Beyer, Sue Steward, Steve Zika, Mahtab Brar, Susan King, Chad Paulson and James Carlson virtually. OHSU staff presenting material on the agenda were Lawrence Furnstahl, Qiana Williams ACC, SHRM-SCP, Maria Rodriguez, MD, Sara Vonde Feld, Maulin Patel MBA and Bridget Barnes, PhD. Connie Seeley, Secretary of the Board, and Alice Cuprill Comas, JD, Assistant Secretary of the Board, were also in attendance as well as other OHSU staff members.

Call to Order

Chair Wayne Monfries

Wayne Monfries, Chair of the OHSU Board of Directors, called the public meeting to order at 2:40 pm and welcomed those that were in-person and virtual attendance.

Chairman's Comments

Wayne Monfries, Board Chair

Chair Monfries opened the meeting discussing the continued challenging circumstances faced by hospitals and academic health centers, particularly related to finances. He said he was proud of the work OHSU has done to stabilize its finances while also moving forward work that is critical to its future operations and success. He concluded by reviewing the meeting protocol and agenda items and then turned the meeting over to President Jacobs.

President's Comments

Danny Jacobs, MD

President Jacobs welcomed all those in attendance and began by discussing the many great things happening at OHSU.

He discussed experimental gene therapy being performed at the Casey Eye Institute. Also mentioned was the OHSU Innovation Awards Ceremony and its list of recipients. He discussed the Northwest Commission of Colleges and Universities which was held earlier in Seattle.

He spoke about the 2023 MD Match Day and stated there was a 100 % match rate by all OHSU learners who had participated.

He mentioned the OHSU graduation convocation coming up on June 9th and its Key-note speaker, Roselyn Tso, Director of Indian Health Services at the US Department of Health and Human Services. He also spoke about the cardiac care programs excellence certification.

In conclusion he was pleased to announce that Michael Rorabaugh had been appointed Chief Development Officer at the OHSU Foundation and mentioned the foundation gifts that OHSU received from Credit Union for Kids and the Kuni Foundation.

Approval of Minutes

Wayne Monfries

Chair Monfries asked for approval of the minutes from the January, 26, 2023 OHSU Public Board meeting. Upon motion duly made by Mahtab Brar and seconded by Danny Jacobs the minutes were approved by all board members in attendance.

FY23 YTD Results

Lawrence Furnstahl, Chief Financial Officer, and John Hunter, MD

Chair Monfries recognized Lawrence Furnstahl, EVP, Chief Financial Officer and John Hunter, MD, EVP, CEO OHSU Health Systems.

Mr. Furnstahl and Dr. Hunter presented an overview of the FY23 YTD Results & Financial Planning for FY24-FY30.

They discussed OHSU's top budget priorities and FY23 YTD Revenue. Also covered was operating income which included the losses and gains.

They spoke about an increase in Net Worth since the first COVID year, Capital, IPA's, OHSU and the State, OHSU's Health System and financial projections through FY30.

Board members asked Mr. Furnstahl, Dr. Hunter for further information on access issues, and enrollment.

Human Resources Transformation

Qiana Williams, ACC, SHRM-SCP

Chair Monfries recognized Qiana Williams, ACC, SHRM-SCP

Ms. Williams provided an update on OHSU's Human Resources Transformation.

She discussed her initial Listening and Engaging sessions that included over 300 individuals. She covered her 30, 60 and 90 strategy and its current progress.

Ms. Williams spoke about HR's new Vision, Mission and Guiding Principles. She also discussed HR's strategic plan and their plan for sustaining change through the results of the Covington work.

Board members asked Ms. William for further information on retention, prioritization and results, resources, support and wins.

Center for Reproductive Health Equity

Maria Isabel Rodriguez, MD, MPH

Chair Monfries recognized Maria Isabel Rodriguez MD, MPH.

Dr. Rodriguez provided an overview of the Center for Reproductive Health Equity.

She spoke about their mission and their inclusive approach with their work. One topic discussed was how location influences reproductive health.

Dr. Rodriguez also covered structural determinants of maternal health, emergency Medicaid, perimenopause and menopause care, abortion research and abortion training.

Board members asked Dr. Rodriguez for additional information on policy changes and capacity.

Space Utilization & Long Range Planning

Sara Vonde Feld and Maulin Patel MBA

Chair Monfries recognized Sara Vonde Veld and Maulin Patel, MBA

Ms. Vonde Feld and Mr. Patel provided an overview of OHSU's space utilization & long-range planning

They discussed OHSU Anywhere, OHSU's approach to framing flexible work. They covered OHSU's Real Estate, including properties owned, leased and square footage by mission area.

They spoke about OHSU's flexible Workplace stating 44% of employee's are working remotely full or part time. They also covered the Pilot Program and the Vision for OHSU Anywhere Workplace.

They closed their presentation by discussing the 20 year Facilities Plan 2011-2013.

Board members asked Ms. Vonde Feld and Mr. Patel for further information on attracting talent outside of Oregon, reduction of space, retention, location and commuting.

OHSU 2025 Update

Bridget Barnes, PhD, MBA, CHICO

Chair Monfries recognized Bridget Barnes, PhD, MBA, CHICO

Dr. Barnes provided an OHSU 2025 update.

She discussed the Objective status summary Council Objectives on Education, Research, Infrastructure and Health Care. She spoke about the 1.15 Suicide Safety objective.

Dr. Barnes also covered information on the 2.1 Lerner Placement and the completion timeline for EXXAT.

She concluded by presenting a short video on 4.2 RAAP, the Research Administration Partner Pod.

Board members asked Dr. Barnes for further information on suicide in residents.

Selection of Public Accounting Firm for Auditor Services

Chair Monfries presented OHSU Board Resolution 2023-04-04, Selection of Public Accounting Firm KPMG for Audit Services.

OHSU Board Resolution 2023-04-04

Chair Monfries asked for a motion to adopt Resolution 2023-04-04. Chad Paulson moved to approve the motion. Steve Zika seconded the motion and it was approved by all OHSU Board members in attendance.

Reappointment of OHSU President Danny Jacobs

Chair Monfries presented OHSU Board Resolution 2023-04-05, Reappointment of OHSU President Danny Jacobs. Dr. Jacobs excused himself from the meeting.

OHSU Board Resolution 2023-04-05

Chair Monfries asked for a motion to adopt Resolution 2023-04-05.

After comments by the board, Chair Monfries asked for another motion to adopt Resolution 2023-04-05. Sue Steward moved to approve the motion. Chad Paulson seconded the motion. At this time an amendment to the resolution was offered by Ms. Beyer, seconded by Mr. Zika. After discussion of the amendment Chair Monfries called for a roll call vote. The amendment failed 2 votes to 6. Chair Monfries presented the original resolution, comments were made by Mr. Brar. Chair Monfries asked for a roll call to adopt Resolution 2023-04-05. The resolution was approved 6 votes to 2 by all OHSU Board members in attendance.

Adjournment

Wayne Monfries

Hearing no further comments or business for discussion, Chair Monfries thanked all of the Board members and presenters for their participation. The meeting was adjourned at 4:50pm

Respectfully submitted,

Connie Seeley
Secretary of the Board



June 23, 2023

To: Members, OHSU Board of Directors

From: Martina Ralle, PhD
OHSU Faculty Senate President

RE: OHSU Faculty Senate Budget Response

On behalf of the OHSU Faculty Senate, I provide the Senate's perspective, recommendations, and proposals to OHSU leadership and the OHSU Board of Directors. The OHSU Faculty Senate appreciated the presentations of OHSU's FY 24 budget plans by Mr. Lawrence Furnstahl in early spring of 2023. Following these presentations, the Senators decided which additional items Faculty would like to see included. This response summarizes the Senate's request for leadership to:

- Fully fund the new Faculty research compensation plan
- Ensure funding to sufficiently address



Faculty Senate Budget Response

OHSU Board of Directors

DATE: June 23, 2023 PRESENTED BY: Martina Ralle, PhD, Faculty Senate President, Associate Professor, School of Medicine

Senate Mission

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

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

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

President

Dr. Amy Miller Juve



Thank you for your service
to the Senate, Senate Executive Committee and
the OHSU community

Dr. Niki Steckler



Faculty Senate Executive Committee



Vergenia Cuz Carlson, PhD



Sue Aicher, PhD

Thank you for your service to the Senate and OHSU Community



Chris Kroenke, PhD**Glenise McKenzie, PhD, RN****Lisa Osborne-Smith, PhD, CRNA**

Thank you

- **The Senate greatly appreciates the opportunity to comment early on budget and suggest changes.**
- **Thank you for budgeting a significant increase in salary for all Faculty.**
- **We are grateful for the ongoing dialogue between the Faculty Senate and the Board of Directors.**

Budgetary Asks

- Fully fund the new faculty research compensation plan.
- Ensure that sufficient funding will be available to address concerns raised by the OHSU engagement survey.



Thank You

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June 15, 2023

To: Members, OHSU Board of Directors

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

Re: Proposed FY24 Budget

Enclosed is the proposed FY24 operating and capital budget for your consideration at the Board's June 23rd meeting, as well as an update on FY23 financial results through May.

Through 11 months, FY23 operating income is \$58m, \$62m above the seasonally spread break-even budget, and \$136m above last year's May YTD loss. Despite significant volatility in month-to-month earnings, gains this fiscal year help offset the \$(90)m operating loss last year.

OHSU's earnings are highly concentrated in a small number of very complex, high-cost cases that can result in large gains or large losses depending on reimbursement, swinging individual month's results positive or negative around break-even. On top of this volatility, long-term trends of payments per case not keeping up with rising costs accelerated in May, more than offsetting strong volume. This is occurring in Oregon and nationally.

April YTD operating income was \$83m or an average gain of \$8m per month. In contrast, the underlying May operating income was a loss of \$(13)m. In addition, we booked nearly \$(12)m to reserve against receivables for clinical and administrative services provided to Hillsboro Medical Center last August and September. We also recorded \$7.5m in FEMA reimbursement in May, booked "below the line" in nonoperating income.

Patient activity in May was 8% higher than the average of the prior 10 months. Normally, one would expect 8% higher revenues in Healthcare offset by 4.8% higher direct expenses, with about 60% of costs variable with volume. Instead, we had only 2% higher revenues offset by 9% higher expenses. Key factors include a shift in payer mix toward Medicare, which pays about half of private insurance; lower reimbursement rates especially for large cases; reductions in 340b drug benefits from pharma companies; somewhat higher costs of labor, services & supplies; and increased operating support to Hillsboro and Adventist, which are themselves impacted by Oregon and national trends.

In response, we are doubling down on Improving Financial Performance (IFP) work to offset May shortfalls and achieve FY24 targets. This includes increased focus on payer strategy, oncology growth & pharmacy services, anesthesia staffing & surgical case volume, and FTE management with new staffing tools and realigning non-clinical staff to support growth areas.

The proposed FY24 budget closely follows the preliminary plan reviewed in April, with equal revenues & expenses of \$4.9 billion, reflecting 14.5% growth from the FY23 budget approved by the Board one year ago. Core to the budget is funding a robust pool for market-responsive compensation increases across employee categories, while achieving at least a break-even budget next year, including \$140m of Improving Finance Performance (IFP) work. Tuition increases are kept to 2% while maintaining the OHSU Tuition Promise, where entering tuition rates for students in health professions are kept flat for the length of the program.

In an environment of labor shortages and high inflation, our financial strategy is to grow complexity- and outpatient-adjusted patient activity while holding a substantial portion of our cost base fixed against higher volume. We have focused growth on quaternary programs that draw patients with complex diseases from throughout Oregon and beyond. This approach leverages the unique advantages and opportunities of academic medicine and of OHSU as Oregon's public health sciences university—while demonstrating optimism in the future that balances today's financial realities.

The FY24 capital budget recommends:

- \$150m of annual projects,
- \$20m for real estate opportunities to save lease costs, and
- \$25m to complete design on the Doernbecher / NICU expansion.
- Next year's \$230m work on the Inpatient Addition (IPA) is funded by debt issued in 2021.

Operating cash flow is essentially balanced but with higher expenditures, days cash on hand decline to 170 days by June 30, 2024. This forecast assumes 5.5% return on OHSU-held investments next year; volatility in the financial markets will also impact OHSU's liquidity position, up and down. As you know, we use OHSU's operating margin and, over the longer run, investment returns, to invest in people, programs and places that improve the health and well-being of Oregonians.



OHSU Onward: FY23 YTD Results and Proposed FY24 Operating & Capital Budget

OHSU Board of Directors / June 23, 2023

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Overview of FY24 Proposed Budget

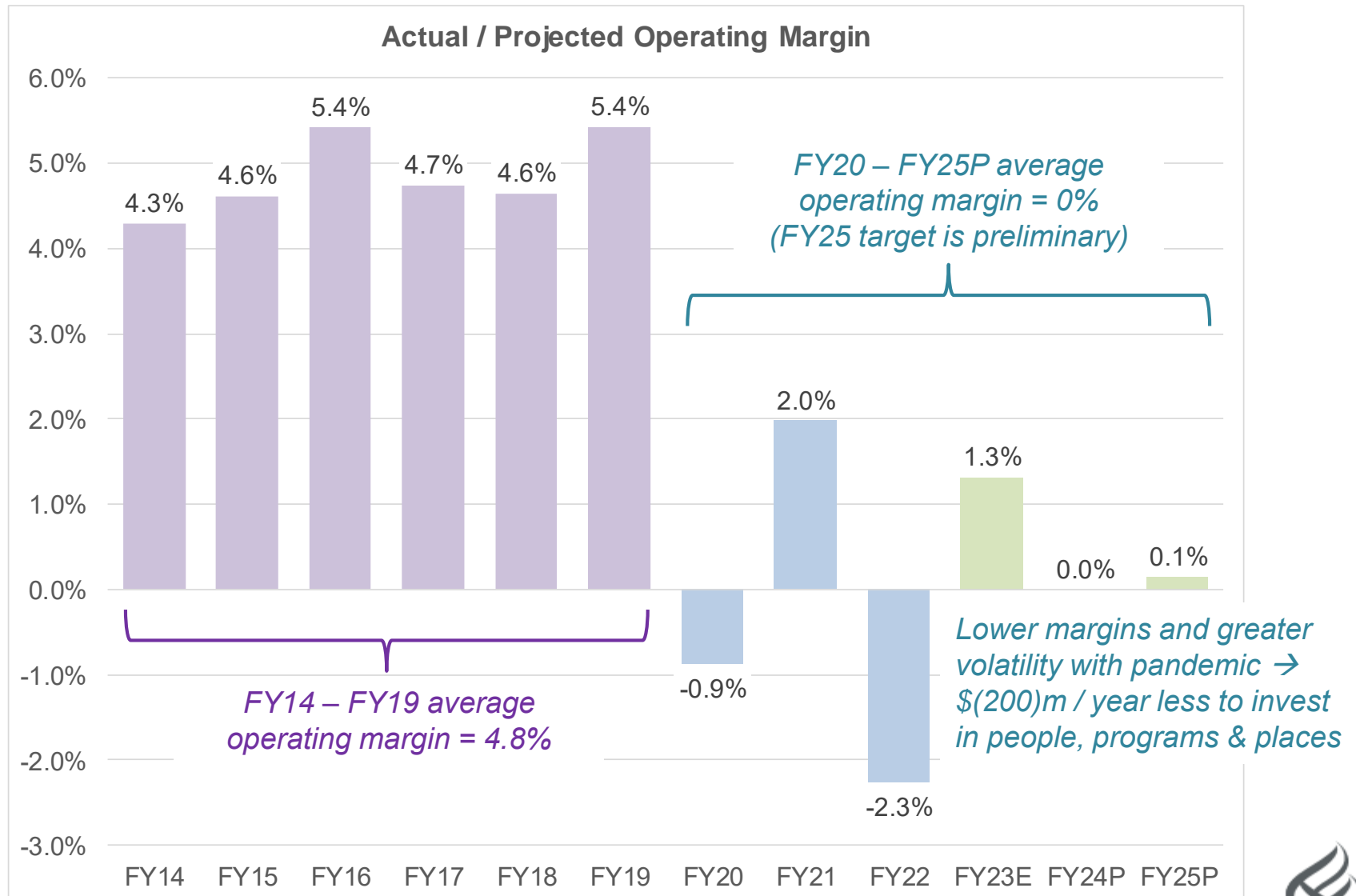
- This document proposes for the Board's consideration OHSU's operating and capital budget for FY24. The proposed budget was reviewed by the Finance & Audit Committee at its June 14th meeting.
- The FY24 budget closely follows the preliminary plan discussed in April, with equal revenues & expenses of \$4.9 billion, reflecting 14.5% growth from the FY23 budget approved by the Board one year ago.

FY24 Proposed Budget in Context (millions)	FY22 Actual	FY23 Budget	FY23 Estimate	FY24 Proposed	FY24 Prop / FY23 Bdg
Operating revenues	3,987	4,274	4,559	4,896	14.5%
Compensation	2,494	2,621	2,738	3,013	14.9%
Supplies & services	1,337	1,407	1,514	1,625	15.4%
Depreciation	199	202	205	217	7.0%
Interest	45	43	42	42	-3.9%
Operating expenses	4,076	4,274	4,499	4,896	14.5%
Operating income (loss)	(90)	0	60	0	
Operating margin	-2.2%	0.0%	1.3%	0.0%	
EBITDA margin	3.9%	5.7%	6.7%	5.3%	

Overview of FY24 Budget (continued)

- Core to the budget is funding a robust pool for market-responsive compensation increases while achieving at least a break-even budget next year, including \$140m of Improving Finance Performance (IFP) work. Tuition increases are kept to 2%.
- The FY24 capital budget recommends:
 - \$150m of annual projects,
 - \$20m for possible real estate opportunities to save lease costs, and
 - \$25m to complete design on the Doernbecher / NICU expansion.
 - Next year's \$240m work on the Inpatient Addition is funded by debt issued in 2021.
- Operating cash flow is essentially balanced but with higher expenditures, days cash on hand decline to 170 days by June 30, 2024. This forecast assumes 5.5% return on OHSU-held investments next year; volatility in the financial markets will also impact OHSU's liquidity position, up and down.
- We use OHSU's operating margin and, over the longer run, investment returns to invest in people, programs and places.
- Average operating margins since the pandemic began are forecast at break-even, compared to nearly 5% pre-pandemic, with greater volatility.
 - *This equates to about \$(200)m less to invest each year.*

Margin to Invest in People, Programs & Places



Top Budget Priorities from the FY23 Budget

A year ago, we identified the following priorities for the FY23 budget:

- Identifying programs and positions to improve operations and efficiency.
- Controlling hiring with focus on high-return areas and safety.
- Recruiting and retaining full-time employees to diminish reliance on contract labor.
- Fully deploying the operating rooms and procedural areas.
- Focusing on capacity and length of stay.
- Growing pharmacy, imaging and complex services with rapid return on investment.
- Negotiating commercial contract rates that reflect higher-inflation environment.
- Working with public, private and philanthropic partners to support strategic priorities.
- *Through May, FY23 operating income is \$58m, \$62m above the seasonally spread break-even budget, and \$136m above last year's May YTD loss.*
- *FY23 YTD results include \$52m of prior-year IGT rebalance funds.*
- *Despite significant volatility in month-to-month earnings, gains this fiscal year help offset the \$(90)m operating loss last year and provide optimism for the future.*

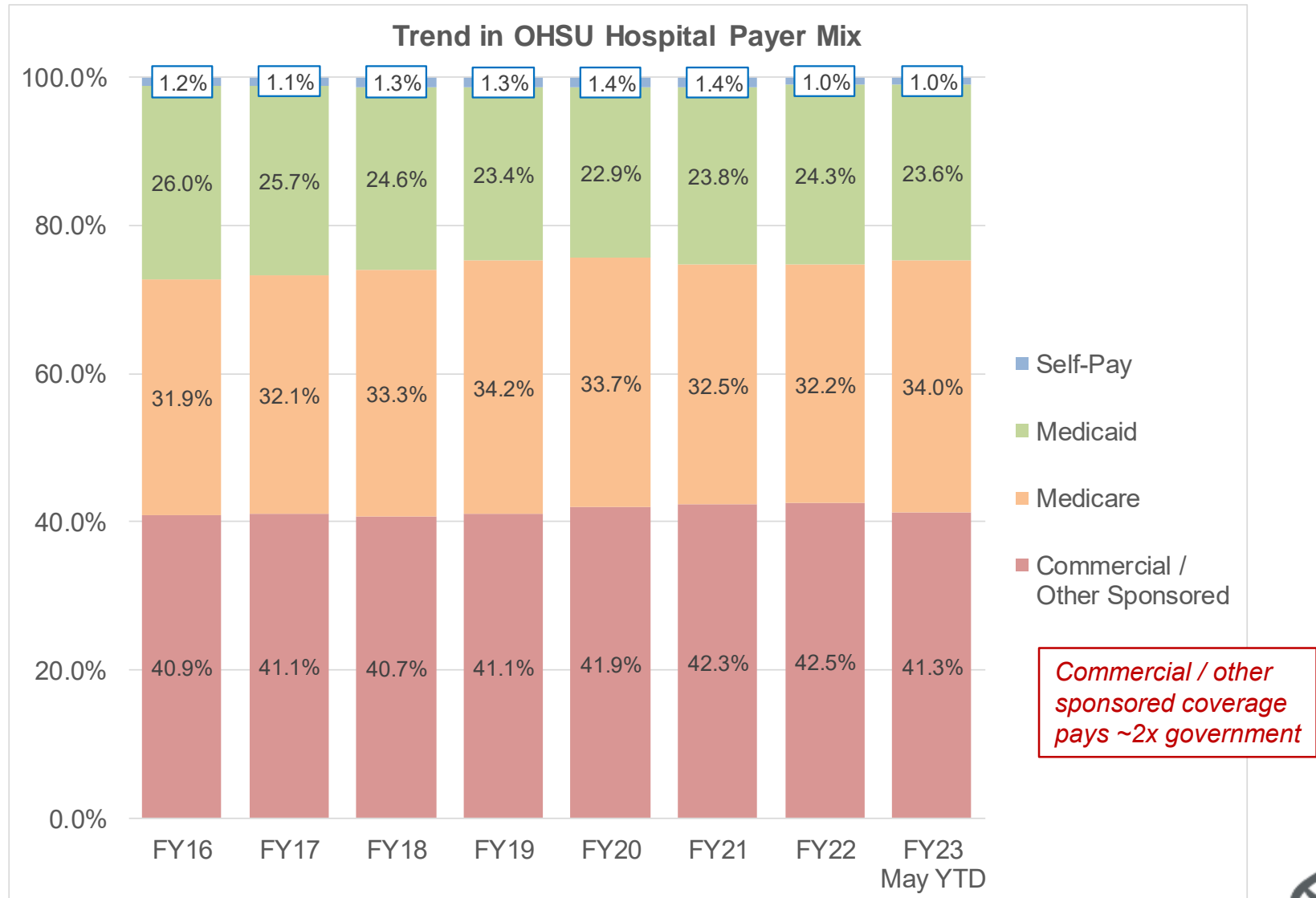
FY23 YTD Revenue Up 15% with 11% Cost Growth

May YTD (11 Months) (millions)	FY22 Last Year	FY23 Budget	FY23 Actual	Actual - Budget	Actual / Last Year
Net patient revenue	\$2,426	\$2,636	\$2,784	\$148	14.8%
Medical contracts	144	159	150	(9)	4.1%
Grants & contracts	484	483	508	25	4.9%
Gifts applied	74	84	89	5	19.7%
Tuition & fees	75	76	75	(0)	0.1%
State support	188	221	250	29	33.0%
Prior year rebalance	0	0	52	52	
Other revenue	225	246	256	10	13.7%
Operating revenues	3,617	3,904	4,165	261	15.1%
Salaries & benefits	2,270	2,398	2,494	97	9.9%
Rx & medical supplies	656	710	782	72	19.3%
Other services & supplies	545	575	602	27	10.5%
Depreciation	182	185	189	4	3.9%
Interest expense	42	40	39	(1)	-7.2%
Operating expenses	3,694	3,908	4,107	199	11.2%
Operating income (loss)	\$(77)	\$(4)	\$58	\$62	
Operating margin	-2.1%	-0.1%	1.4%	1.5%	
EBITDA margin	4.0%	5.7%	6.9%	1.2%	

Strong Year-over-Year Growth in Patient Activity

May YTD (11 Months)	FY22	FY23	FY23	Actual /	Actual /
Patient Activity	Last Year	Budget	Actual	Budget	Last Year
Inpatient admissions	23,988	24,297	25,066	3.2%	4.5%
Average length of stay	6.79	6.80	7.08	4.1%	4.3%
Average daily census	462.3	497.5	487.0	-2.1%	5.3%
Casemix index	2.47	2.50	2.51	0.4%	1.6%
Day / observation patients	37,896	38,009	41,725	9.8%	10.1%
Surgical cases	29,373	32,466	32,045	-1.3%	9.1%
Emergency visits	45,688	44,830	50,156	11.9%	9.8%
Ambulatory visits	1,008,276	1,027,822	1,037,196	0.9%	2.9%
Outpatient share of activity	57.2%	56.9%	56.1%	-1.4%	-1.9%
CMI/OP adjusted admissions	138,398	140,884	143,406	1.8%	3.6%
Gross charges (rate adjusted)	\$5,483	\$5,738	\$6,062	5.6%	10.5%

FY23 Payer Mix Shift from Commercial to Medicare



May Month Shows Sharp Downward Pressure

- OHSU's earnings are highly concentrated in a small number of very complex, high-cost cases that can result in large gains or large losses depending on reimbursement, swinging individual month's results positive or negative around break-even.
- We just closed May books, with results worse than expected.
- Long-term trends, of payments per case not keeping up with rising costs, accelerated in May, more than offsetting strong volume. This is occurring in Oregon and nationally.
- April YTD operating income was \$83m or an average gain of \$8m per month. In contrast, the underlying May operating income was a loss of \$(13)m.
- In addition, we booked nearly \$(12)m to reserve against receivables for clinical and administrative services provided to Hillsboro Medical Center last August & September.
- We also recorded \$7.5m in FEMA reimbursement in May, booked "below the line."
- The largest downward change in May occurred in Healthcare, despite higher volume.
- Patient activity in May was above budget by 7.5%, including 8% higher inpatient admissions, 8% higher outpatient visits, 19% higher ER visits, and 1% higher surgical cases.
- The relative growth in ER visits compared to OR cases is indicative of a shift toward activity with lower reimbursement compared to cost.

Results below Expectation Despite Strong Volume

- Patient activity in May was also 8% higher than the average of the prior 10 months.
- Normally, one would expect 8% higher revenues in Healthcare offset by 4.8% higher direct expenses, with about 60% of costs variable with volume ($60\% \times 8\% = 4.8\%$).
- Instead, we had only 2% higher revenues offset by 9% higher expenses.
- Thus, the Healthcare direct margin (revenues minus direct expenses before overhead, depreciation & interest), instead of rising from the April run-rate of \$33m per month to a volume-adjusted level of \$42m, instead fell to \$21m in May, with \$(13)m less revenue and \$8m more expense than expected.

(millions)	Apr YTD Run-Rate	Adjusted for 8% Vol.	May Actual	Difference
Healthcare revenues	\$233	\$251	\$238	\$(13)
Direct expenses	200	209	217	8
Healthcare direct margin	<u>\$33</u>	<u>\$42</u>	<u>\$21</u>	<u>\$(21)</u>

Healthcare Revenue & Expense Drivers in May

- The shortfall in revenue is largely due to three factors:
 - Shift in payer mix toward Medicare, which pays about half of private insurance
 - Lower reimbursement rates especially for large cases
 - Renewed refusal by pharma companies to extend 340b pricing to OHSU's partner pharmacies.
- The overage in expense is also due to a variety of factors, including:
 - Somewhat higher labor costs
 - Lower 340b discounts from pharma companies for drugs
 - Increased operating support to Hillsboro and Adventist
 - Higher spending on other services & supplies.
- In response, we are doubling down on Improving Financial Performance (IFP) work to offset May shortfalls and achieve FY24 targets.
 - *Clinical focus on payer strategy, oncology growth & pharmacy services, anesthesia staffing & surgical case volume, and FTE management with new staffing tools and realigning non-clinical staff to support growth areas.*

Cash Net of CARES / FICA Loans Up +\$122M

- Through May, consolidated net worth is up \$91m or 2.3%, from operating income, FEMA reimbursement and investment gains, which have been volatile (left chart).
- Excluding \$68m to repay the final portions of pandemic interest-free loans, OHSU-held cash & investments are up \$122m through 11 months, with a turnaround in working capital needs from earlier in the fiscal year (right chart).

FY23 May YTD Change in Net Worth	(millions)
6/30/22 consolidated net worth	\$3,948
May YTD operating income	58
CARES Act PRF / FEMA funds	22
Investment return on OHSU funds	39
Net gain (loss) on Foundation	(32)
Grant & gift funded capital	6
Other non-operating items, net	(1)
FY23 May YTD change in net worth	91
<i>Percent change</i>	<i>2.3%</i>
5/31/23 consolidated net worth	\$4,039

FY23 May YTD Cash Flow	(millions)
Operating income	\$58
Depreciation	189
Investment return	39
Capital grants & gifts	6
CARES Act PRF / FEMA grants	22
New debt applied to IPA	50
Sources of cash	364
Principal repaid	(28)
Capital spending	(217)
CARES Act / FICA loans repaid	(68)
Working capital & other changes, net	3
Uses of cash	(310)
Sources less uses of cash	54
Cash flow net of short-term loans	\$122

12% Increase in Net Worth Since 1st COVID Year

Pandemic Impact on Net Worth	(millions)
6/30/19 consolidated net worth	\$3,619
OHSU operating income (loss)	12
CARES Act / FEMA grants	174
OHSU investment return	148
Net gain on Foundation	165
GASB 68 pension accrual	(94)
Capital grants, gifts & other items, net	14
3 year + 11 month change in net worth	420
5/31/23 consolidated net worth	\$4,039

\$405m Gifts (GAAP basis)
 305m Investment return
 (471)m Transfer to OHSU
 (74)m Found. operations
 \$165m Net gain

We expect to receive another ~\$100m of FEMA grants over the next year, booked as non-operating income.

FY23 Results: OHSU Focus Going Forward

Healthcare across Oregon and the nation is facing serious financial challenges.

However, the pandemic has also been a catalyst for change, providing a new opportunity to rely on each other and now look forward to thrive.

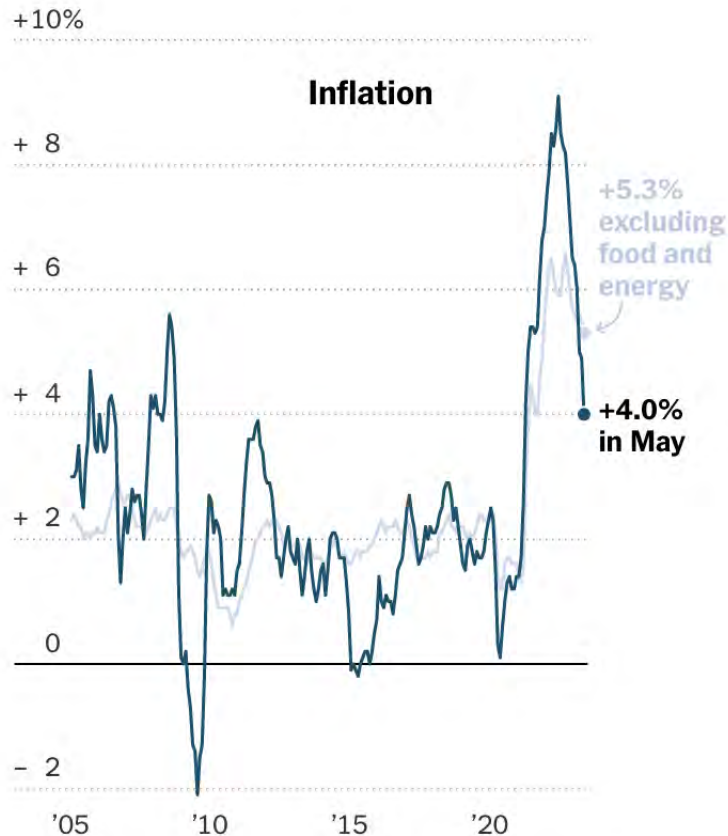
OHSU's ongoing focus is to:

- Support our people.
- Build community engagement and health equity.
- Improve access and grow strategically.
- Advance OHSU's missions of education, research, patient care and outreach that make us unique in Oregon.
- Build for the future.

FY24 Budget Planning

- Budget planning occurs at the OHSU Budget Committee, which is chaired by the Executive Vice Provost and includes all EVPs, with the President attending as the approver of the Committee's recommendations, prior to Board consideration in June.
- Core to this work for FY24 is funding a robust 7% pool for market-responsive compensation increases on average with variations by category, while achieving at least a break-even budget next year.
- This includes \$140m from the Improving Finance Performance (IFP) work in Healthcare + School of Medicine, a process engaging a wide range of faculty and administrative leaders that aligns responsibility and authority for OHSU's largest area.
- In an environment of labor shortages and high inflation, our financial strategy is to grow complexity- and outpatient-adjusted patient activity while holding a substantial portion of our cost base fixed against higher volume.
- We have focused growth on quaternary programs that draw patients with complex diseases from throughout Oregon and beyond.
- This approach leverages the unique advantages and opportunities of academic medicine and of OHSU as Oregon's public health sciences university—while demonstrating optimism in the future that balances today's financial realities.

Inflation & Wages: Union Contracts & Rx Costs



Source: Bureau of Labor Statistics • By Karl Russell

New York Times 6/13/23

AFSCME 7,500 Staff	Prior Contract FY20 – FY22	New Contract FY23 – FY25
1 st year increase	3.25%	7%
2 nd year increase	3%	5%
3 rd year increase	3%	5%

Unit cost inflation for Rx & medical supplies is now running 10% on an \$800m base.

Recent commercial payment rate increases averaged 5%. Government payer rate growth is half that.

The gap between overall payment rate growth and wage & cost inflation has doubled from 1.5% per year pre-pandemic to 3% now.

On a \$5 billion budget, this would result in an incremental \$150m decrease in earnings per year, year after year.

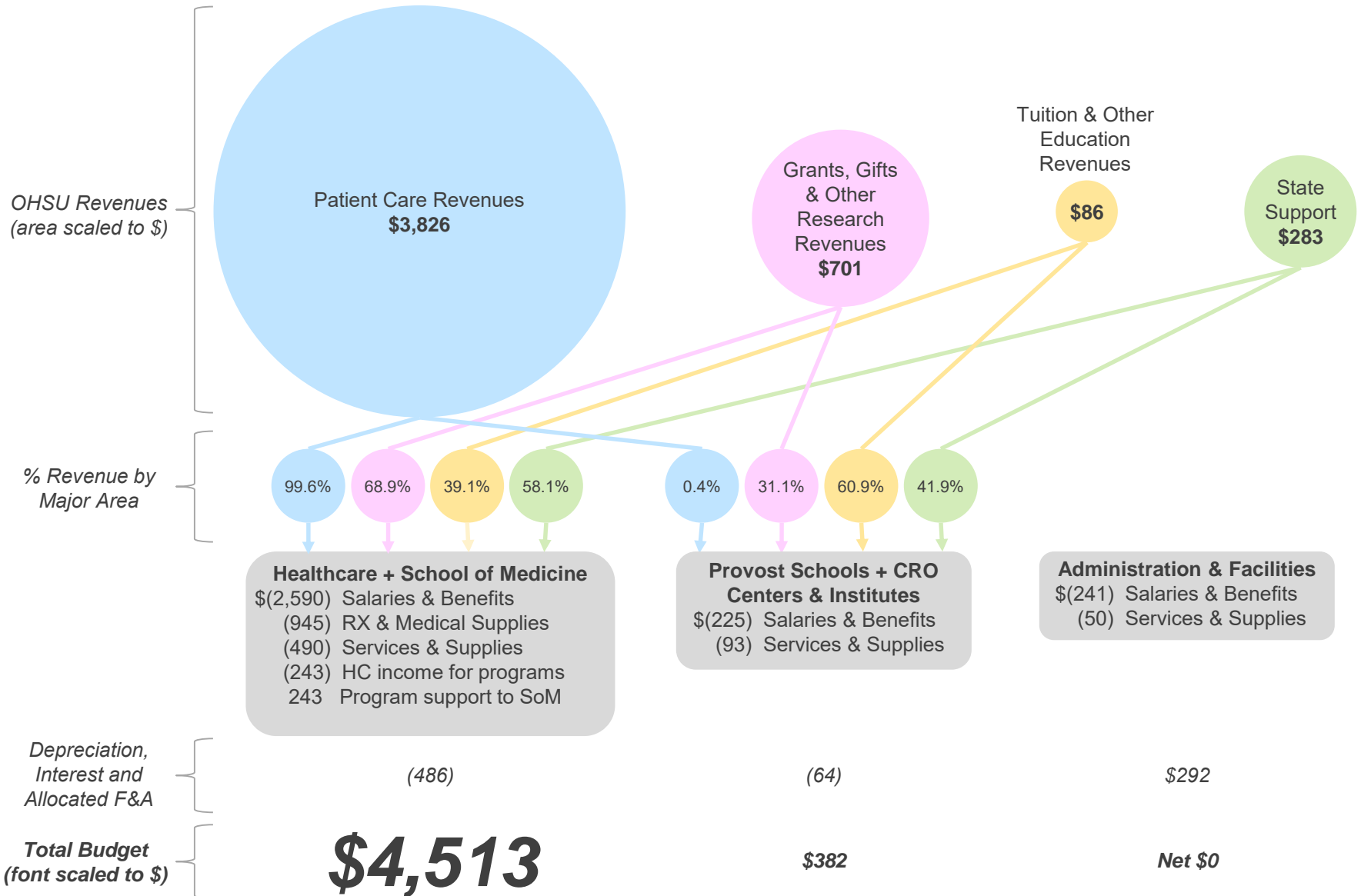
Key Budget Drivers from FY23 to FY24

- Gross contract labor costs were ~\$60m above budget through May. With partial offset from savings in budgeted employed staff, this results in an FY23 net impact of ~\$36m.
- AFSCME and UA/Research wage increases last fall were \$35m above budget.
- 10% cost inflation on \$800m of Rx & medical supplies creates considerable cost pressure, while drug company are pushing back on 340b pricing at OHSU's contract partner pharmacies.
- 30-30-30 program spending is assumed to reach \$20m in FY24, with catch-up for underspending in FY23 starting in FY25.
- Half of the \$30m of regular IGT program funding for research & education, held back in FY23 to fund otherwise unrecovered costs, is released in FY24 to support faculty, recruitment and programs in the School of Medicine, Provost and CRO areas.
- Initial funding for a revised OHSU Incentive Plan at \$12.5m is also added back. Fully funding the OIP would cost \$31m, the first call on FY24 earnings above break-even.
- Oregon statute provides OHSU with 87% of cost for care to Medicaid, Dual-Eligible and uninsured patients through the QDP-IGT program, freeing private revenues to support OHSU's unique missions as the State's public health sciences university.
- The QDP-IGT program also secures \$1.7 billion of funding for the Oregon Health Plan in the 2023-2025 biennium.

FY24 Proposed Budget Built Off FY23 Budget Base

OHSU Revenues & Expenses (millions)	FY23 Budget	FY24 Proposed	FY24 Prop / FY23 Bdg
Net patient revenue	\$2,888	\$3,417	18.3%
Medical contracts	173	184	6.1%
Grants & contracts	527	557	5.8%
Gifts applied	94	113	20.4%
Tuition & fees	82	83	2.1%
State support	241	283	17.2%
Other revenue	270	259	-3.8%
Operating revenues	4,274	4,896	14.5%
Salaries & benefits	2,621	3,013	14.9%
Rx & medical supplies	778	949	22.0%
Other services & supplies	629	676	7.4%
Depreciation	202	217	7.0%
Interest expense	43	42	-3.9%
Operating expenses	4,274	4,896	14.5%
Operating income (loss)	\$0	\$0	
Operating margin	0.0%	0.0%	
EBITDA margin	5.7%	5.3%	

High-Level Funds Flow for \$4.9B FY24 Budget



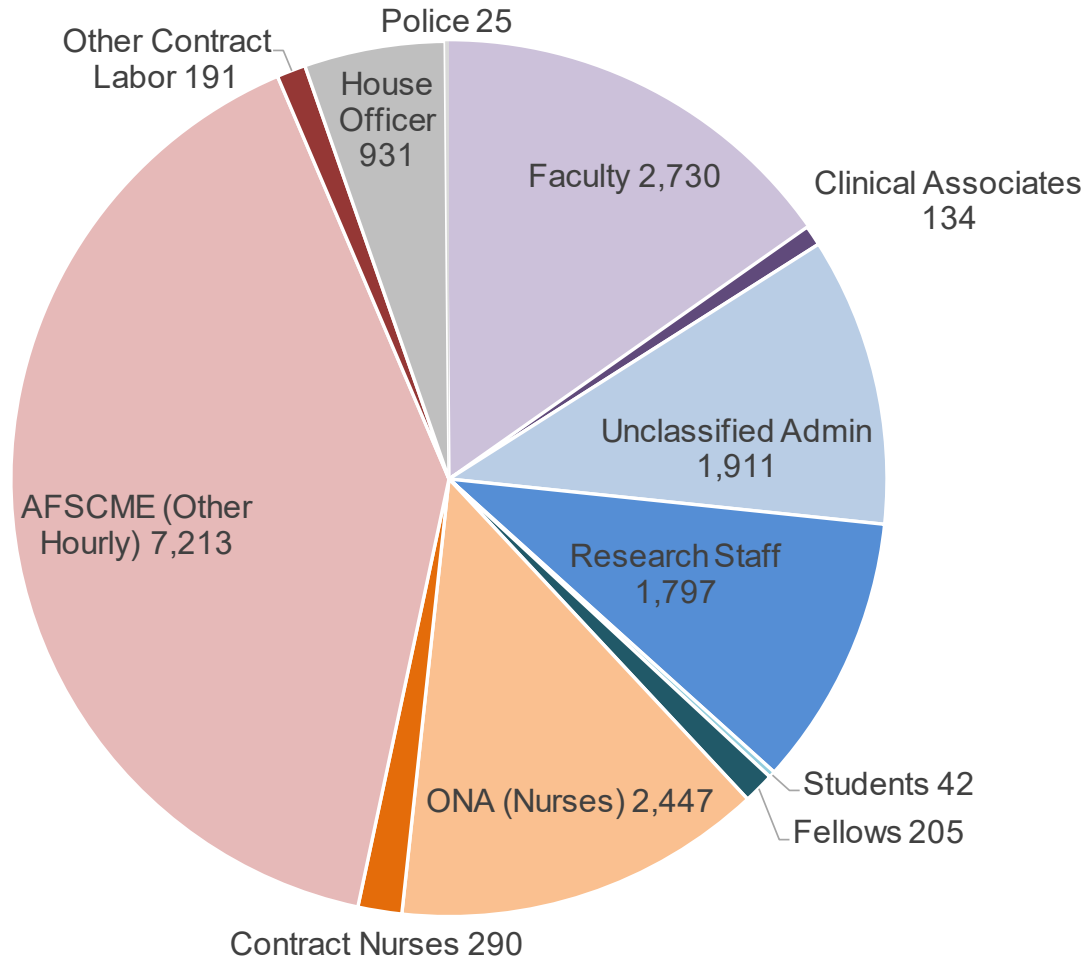
Applying OHSU 2025 Plan: Putting People First



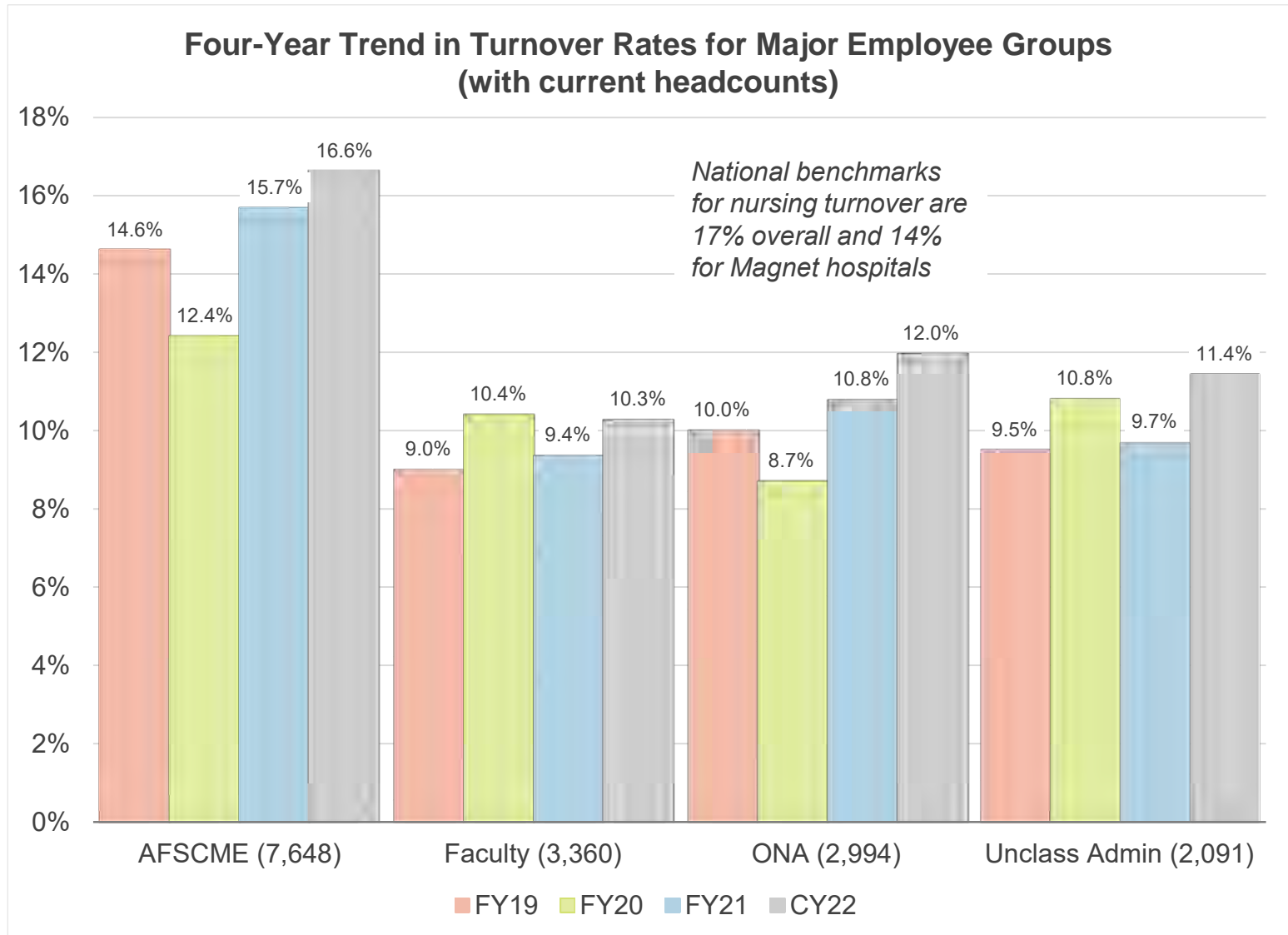
5,300 OHSU members contributed to the OHSU 2025 future picture with 6 goals.

OHSU's 17,900 FTE Workforce (480 Contract)

OHSU Full-Time Equivalents Paid on March 31, 2023 (total = 17,916)



OHSU Employee Turnover Rates Up Somewhat



Investing in Human Resources: 30-60-90 Day Plan

- We prioritize excellence in:
 - Attracting, developing and retaining a best-in-class workforce.
 - Enabling a culture that drives personalized, positive, and an inclusive workplace

Execute quick wins

30
DAYS

- Prioritize business needs
- Fine-tune HR structure and stabilize function
- Address recruitment and retention issues
- Address Compensation “challenges”
- Make progress on Diversity, Equity and Inclusion
- Assess optimization of Oracle functionality

Address short-term gaps

60
DAYS

- Support alignment around OHSU future vision...where are we going and how do I fit in?
- Deliver robust HR strategy and framework
- Assess HR and address capabilities/needs
- Streamline workflows, automate and enable manager decisions for key pain points
- Deliver HR Scorecard, including shared metrics, KPI and targets

Develop long-term strategy

90
DAYS

- Re-introduce member engagement survey
- Support the university in improving member efficiency and productivity enhancements
- Invest in leadership (know, grow and move talent)
- Accelerate HR specific Covington outcomes where possible

The Flexible Workplace & Space Efficiencies

- At OHSU, an estimated 44% of employees work remotely full or part time.
- OHSU Anywhere is our approach to framing flexible work at OHSU, through policies and resources to create a desirable place to work, helping attract, retain and sustain a healthy workforce.
- Flexibility includes remote and hybrid work, alternate schedules and ways of working that allow employees the freedom to be effective both in their career and personal life.
- Over the past three years, 24 units relinquished 36,000 SF of owned space and between 2020 and 2027, units will vacate 209,000 SF of owned and leased space.

OHSU Anywhere			
Policy & Guidance	Processes & Forms	Tools & Resources	Training & Support
<ul style="list-style-type: none"> – OHSU Remote Work Policy. – Taxes, benefits and leaves management for states with OHSU employees. – Position Assessment for remote work eligibility. – Space Guidelines. 	<ul style="list-style-type: none"> – Flexible Work Arrangement Form. – Standardized OHSU equipment for remote employees and shipping efficiencies. – Updates to Oracle. – Adding remote work eligibility to position descriptions and iCIMS. 	<ul style="list-style-type: none"> – Robust intranet site with FAQs, guidelines and procedures. – Piloting digitization of paper files for remote depts. – Remote employee onboarding. – Flexible Use Space Pilot Program. 	<ul style="list-style-type: none"> – Managing and Working Remotely. – Virtual Team Building. – Remote Work 2.0; Best practices for a vibrant remote culture. – Remote work consultation service.

FY24 Faculty Compensation Plan

- Faculty received raises that were, on aggregate, 7% above FY23.
- Clinical mission: no material changes to the compensation plan compared to FY23.
- Education mission: no material changes to the compensation plan compared to FY23.
- Research mission:
 - Because we maximized faculty salary increases, full implementation of other compensation plan components has been delayed
 - Substantially raised salaries for Assistant Professors to improve our market competitiveness
 - Salary support expectations for Associate and Full Professors receiving institutional support went from 55% to 60%
 - Partially implementing FTE bank (salary bridging between grants) mechanism.

Addressing Research Faculty Support

- OHSU's Faculty Senate requested that additional funding be included in the budget for three key items in the research component of the Faculty Compensation Plan: (a) equalizing institutional salary support, (b) addressing faculty salary inequities, and (c) implementing bridge funding.
- While expectations for salary coverage from external sources for research-focused faculty do vary (item a) and research faculty salary inequities have not been fully addressed (item b), we have not been able to address these issues due to financial constraints.
- FY24 funds available for supporting faculty (~7% of salaries) were used to increase salaries for all faculty rather than addressing the above issues.
- Work continues to address salary inequities; salaries are raised each year, but individual increases must be capped to stay within overall budget targets.
- Bridge funding and the implementation of the FTE bank process as proposed in the Faculty Compensation Plan will require additional funding and development of new systems to track and report on the data overtime.

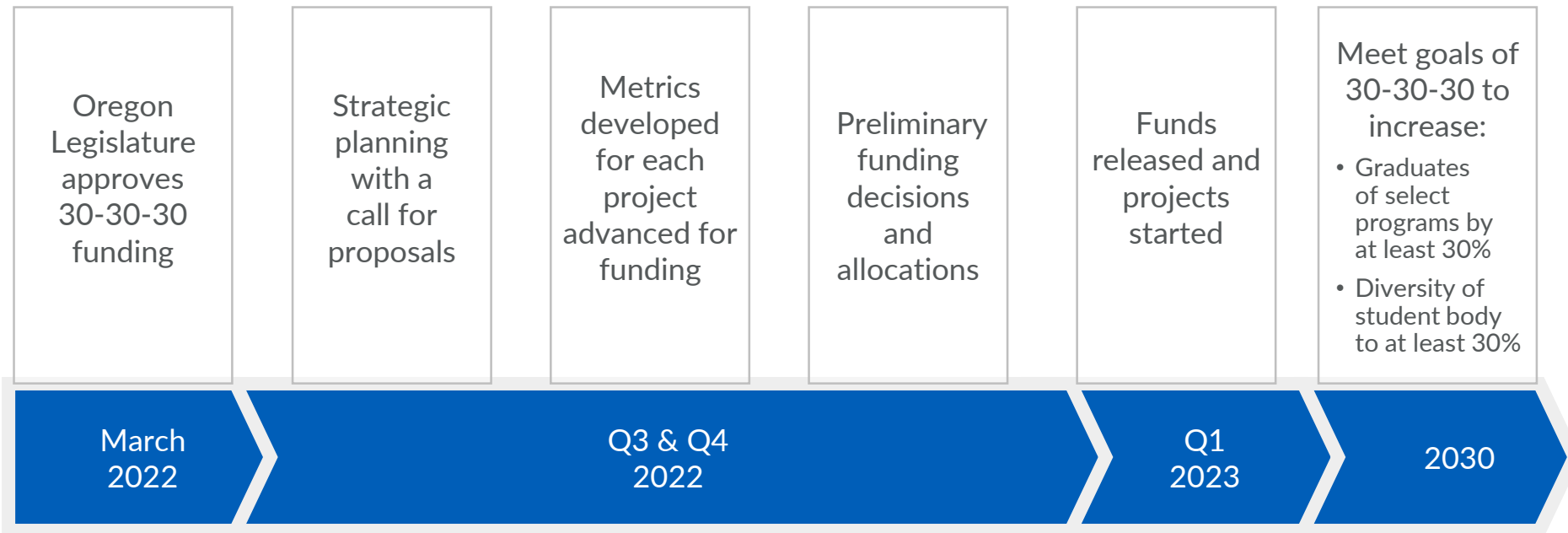


30-30-30: An investment in Oregon's future

By 2030, increase:

- Graduates of select programs by at least 30%
- Diversity of student body to at least 30%

30-30-30: Where We Are and What's Next



30-30-30: Investments

Over 35 programs have received funding; examples of projects receiving funding in FY23, to meet Aims 1 and 2 include:

- Increasing graduates in select programs (nursing, public health, human nutrition, medical physics, and physician assistant);
- Expanding capacity for Pathway Programs at OHSU (e.g.. Wy'east and OnTrack, which includes dentistry, nursing, and others);
- Support Clinical Placement to increase clinical education opportunities;
- Expand Academic Success Center to increase supports and services for students throughout their educational pathway;
- Creating of an Office of Institutional Research & Effectiveness to track student outcomes and 30-30-30 goals;
- Providing additional support for student recruitment, retention, and student services to promote access and success;
- **Scholarships:**
 - Cost is recognized as a major barrier to health professions education
 - Scholarships are recommended as a key strategy to overcoming the cost barrier
 - Scholarships can improve recruitment, persistence and completion of degree programs
 - We allotted funds for student scholarships

A blurred background image showing several healthcare professionals, including a woman in blue scrubs, sitting around a table in a meeting or classroom setting.

30-30-30

Funding Examples:

Increasing the number
of nurse educators

Through 30-30-30, the
OHSU School of Nursing
is helping increase nursing
faculty throughout the
state of Oregon.

2% Proposed Tuition Increase + Tuition Promise

FY24 budget keeps tuition increases for entering students to 2%. For programs in the OHSU Tuition Promise, continuing students have no tuition increases (see next 2 pages)

	Tuition Increase				
	Resident	Non-Resident	Resident Tuition	Fees	Resident 2023-24 Total
Medicine – MD ¹	2.00%	2.00%	\$47,072	\$9,973	\$57,045
Dentistry – DMD ¹	2.00%	2.00%	\$48,944	\$19,489	\$68,433
Medicine – Physician Assistant ¹	1.95%	1.95%	\$43,272	\$10,685	\$53,957
Medicine – Human Nutrition ²	1.89%	1.89%	\$31,590	\$8,432	\$40,022
Medicine – Radiation Therapy ¹	1.81%	1.84%	\$22,264	\$9,720	\$31,984
Nursing – Undergraduate OCNE ²	1.91%	1.96%	\$15,336	\$8,432	\$23,768
Nursing – Undergraduate Accelerated BS ¹	1.91%	1.95%	\$35,280	\$10,685	\$45,965
Nursing – Graduate Nurse Practitioner ³	1.93%	1.95%	\$24,696	\$8,432	\$33,128
Nursing – Graduate Nurse Anesthesia ⁴	1.91%	1.95%	\$41,040	\$10,685	\$51,725

¹Based on four terms of enrollment

²Based on three terms of enrollment

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

⁴Based on four terms of enrollment at 12 credits each — actual enrollment may vary

Proposed 2023-24 Increases in Full-Time Tuition

OHSU 2023-24 Percentage Change in Per Term Full-Time Tuition

	Approx. Terms of Attendance	2022-23 Resident Tuition	2023-24 Resident Tuition	Percent Increase	2022-23 Non-Res Tuition	2023-24 Non-Res Tuition	Percent Increase
Returning Tuition Promise Programs							
MD 2nd Year	4	\$11,537	\$11,537	0.00%	\$17,734	\$17,734	0.00%
MD 3rd Year	4	\$11,311	\$11,311	0.00%	\$17,387	\$17,387	0.00%
MD 4th Year	4	\$11,089	\$11,089	0.00%	\$17,046	\$17,046	0.00%
MD/MPH 2nd Year	4	\$10,619	\$10,619	0.00%	\$16,297	\$16,297	0.00%
MD/MPH 3rd Year	4	\$10,411	\$10,411	0.00%	\$15,980	\$15,980	0.00%
MD/MPH 4th Year	4	\$10,210	\$10,210	0.00%	\$15,668	\$15,668	0.00%
MD/MPH 5th Year	4	\$10,012	\$10,012	0.00%	\$15,361	\$15,361	0.00%
DMD 2nd Year	4	\$11,996	\$11,996	0.00%	\$19,361	\$19,361	0.00%
DMD 3rd Year	4	\$11,761	\$11,761	0.00%	\$18,982	\$18,982	0.00%
DMD 4th Year	4	\$11,530	\$11,530	0.00%	\$18,609	\$18,609	0.00%
Human Nutrition	4	\$7,155	\$7,155	0.00%	\$7,155	\$7,155	0.00%
Physician Assistant	4	\$10,611	\$10,611	0.00%	\$10,611	\$10,611	0.00%
Radiation Therapy	4	\$5,964	\$5,964	0.00%	\$7,176	\$7,176	0.00%
UG Nursing Accelerated Bacc	2	\$6,924	\$6,924	0.00%	\$9,240	\$9,240	0.00%
UG Nursing OCNE 2nd Year	3	\$5,016	\$5,016	0.00%	\$9,192	\$9,192	0.00%
UG Nursing OCNE 3rd Year	3	\$4,920	\$4,920	0.00%	\$9,012	\$9,012	0.00%
Graduate Nurse Practitioner	4	\$6,057	\$6,057	0.00%	\$7,866	\$7,866	0.00%
Graduate Nurse Anesthesia	4	\$7,551	\$7,551	0.00%	\$7,866	\$7,866	0.00%
2023-24 Tuition Promise Programs							
MD 1st Year	4	\$11,537	\$11,768	2.00%	\$17,734	\$18,089	2.00%
MD/MPH 1st Year	4	\$10,619	\$10,831	2.00%	\$16,297	\$16,623	2.00%
DMD 1st Year	4	\$11,996	\$12,236	2.00%	\$19,361	\$19,749	2.00%
Human Nutrition	3	\$7,155	\$7,290	1.89%	\$7,155	\$7,290	1.89%
Physician Assistant	4	\$10,611	\$10,818	1.95%	\$10,611	\$10,818	1.95%
Radiation Therapy	4	\$5,964	\$6,072	1.81%	\$7,176	\$7,308	1.84%
UG Nursing Accelerated Bacc	3	\$6,924	\$7,056	1.91%	\$9,240	\$9,420	1.95%
UG Nursing OCNE	3	\$5,016	\$5,112	1.91%	\$9,192	\$9,372	1.96%
Graduate Nurse Practitioner	3	\$6,057	\$6,174	1.93%	\$7,866	\$8,019	1.95%
Graduate Nurse Anesthesia	4	\$7,551	\$7,695	1.91%	\$7,866	\$8,019	1.95%

Proposed 2023-24 Increases in Full-Time Tuition

OHSU 2023-24 Percentage Change in Per Term Full-Time Tuition

	Approx. Terms of Attendance	2022-23 Resident Tuition	2023-24 Resident Tuition	Percent Increase	2022-23 Non-Res Tuition	2023-24 Non-Res Tuition	Percent Increase
Non Tuition Promise Programs							
Dental Graduate	4	\$11,773	\$12,009	2.00%	\$14,023	\$14,304	2.00%
Dietetic Internship	4	\$7,155	\$7,290	1.89%	\$7,155	\$7,290	1.89%
Food Systems & Society	3	\$6,435	\$6,561	1.96%	\$6,435	\$6,561	1.96%
SoM PhD	3	\$6,990	\$7,125	1.93%	\$6,990	\$7,125	1.93%
Biomedical Informatics On Campus	3	\$6,558	\$6,684	1.92%	\$7,836	\$7,989	1.95%
Biomedical Informatics Distance Learning	3	\$7,268	\$7,412	1.98%	\$8,572	\$8,743	1.99%
Clinical Research or Human Investigations	3	\$5,010	\$5,109	1.98%	\$5,010	\$5,109	1.98%
MBA, MS or Certificate in Healthcare Mgmt, or in Healthcare Admin	3	\$5,715	\$5,823	1.89%	\$5,715	\$5,823	1.89%
Medical Physics	3	\$5,724	\$5,832	1.89%	\$9,126	\$9,306	1.97%
UG Nursing RN/BS	3	\$3,636	\$3,708	1.98%	\$3,636	\$3,708	1.98%
Nursing PhD, DNP in Nursing, Hlth Sys Org Leadership, Nursing Ed	3	\$5,949	\$6,066	1.97%	\$7,713	\$7,866	1.98%
On-Campus MPH or Programs in Biostatistics	3	\$4,131	\$4,212	1.96%	\$6,291	\$6,417	2.00%
SPH PhD	3	\$5,346	\$5,445	1.85%	\$6,237	\$6,354	1.88%
Online MPH or Certificate in Public Health	3	\$5,454	\$5,562	1.98%	\$7,056	\$7,191	1.91%

“Acc Bacc” Nursing Scholarships 5-term Program

- Support 5-terms / quarters of tuition and fees for new nursing students in the Accelerated Baccalaureate with a 2-year work commitment
- Winter 2023 – Winter 2024 (graduating March 2024)
 - 24 of the 32 admitted students accepted the scholarship
- Scholarships will be offered to three additional entering classes in 2023-24
 - Summer 2023 – Summer 2024 (graduating September 2024)
 - Fall 2023 – Fall 2024 (graduating December 2024)
 - Winter 2024 – Winter 2025 (graduating March 2025)

Scholarship: \$5M Savings from 1st 24 RN Students

Tuition Reimbursement	Cost/Student	Students	Total Cost
OR Resident Cost	53,041	22	1,166,902
WA Resident Cost	66,937	2	133,874
Tuition Reimbursement Cost		24	1,300,776

Cost of 2 Contracted Years once Hired			Total Cost
Base Rate New Hire (Step 2)	53		
Wage Plus OPE ^a	71		
Annual Salary	148,335		
# of FTE	24		
Years Under Contract	2		
2 Years Salaries w OPE			7,120,079
Total Cost of Tuition Investment Plus 2 Year Contract			8,420,855

Cost of 24 Travelers for 2 Years			Total Cost
Avg Rate/Hr	135		
Annual Rate	280,800		
# of Travelers	24		
# of Years	2		
Total Cost of Travelers			13,478,400
Savings From Tuition Investment/2 Year Contract			5,057,545

^aOPE: other payroll expense (benefits)

Patient Activity: FY24 Target vs FY23 Projected

	FY23 Budget	FY23 Proj	FY24 Budget	FY24 to FY23	
				Proj	
Gross Patient Revenue (\$000s)	\$ 6,280,185	\$ 6,639,133	\$ 7,423,048	↑	11.8%
Net Patient Revenue (\$000s)	\$ 2,374,096	\$ 2,507,821	\$ 2,824,392	↑	12.6%
Inpatient admissions	26,576	27,181	27,453	↑	1.0%
Average length of stay (ALOS)	6.70	7.10	7.00	↑	-1.4%
Average daily census (ADC)	498.1	487.3	499.4	↑	2.5%
Casemix index (CMI)	2.50	2.50	2.50	↑	0.0%
Observation Patients	3,547	2,916	2,974	↑	2.0%
Day Patients	38,026	42,109	42,951	↑	2.0%
Surgical cases	35,577	34,521	36,399	↑	5.4%
Inpatient Surgical cases	12,119	11,225	11,706	↑	4.3%
Outpatient Surgical cases	23,458	23,296	24,693	↑	6.0%
Emergency visits	48,838	53,995	55,005	↑	1.9%
Outpatient (OP) share of activity	56.9%	56.3%	57.8%	↑	2.8%
CMI/OP adjusted admission	154,303	155,359	162,817	↑	4.8%

The focus for FY24 will be on key strategic areas where OHSU is a tertiary and quaternary leader such as Oncology, Neurosurgery and Fetal Therapy, as well as core services like Pharmacy.

Investments will also be made in support areas that will structure OHSU Healthcare with a strong foundation for FY24 and beyond.

Following the end of the Public Health Emergency (PHE), OHSU Healthcare is progressing to pre-COVID levels in areas such as Surgical Cases, with 5.4% projected growth over FY23. FY19 surgical cases were 37,080.

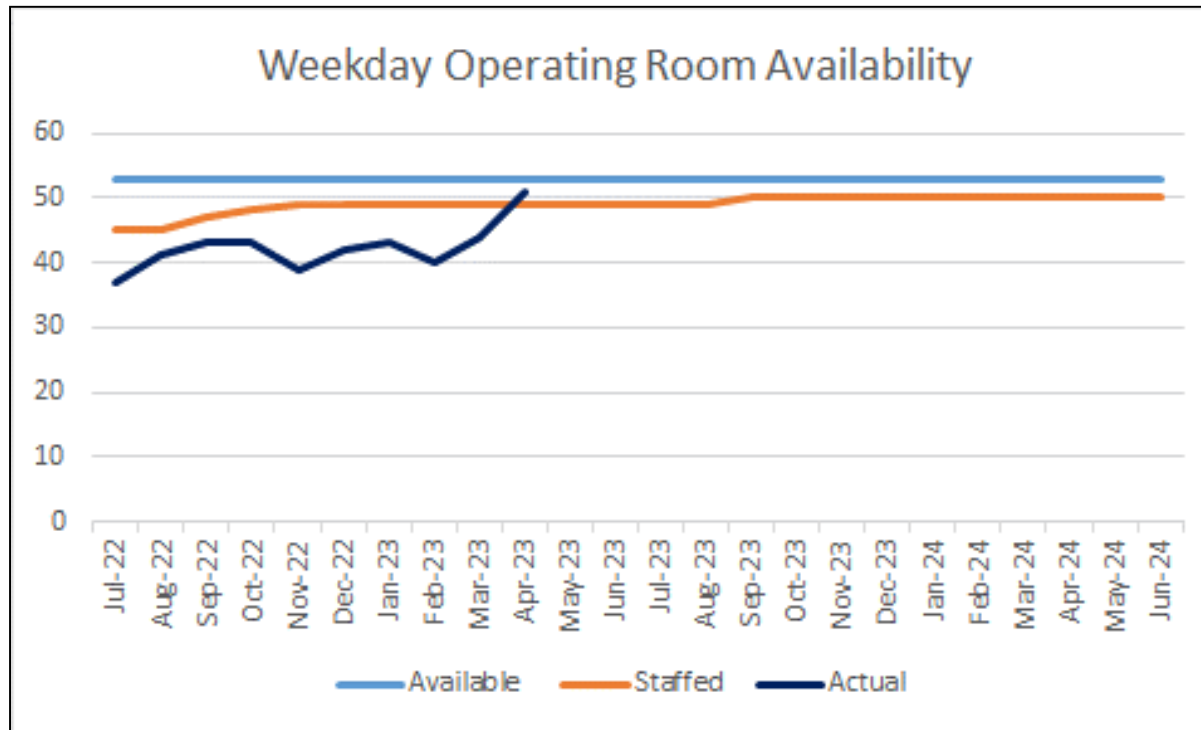
Other areas such as Emergency Visits and Inpatient Admissions are projected with lower levels of growth, 1-2%, based on capacity constraints within the existing facilities. This capacity will increase in Fall 2026 with the OHSU Hospital Expansion Project (OHEP).

Building on Response to COVID: Health Equity

- The Vaccine Equity Committee (VEC) was an integral part of OHSU's response to the pandemic.
- Now, a new OHSU Health leadership structure will provide the foundation for ensuring that the work of the VEC, along with other health equity-focused efforts, becomes an intentional part of how the institution delivers health care going forward.
- Donn Spight, M.D., has been appointed Vice President for Health Equity and Kat Phillips, M.H.A., has been appointed Director of Health Equity Operations. These new roles are inspired by the work of the VEC and created with the support of OHSU executive and health care mission leaders.



Projected Operating Room Capacity



During the Public Health Emergency, Operating Rooms (OR) were closed due to both bed capacity constraints and staffing shortages.

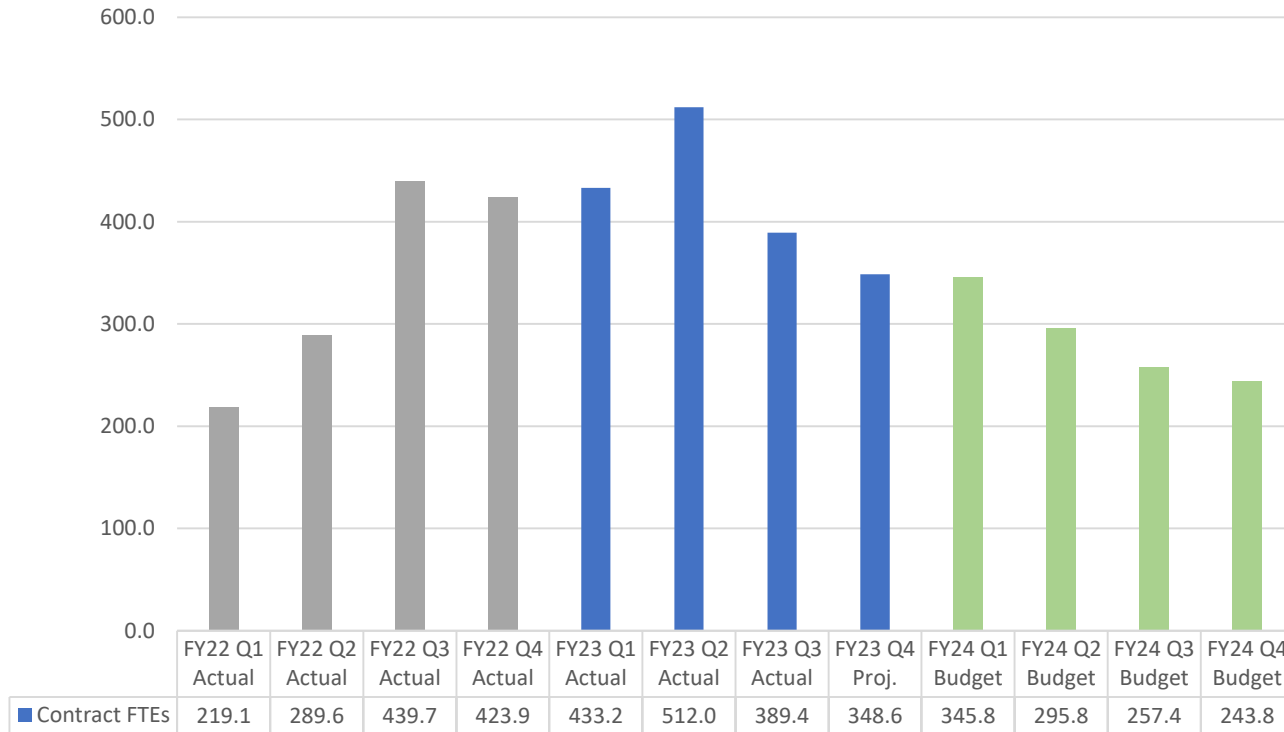
OR Capacity has returned to almost full capacity through April 2023, with 49 rooms open daily, and flexing up to 51 or 52 rooms as staffing allows.

Fully operational OR Capacity:

- 53 Rooms
 - 44 Adult
 - 9 Pediatric

Healthcare Contract Labor Trends: FY22 – FY24

Contract FTEs

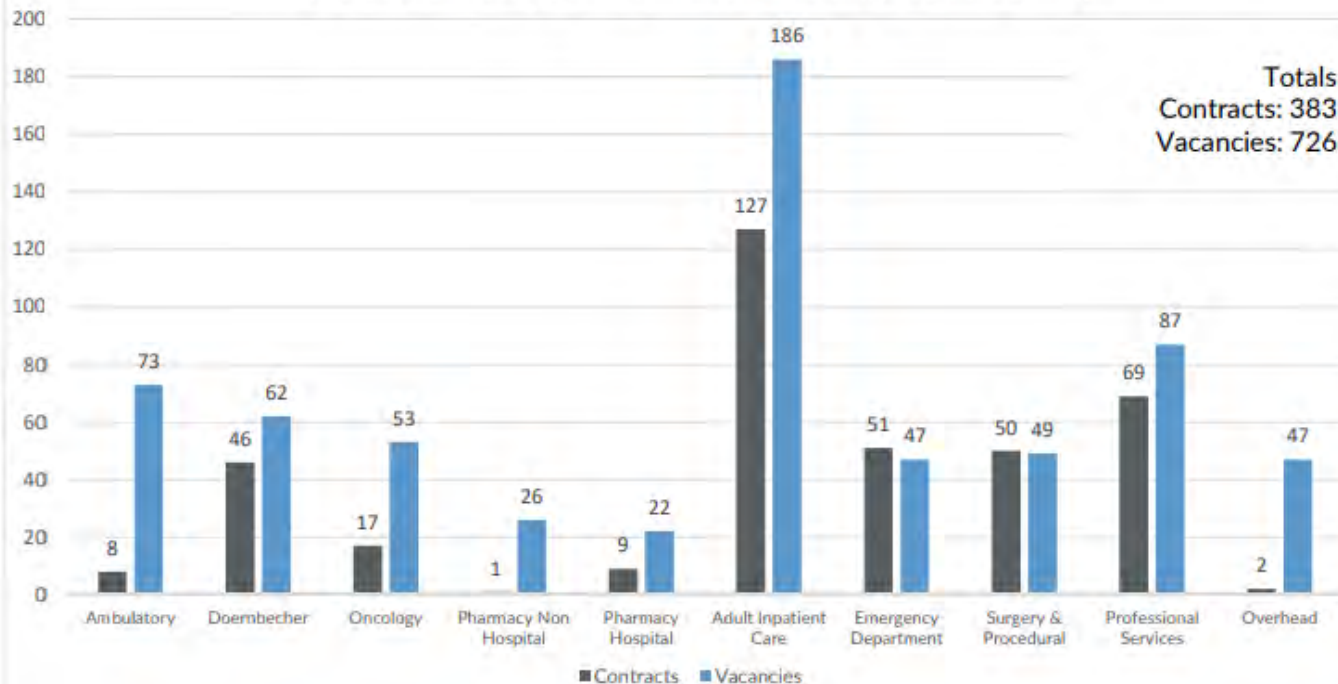


Moving into FY24, Contract Labor is projected to decline from FY23 levels. Evidence of being able to achieve the decreased reliance on travelers is attributed to approximately 25% decline in vacancies since early December 2022, as shown on slide 5.

Although the decline in travelers is occurring, the current market and staffing availability may not allow for returning to the levels of pre-COVID years when travelers averaged around 100 FTE per month. Contract labor between 200 – 250 FTE may become the new norm into FY25.

Healthcare Contract Labor & Vacancy rates

OHSU Vacancies & Contract Labor by RFG Group Summary
(As of Jun 5, 2023 - Includes 'Working' Contractors)

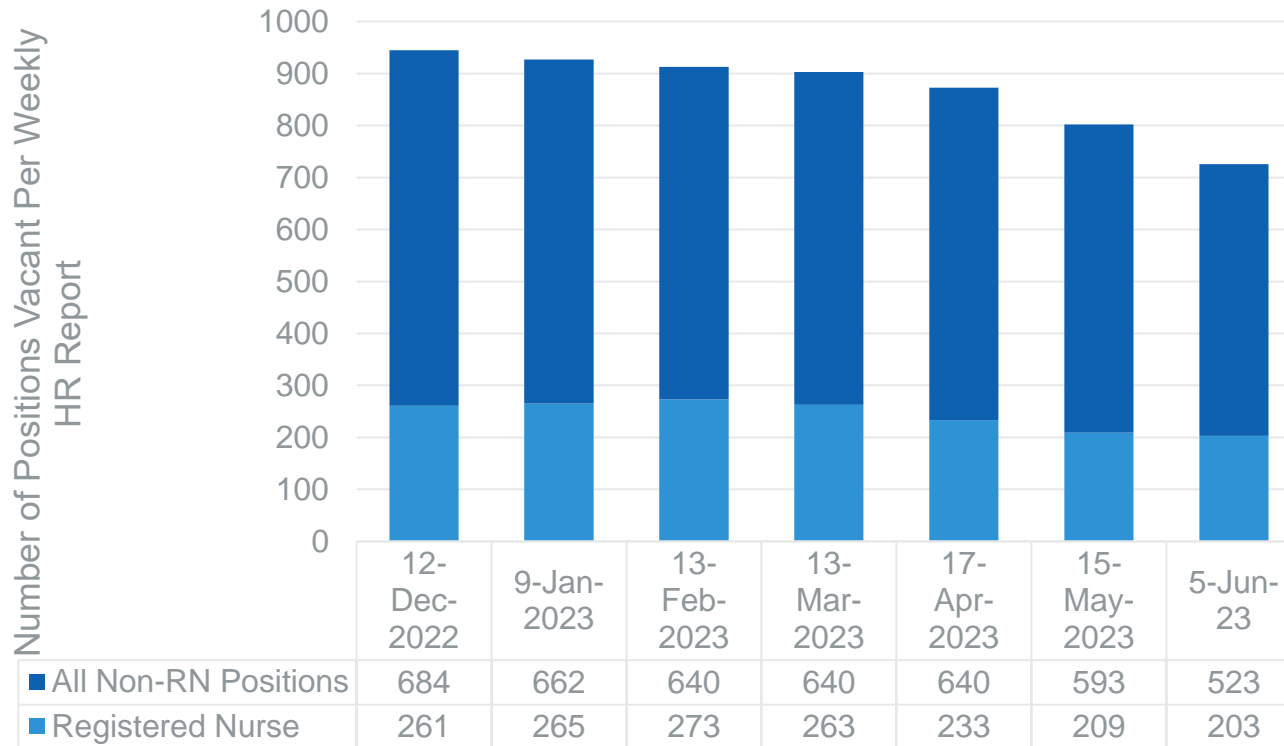


Staff Vacancies are currently just over 700 positions. At the height of staffing turnover, there were more than 1,000 positions vacant. Comparatively, pre-Covid vacancies trended around 600 positions.

RN's account for almost 60% of the Contract positions and approximately 25% of the Vacancies. This reflects the continued focus to utilize resources in direct patient care areas.

7-Month Healthcare Vacancy Trend

7-Month Trend on Healthcare Vacancies



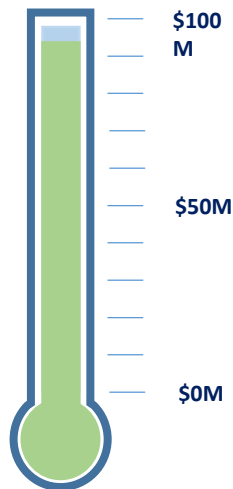
Over the last 7 months, vacancies across all healthcare areas have declined by 23%.

Vacancies in RN positions have declined by 22%.

Although progress has been made filling roles, the time spent in orientation necessitates continued use of travelers.

OHSU Improving Financial Performance Progress Dashboard: April 30, 2023

Progress to Goal
\$100M



Work Stream	Stretch Goal FY23	Projected FY23 Target	Results Achieved to Date
Operations and Efficiencies	\$47.5	\$33.1	\$47.7
Hiring and FTE	10.2	2.1	1.7
Recruitment & Retention	4.0	0	0
OR and Procedural Growth	22.0	13.0	15.2
Pharmacy, Imaging and Professional Services Growth	32.3	29.3	29.5
Clinical Partners	8.0	6.0	1.3
Length of Stay	21.3	12.9	0
Total	\$145.3	\$96.4	\$95.3

**Data as of 5/12/23

FY24 Improving Financial Performance (IFP) Focus

- New work streams based on tactics from FY23 IFP:
 - Ambulatory
 - Payor Strategy & Revenue Cycle
 - People & Staffing
- Realign three work streams by assigning tactics elsewhere and/or combining previous work streams:
 - Hiring & FTE – Move tactics to new People & Staffing work stream
 - Recruitment & Retention – Move tactics to new People & Staffing work stream
 - Clinical Partners – Move tactics to OR & Procedural Growth and Capacity & Length of Stay
- IFP Financial Outcomes Budgeted at \$140m for FY24
 - Continue \$100 million achieved in FY23, PLUS additional \$40m target

Improving Financial Performance (IFP):

FY24 Focus with 8 Restructured Work Streams

FY23 IFP 1.0 Work Stream	FY24 Status		FY24 IFP 2.0 Work Stream
1. Operations and Efficiencies	Continue and Refresh Tactics	→	1. Operations and Efficiencies
2. Hiring and FTE	Merge to New Work Stream	→	2. People & Staffing
3. Recruitment & Retention	Merge to New Work Stream		
4. OR and Procedural Growth	Continue; Add Clinical Partners	→	3. OR and Procedural Growth
5. Pharmacy, Imaging and Professional Services Growth	Continue and Refresh Tactics	→	4. Pharmacy, Imaging and Professional Services Growth
6. Clinical Partners	Merge into Other Work Streams	Merged	
7. Length of Stay	Continue; Add Clinical Partners	→	5. Capacity & Length of Stay
8. Education & Research	Continue and Refresh Tactics	→	6. Education & Research
	NEW	NEW	7. Revenue Cycle & Payor Strategy
	NEW	NEW	8. Ambulatory

School of Medicine FY24 Operational Priorities

- Support and serve our people
- Create efficiencies and streamline our work
- Clinical optimization and integration
- Academic community building
 - Reinforce shared purpose, expand collaborations, and increase mentorship
- Education
 - Optimize learner placement, expand Graduate Medical Education, grow graduate programs
- Research Infrastructure
 - Improve research support to investigators, refine research compensation plan, and finalize research strategic plan
- Investment Priorities
 - Focus on philanthropic opportunities for Cancer, Cardiology, Neurosciences, Reproductive Health, Addiction Research, Mental Health, and Graduate Studies

School of Medicine FY24 Key Recruitments

- Recently completed Chair Searches:
 - Knight Cardiovascular Institute
 - Pathology
- FY24 Department Chair Searches (currently interim)
 - Department of Medicine
 - Neurology
 - Orthopedics
 - Radiation Medicine
- Senior Associate Dean for Education

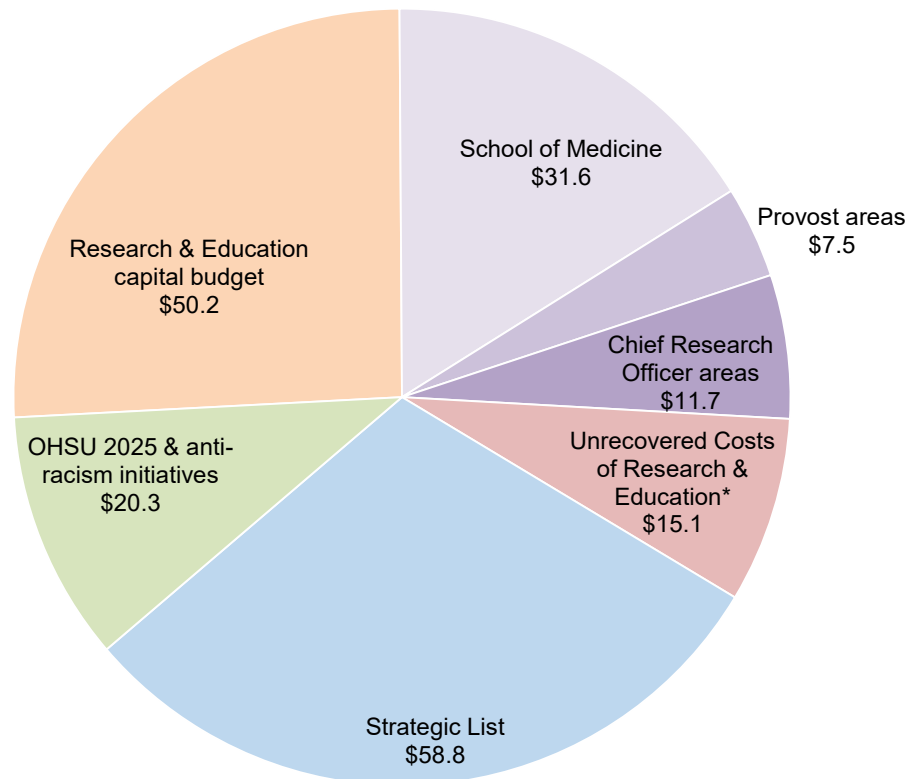
School of Medicine FY24 Key Recruitments

- Department of Medicine
 - 3 Division Heads (Endocrinology, Rheumatology and Nephrology)
- Department of Neurosurgery
 - Rebuild Neuro-oncology program; Expansion at HMC; Legacy Neurosurgery; MIND Institute Program Director
- Department of Neurology
 - Aging & Alzheimer's (new infusion medications); Deep Brain Stimulation and HIFU; Headache; Virtual Neuro-hospitalists
- Knight Cardiovascular Institute
 - Structural Cardiologist; Cardio-oncologist; Vascular Cardiologist; General Cardiology Section Head; replacements for Electrophysiology and HCM/Amyloid Cardiology; Advanced Heart Failure Cardiologist; Critical Care Cardiologist; Sports Medicine Cardiology
- Knight Cancer Institute
 - Center for Biomedical Data Sciences Director (JV with U of O); Schnitzer Clinical Endowed Chair in Breast Oncology; Kuni Endowed Chair for Lung Cancer Research; Bagby Endowed Chair for Prostate Cancer Research.

\$195M IGT Allocation for Research & Education

Intergovernmental Transfer (IGT) program partners with the State to leverage the federal Medicaid match, freeing gains from commercially-insured services to support ongoing and new education & research costs at Oregon's public health science university.

FY24 Research and Education Allocations - \$195 million



**Covers research & education cost not otherwise recovered from grants, tuition, or State support, previously covered by clinical earnings.*

Strategic List Priorities from FY24 IGT Funds

FY24 IGT Strategic List Priorities	(000)
<i>Faculty Leadership and Recruitments:</i>	
School of Medicine	\$25,857
CRO Center & Institutes	9,546
Schools of Dentistry, Nursing & Public Health	6,101
<i>Research Infrastructure & Emerging Technologies:</i>	
Research Core support	5,380
Faculty salary bridging (between grants)	3,655
<i>Education & Community Outreach:</i>	
Recruitment / retention of diverse faculty & students	2,369
Northwest Native American Center of Excellence	751
Simulation & Inter-professional Education	3,752
Rural Health	1,372
<hr/>	
FY24 strategic research & education list	\$58,784

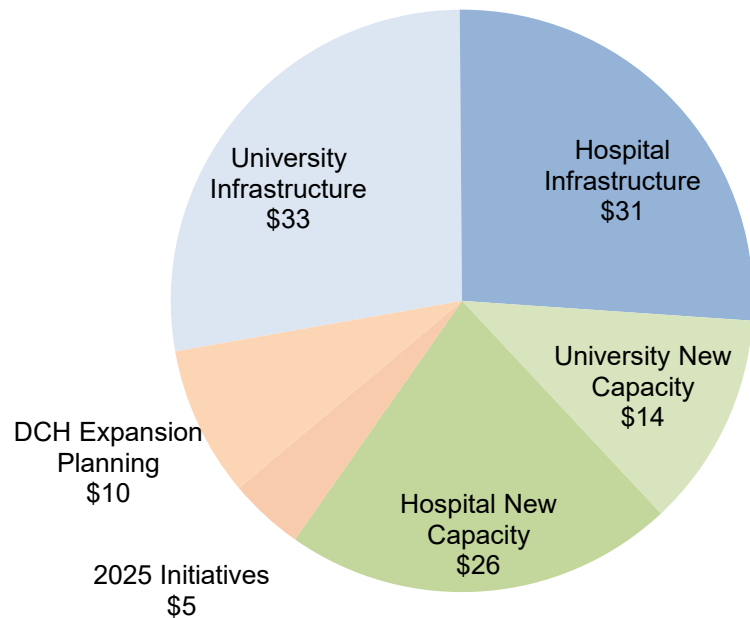
Balanced Cash Flow → Lower Days Cash on Hand

- FY24 cash flow is essentially balanced, assuming a 5.5% investment return.
- Operating costs grow at low double-digit rates, resulting in lower days cash on hand.
- Next year's \$230m work on the Inpatient Addition is funded by debt issued in 2021, held by the bond trustee in a separate construction fund.
- OHSU also maintains a \$100m line of credit with US Bank.

FY24 Projected Cash Flow	(millions)
Budgeted "break-even" operating income	\$0
Add back: depreciation expense	217
Subtract: principal repaid	(49)
Subtotal - Net cash from earnings	168
5.5% investment return on OHSU-held funds	76
Increase in patient A/R	(69)
Cash available for capital spending	176
Funding for annual capital budget	(150)
Potential purchase of real estate	(20)
Design of Doernbecher / NICU addition	(25)
Net cash flow in FY24	\$1
6/20/22 days cash on hand (actual)	194
6/20/24 days cash on hand (forecast)	170

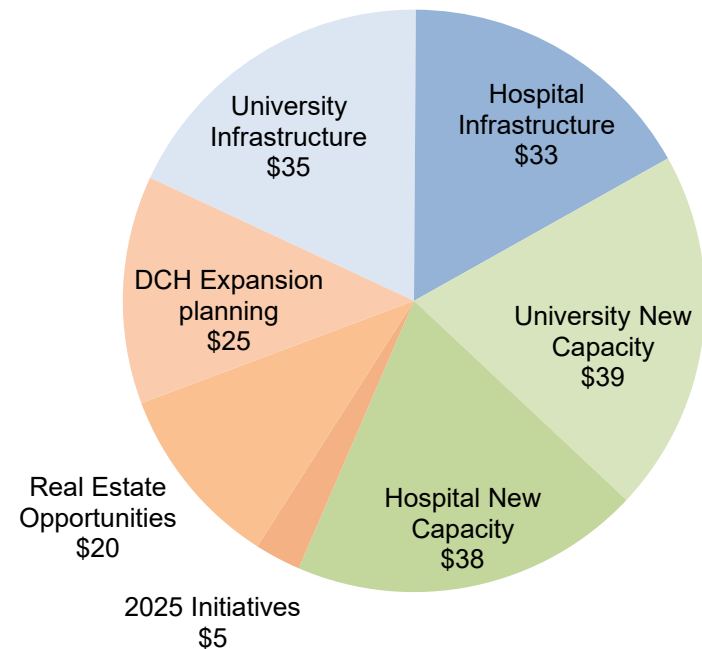
Infrastructure vs New Capacity in Capital Budget

FY23 Approved Capital Budget (total = \$120m)



*FY23 Hospital Inpatient Addition Project
\$114m largely funded from 2021 debt funds*

FY24 Proposed Capital Budget (total = \$195m)



*FY24 Hospital Inpatient Addition Project
\$230m funded from 2021 debt funds*

Summary of Proposed FY24 Annual Capital Budget

FY24 Proposed Capital Budget Allocations (000)	OHSU Health	Other University	Total OHSU		OHSU Health	Other University	Total OHSU
Infrastructure				New Strategic Priorities			
Infrastructure / replacement	\$31,931	\$17,898	\$49,829	Nuclear Med Relocation (Hatfield Res. Ctr. 14)	\$9,471	-	\$9,471
Library materials / Academic areas	775	5,650	6,425	GI Lab Future Inpatient Relocation (Hatfield Res. Ctr. 11)	2,270	-	2,270
Space Committee (relocation & repurposing)	-	2,950	2,950	CHO Mt. Hood Infusion Clinic expansion**	2,974	-	2,974
Research equipment replacement	-	2,150	2,150	Richmond Clinic expansion - equipment only	1,850	-	1,850
Flexible Workspace	-	1,850	1,850	Adventist Ortho furniture, fixtures & equipment	1,348	-	1,348
School of Medicine replacement	-	1,690	1,690	Emergency Department expansion	2,824	-	2,824
Knight Cancer Institute - capital gift match	-	750	750	Doernbecher Hospital expansion planning Hybrid OR	474	-	474
Public Safety and Administration	-	1,500	1,500	Robertson Life Science Building 7th floor build-out		13,000	13,000
Institutional Contingency		1,008	1,008	Marquam Hill Nonconforming Site Improvements	-	3,700	3,700
<i>Subtotal Infrastructure / Replacement</i>	<i>32,706</i>	<i>35,446</i>	<i>68,152</i>	West Campus Animal Housing	-	3,200	3,200
Strategic pre-committed				Avel Gordly, IPP Lloyd & Partnership (lease consol.)	-	2,127	2,127
Robertson Life Science Building P2 Remodel	-	3,420	3,420	West Campus Drain Piping Replacement	-	500	500
Personalized Networks & Microsegmentation	-	1,989	1,989	West Campus Waste Water	-	200	200
PGE Feeder Connection	-	2,592	2,592	Dotter Institute - Seismic Retrofit Phase 2 (design only)	-	150	150
Security cameras for parking structures	-	1,000	1,000	<i>Subtotal New Strategic Priorities</i>	<i>21,211</i>	<i>22,877</i>	<i>44,088</i>
Bike parking	-	2,400	2,400	Total FY24 Capital Base Allocation			150,474
OHSU 2025 Initiatives*	-	5,000	5,000	Hospital Inpatient addition			230,463
Research equipment from grants	-	5,000	5,000	Doernbecher Hospital expansion planning			24,702
CHO Tualatin Infusion Clinic expansion**	589	-	589	Real estate opportunities			20,000
Connected Care Center**	1,500	-	1,500	Total FY24 Capital Budget Allocation			\$425,639
Hatfield Research Ctr Supporting Healthcare proj.	10,460	-	10,460				
Benson Health Center	120	-	120				
CHO - OHSU Knight - Legacy Collaborative	4,165	-	4,165				
<i>Subtotal Strategic pre-committed</i>	<i>16,834</i>	<i>21,401</i>	<i>38,235</i>				

*OHSU 2025 Initiatives include CANDID Faculty Information System, Research Informatics, Simulation and Learner Success

**OHSU 2025 Healthcare projects

FY24 Proposed Capital Budget Multi-Year projects

Multi-Year New Strategic Capital Projects (000)	Total Project	FY24 Proposed Budget	FY25 & Beyond
<i>Other University Initiatives</i>			
Robertson Life Science Building 7th floor build-out	\$21,386	\$13,000	\$5,925
Marquam Hill Nonconforming Site Improvements	10,100	3,700	6,300
West Campus Drain Piping Replacement	2,600	500	2,000
<i>Healthcare Initiatives</i>			
CHO Mt. Hood Infusion Clinic expansion	9,052	2,974	3,461
GI Lab Future Inpatient Relocation (Hatfield Research Ctr 11)	12,566	2,270	3,767
Emergency Department expansion	44,300	2,824	41,476
DCH Hybrid OR	12,559	474	12,085

Return on Investment for \$10M+ Multi-Year Projects

- *Robertson Life Science Building 7th floor build-out – \$21.4 million*
Creates space for two programs: Knight Cancer Institute will build out with gift funds highly specialized lab space for Dr. Sanjay Mulhotra's Center for Experimental Therapeutics. School of Dentistry will provide lab space for Drs. Luiz Bertassoni and Carmem Pfeiffer, two exceptionally successful and well-funded faculty. Also, project frees existing space for future recruitment.
- *Marquam Hill Nonconforming Site Improvements – \$10.1 million*
Brings existing areas on Marquam Hill into compliance with certain zoning codes as part of an agreement with the city, facilitating the permitting of other facility projects at OHSU.
- *GI Lab Future Inpatient Relocation – \$12.6 million*
Relocates inpatient endoscopy and bronchoscopy units and non-invasive cardiology from old buildings to modern space appropriate for patient care in Hatfield Research Center 11th floor.
- *Emergency Department expansion – \$44.3 million*
Expands Emergency Department capacity to improve patient and staff safety, meet the needs of a growing patient population, and sustain OHSU's capability to provide excellent emergency medicine care to Oregonians. Financial payback period 7.2 years.
- *DCH Hybrid Operating Room – \$12.6 million*
Complete construction of the existing shelled OR space in Doernbecher to create a hybrid OR/Cath Lab. Centralizes pediatric cardiac service line to DCH and increases capacity for both pediatric surgical services and adult cardiac cath lab volume. Financial payback period 6.9 years.

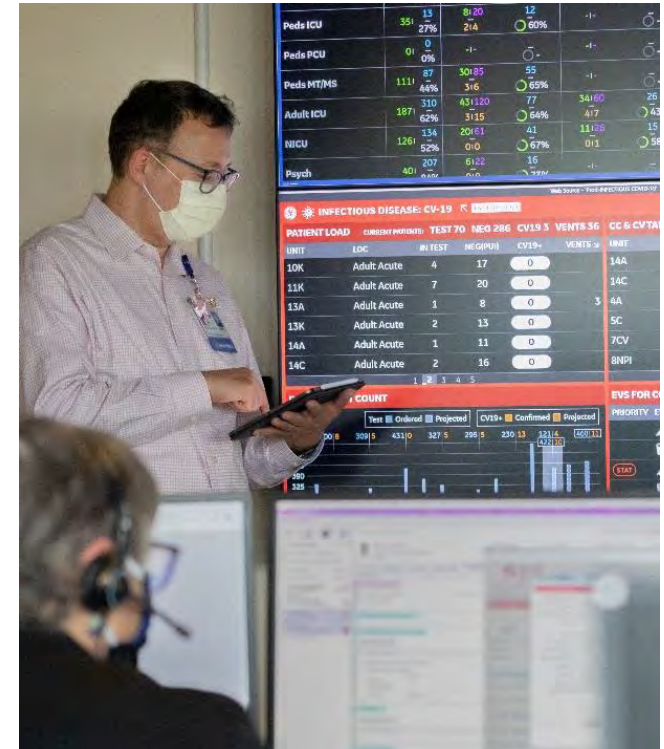
OHSU Environment, Social and Governance Efforts

- Climate change incorporated in OHSU health professions curricula.
- In September 2020, OHSU formally incorporated ESG considerations in our investment management philosophy and framework to better align to OHSU's mission
 - Implementation occurred through the following strategies for its \$900m in University unrestricted funds: Blackrock ACWI ex-Fossil Fuels ESG Focus for equities and JP Morgan Carbon Transition Core Bond Strategy for Fixed Income
- In July 2021, OHSU created the Supplier Diversity Program Initiative
 - Implementation has included hiring the staff, systems and infrastructure to create a sustainable performing program. Early efforts have focused primarily on community outreach, spend on capital construction, facility maintenance and professional services spend where near-term opportunities exist.
- Hospital Expansion / Inpatient Addition Goals
 - ✓ LEED: Silver
 - ✓ MWESB Subcontractors: 15%
 - ✓ Workforce Diversity of Journeyman & Apprentices: 20% (30% Minority & 15% female)



OHSU Health: Need for Hospital Expansion

- OHSU serves the most complex health needs of Oregon
- Operating at full capacity
- Turning away transfers
- Today's 54 bed immediate need is projected to rise to 187 by FY29
- With program growth in oncology, neuroscience, orthopedics, cardiovascular, transplant and transgender programs
- Partnerships with other health systems have been helpful but insufficient
- Mission Control optimizes capacity: right patient, right setting, right time
- Other interim solutions include Hospital at Home, leasing beds from skilled nursing facilities, shifting surgical procedures to outpatient settings and increased use of partner sites.

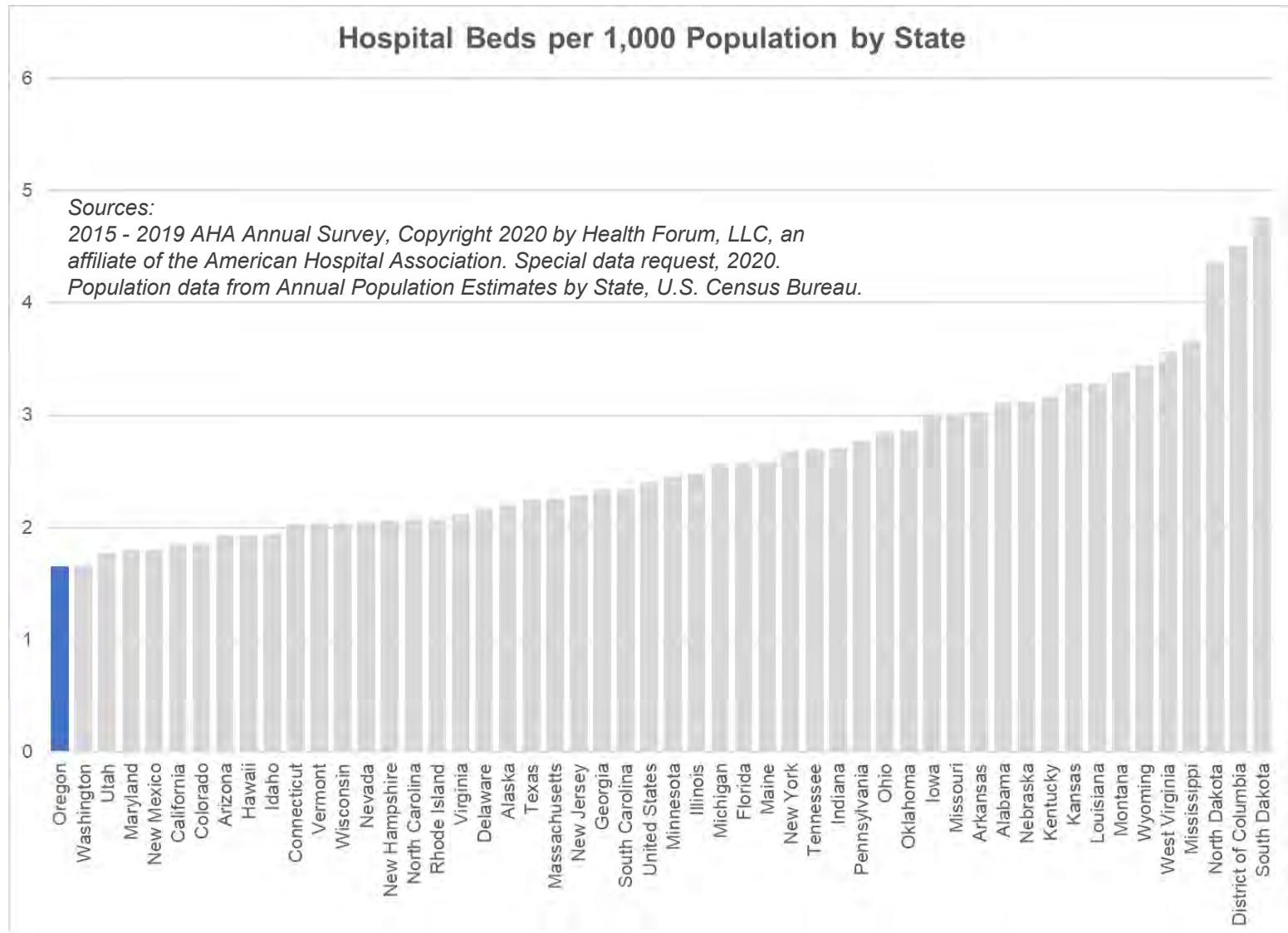


Hospital Expansion Guiding Principles

1. Ensure access to Academic Health Center care for our communities and beyond
2. Engage patients and their families to create a safe, secure and positive healing experience
3. Stand the test of time as a destination center advancing healthcare
4. Inspire teamwork and collaboration
5. Create an environment that allows staff and providers to excel and innovate
6. Center diversity, equity, inclusion and belonging
7. Optimize resources
8. Maintain financial viability and cost efficiency across multiple programs



Oregon: Fewest Beds / Capita in U.S.

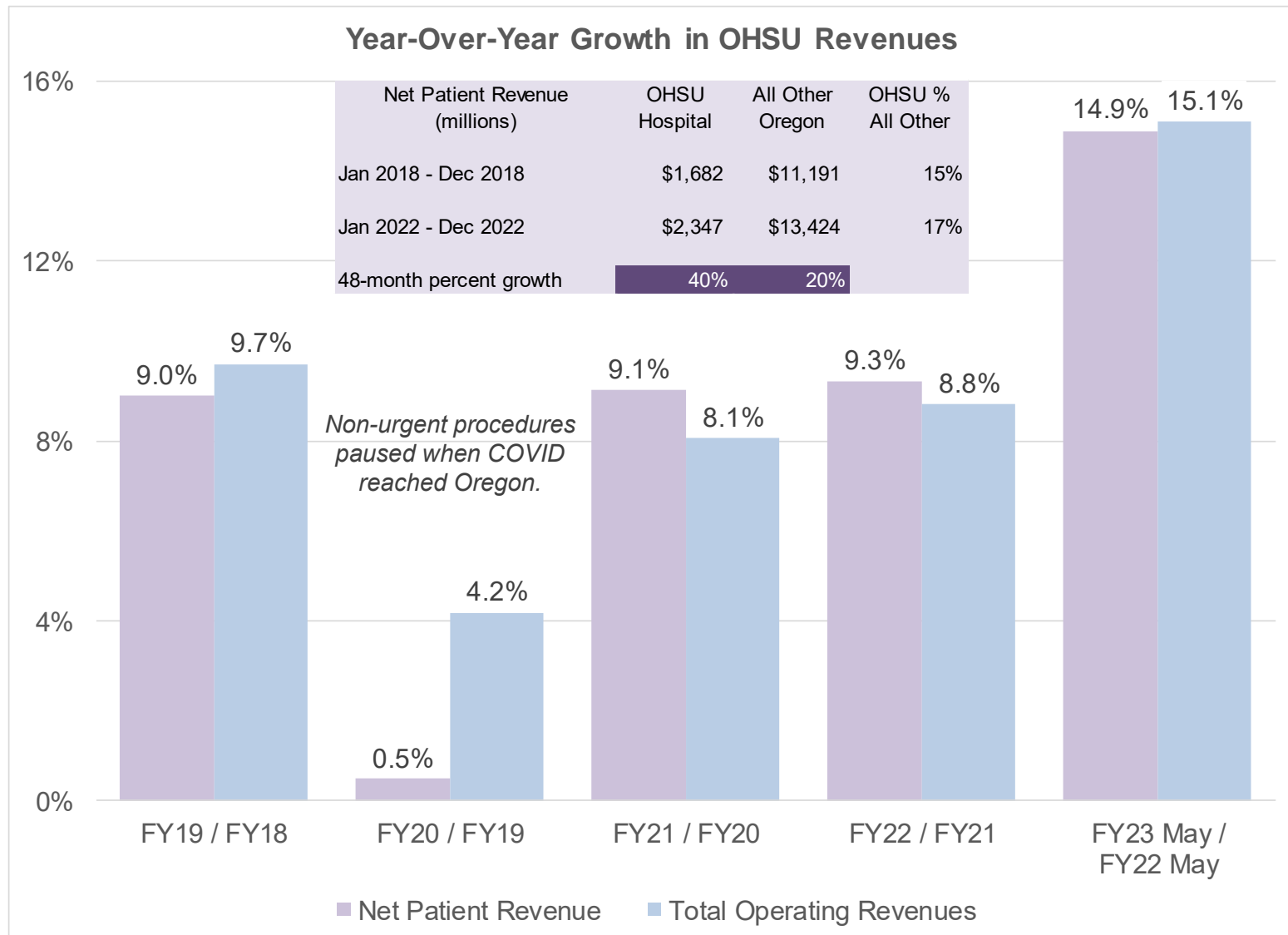


OHSU Adult Beds Running at Capacity

March 2023*	Beds	Census	Occupancy
OHSU - Adult	398	380	95.5%
OHSU - Doernbecher	151	121	80.2%
Subtotal	549	501	91.2%
Hospital at Home		5	
Total OHSU		506	
*Includes Oregon Spring Break Week			

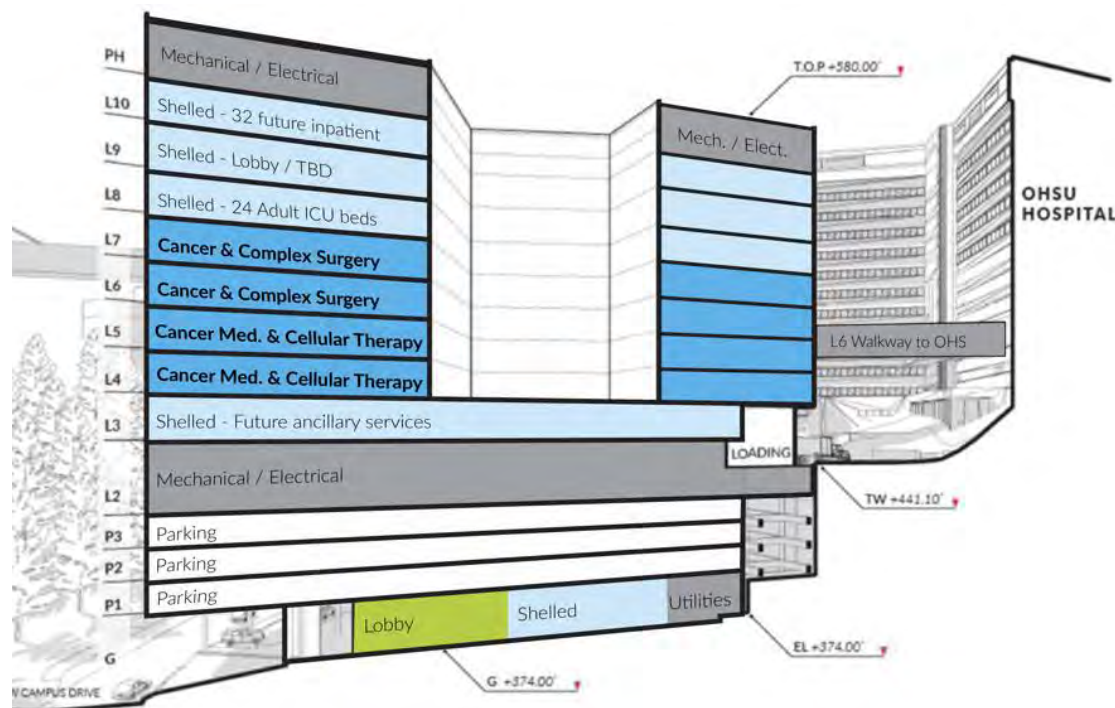
The FY23 budget included \$10m for programming, site analysis and early design of a Doernbecher addition to replace & expand perinatal services. The FY24 budget proposes \$25m to complete design. OHSU Board has not yet approved proceeding with construction.

Demand for OHSU Services Remains Very Strong



IPA on Day 1: 128 New Beds + 4 Shelled Floors

- In October 2021, the OHSU Board approved proceeding with two components of hospital expansion: \$550m for the Inpatient Addition (IPA) and \$100m for OR expansion in the Kohler Pavilion.
- Due to much higher than anticipated construction inflation, the OR expansion has been paused and that \$100m added to the IPA budget, for \$650m in total.
- Current cost estimate is \$677m, including \$46m of contingency.
- Day 1 (August 2026) scope includes 128 new beds, bringing OHSU's total from 549 to 677 beds, with 4 shelled floors.
- FY23 capital budget included \$10m to start design of perinatal expansion; FY24 proposed budget seeks \$25m to complete design.

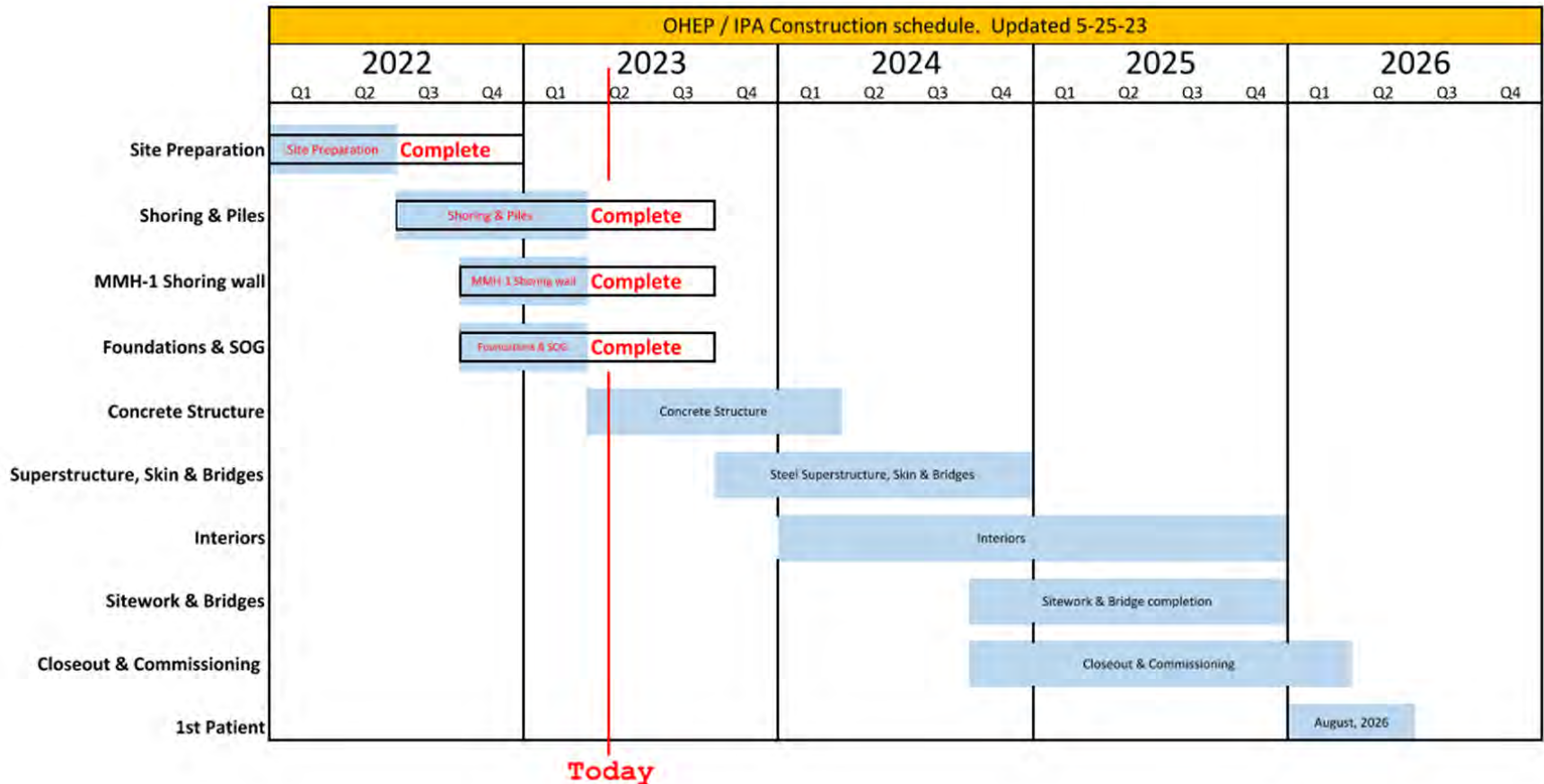


Level	Unit	Beds
7	Cancer & Complex Surgery	32
6	Cancer & Complex Surgery	32
5	Cancer Medicine & Cellular Therapy	32
4	Cancer Medicine & Cellular Therapy	32
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		128

Inpatient Addition Construction Site



Inpatient Addition On Track to Open August 2026



Revised Costs & Funding for Hospital Expansion

- The most recent cost estimate for the Inpatient Addition is \$677m including \$46m of general contingency. We expect to complete the project in FY27 at the revised total of \$650m, equal to the \$550m approved by the Board in October 2021 plus \$100m reallocated from the now-deferred OR expansion in the Kohler Pavilion.
- After extension clinical programming, the Doernbecher / perinatal addition is now estimated at \$330m. As outlined on the next page, we believe this is the best option.
- To fund the \$980m total OHEP cost, we propose applying the expected FEMA reimbursement of \$100m (not now booked or otherwise counted in our projections) together with gifts of \$230m, including major cancer and children's fundraising.

OHSU Hospital Expansion Project (millions)	Prior Plan	Revised Plan
Inpatient Addition (IPA)	\$550	\$650
Perioperative expansion (ORs)	100	<i>Deferred</i>
Perinatal expansion (DCH / NICU)	285	330
Total project costs	935	980
Debt issued 12/21	350	350
Fundraising target	285	230
Future FEMA reimbursement	0	100
Cash from operations & A/R reduction	300	300
Total project sources of funds	\$935	\$980

Evaluating Children's Hospital Expansion Options

We evaluated two potential paths for the Neonatal Intensive Care Unit (NICU) and Perinatal project:

1. Build the Doernbecher expansion for \$330 million.
 2. Reallocate Inpatient Addition shelled space for \$170 million.
- Reallocation of shelled space would eliminate 56 future adult beds.
 - The net present value of future income from these beds, is \$33m more than the additional cost of the Doernbecher option plus the future costs for building out the shell space in IPA for adult med/surg services.
 - Separating children's services across two buildings would also negatively impact operations and patient experience.
 - Using up shell space reduces options for ancillary service expansion.

OHSU and the State: An Enduring Partnership



- **The State provides:**
 - Public corporation structure
 - Direct appropriation
 - Federal funds through Medicaid (IGT program)
 - Capital infusion, periodically

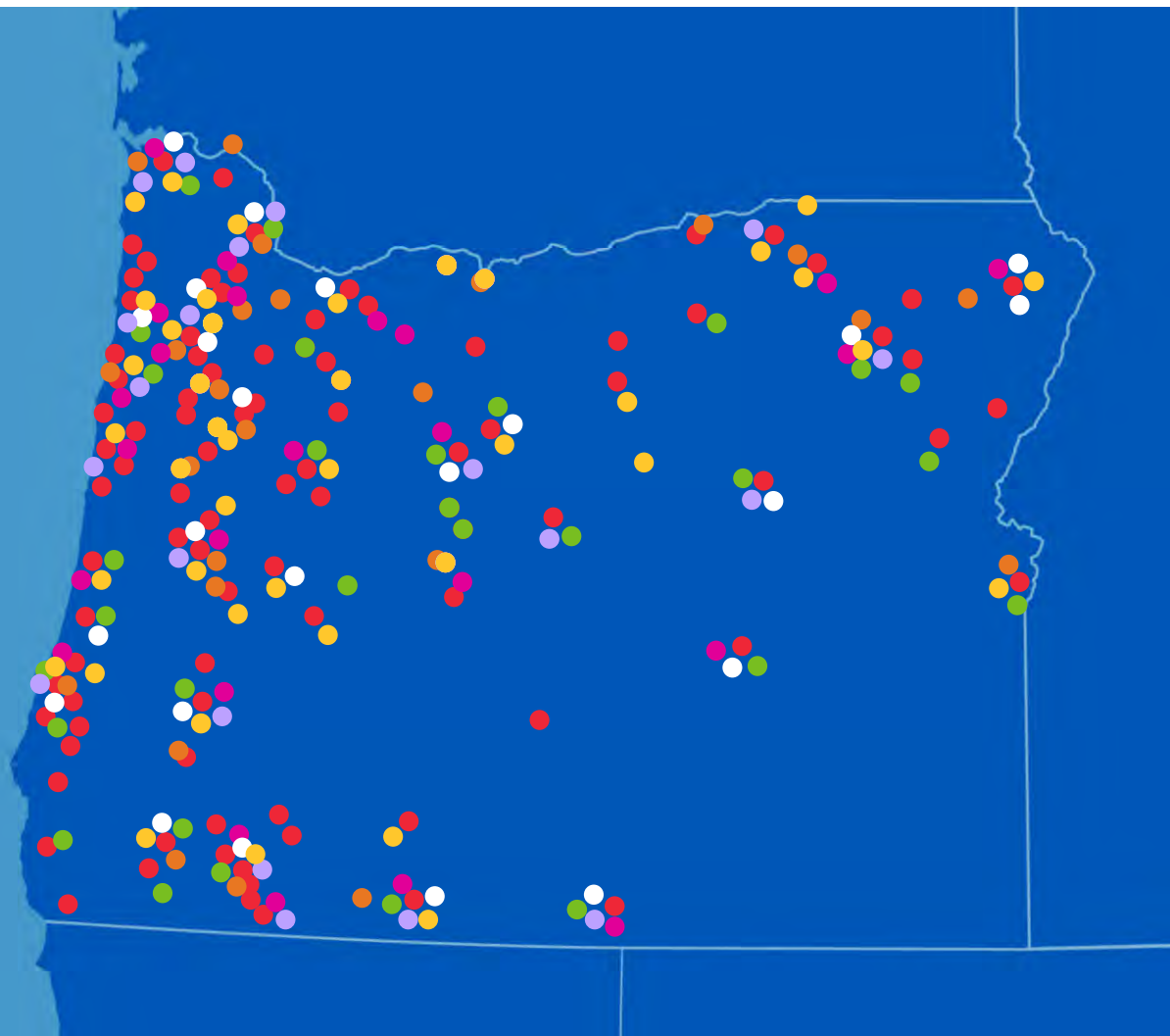
- **OHSU delivers:**
 - World-class health science university
 - Statewide education programs
 - Biomedical innovation
 - Health care, education & research efforts statewide
 - Safety net services & access to specialists

- *Delivering on the promise of the 1995 public corporation structure requires OHSU to secure capital for investment in people, programs and places to spur growth, from earnings, investments, gifts, and public funds like the QDP-IGT partnership.*

OHSU's statewide footprint

- Clinical practices
- Research
- Residency training sites*
- Student rotations or clerkships
- CME
- Oregon Rural Practice-based Network
- Telemedicine network

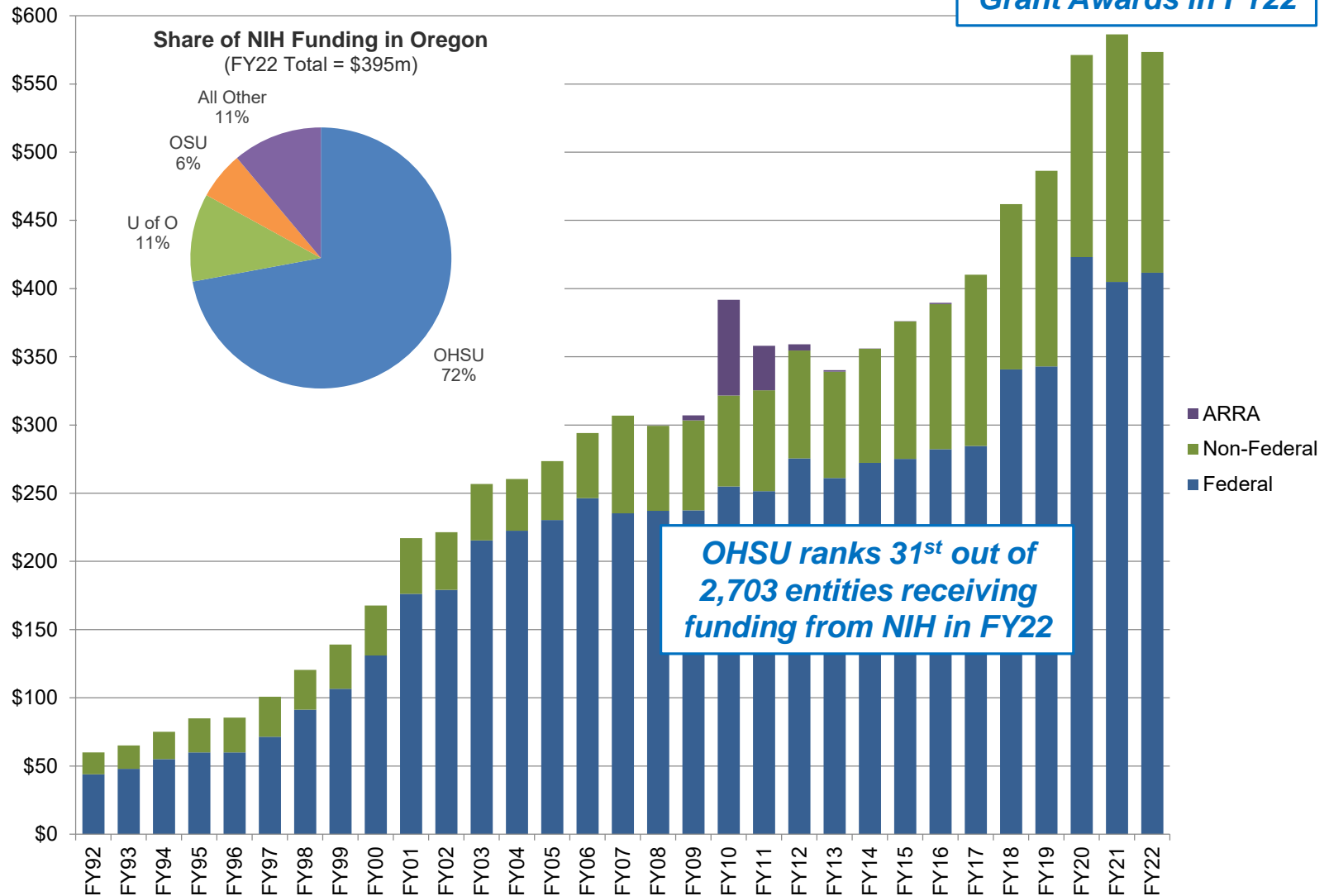
*Includes existing and planned sites
for residencies in coming years



OHSU: National Research Institution in Oregon

Growth in OHSU Grant Awards (millions)

**\$573 Million in New
Grant Awards in FY22**



Science + Care: SMMART Cancer Treatment

- SMMART (Serial Measurements of Molecular and Architectural Responses to Therapy) is an innovative way of doing clinical trials for patients with advanced cancer who aren't responding to regular treatment.
- Cancer is hard to treat because tumors evolve ways to resist therapy over time. The drugs stop working. Exactly why a treatment stops working is different for every patient, because each person is unique.
- Our strategy is to adapt each patient's treatment before resistance develops. We try to stay one step ahead of the cancer.



*Dr. Brian Druker, Director
Knight Cancer Institute*

*Dr. Gordon Mills, Director
Precision Oncology*

Access to Capital to Fund OHSU's Future Growth

- Given the systemic gap between payment rate increases and cost inflation, OHSU needs to continue to invest in future growth—people, programs and places, like the Inpatient Addition—in order to (1) serve the needs of Oregonians and (2) sustain our finances to invest in the future.
- OHSU has about \$3 billion of cash & investments.
- Half of this is at the OHSU Foundation, representing gift & endowment funds that support programs at the direction of generous donors.
- Half is held at the University directly, invested in stocks & bonds to generate an average of about \$80m each year to support growth—but this is an average over time and varies from large gains to large losses depending on the markets.
- In addition, these funds allow OHSU to borrow for building projects at good rates. For example, we borrowed half the cost of the Inpatient Addition in December 2021 at 2.4% for 30 years.
- On the other side of the University-held cash & investment funds (\$1.3 billion in liquid funds currently, with a \$105m payroll and \$30m of Rx & medical supplies every two weeks) are liabilities owed by OHSU to others: \$1.4 billion of long-term debt and \$300m of unfunded PERS pension debt.

Access to Capital: Days Cash on Hand

- We measure available cash using a health care industry-standard metric called “days cash on hand.”
- OHSU has been and expects to continue to draw down its days cash on hand to fund its operations and capital investments:

June 30, 2021	239 days cash on hand
June 30, 2022	194 days cash on hand (down 19% from 2021)
April 30, 2023	189 days cash on hand (down 21% from 2021)
June 30, 2024 budget	170 days cash on hand (down 29% from 2021)

Fund Balance of University Portion of OHSU

- The fund balance (assets less liabilities) of the university portion of OHSU is \$324m at the end of FY22, equal to 20.8% of revenues in the university portion (that is, the schools, centers, institutes and support services), below that of other Oregon public universities at 22.2%:

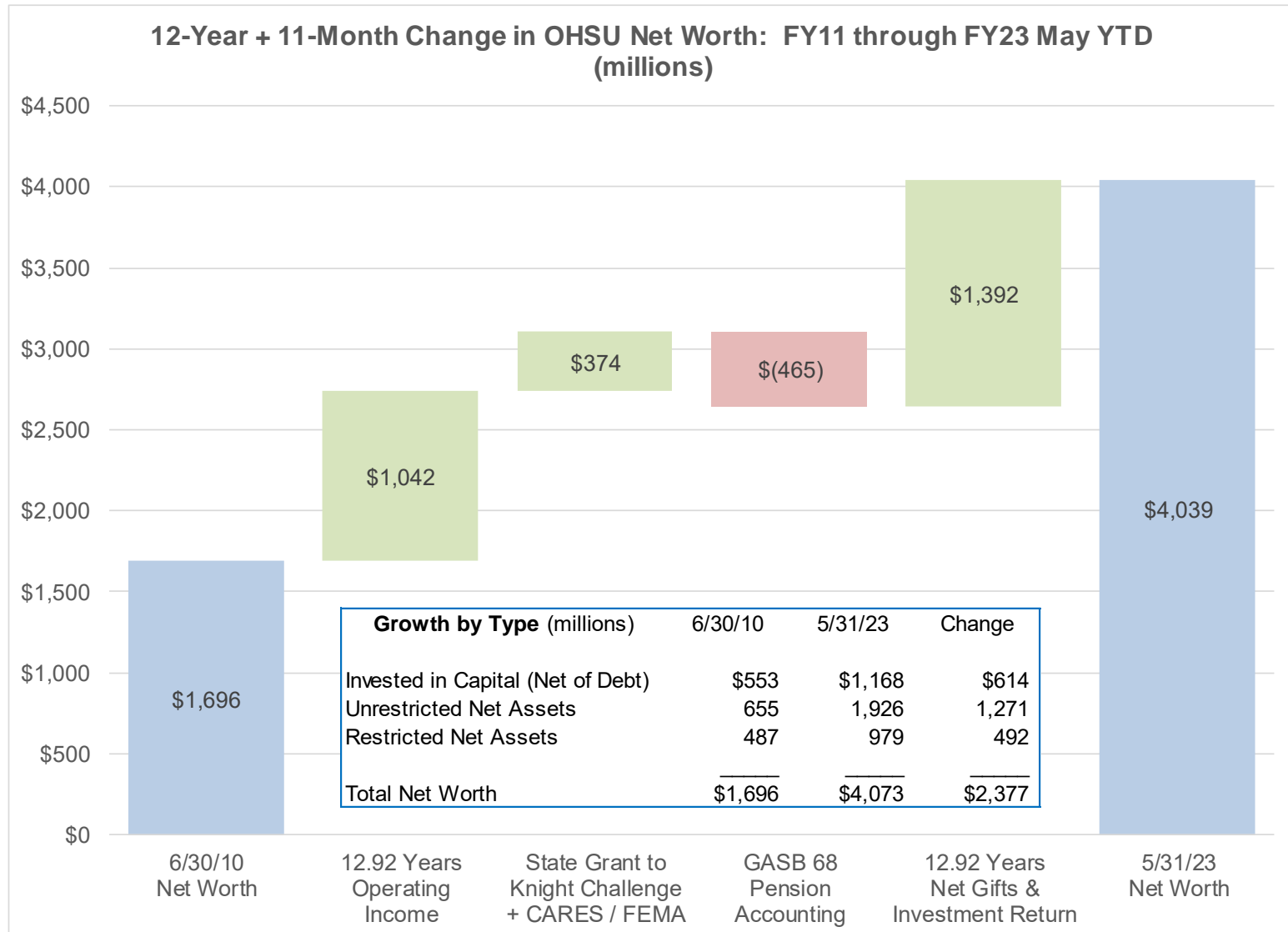
\$3,948m	Consolidated assets less liabilities of OHSU including Hospital and OHSU Foundation as of 6/30/22
(2,064)m	Subtract: assets less liabilities of OHSU Hospital
(1,560)m	Subtract: OHSU Foundation endowment and unspent gifts
<hr/>	
\$324m	Fund balance (assets less liabilities) of university portion of OHSU
\$1,560m	FY22 revenues of university portion of OHSU
20.8%	Fund balance of university portion of OHSU as a percent of revenues of the university portion of OHSU
22.2%	Fund balance as a percent of revenues of other Oregon public universities per HECC Financial Conditions Report

Capital & Growth: Multnomah Pavilion → CHH-2

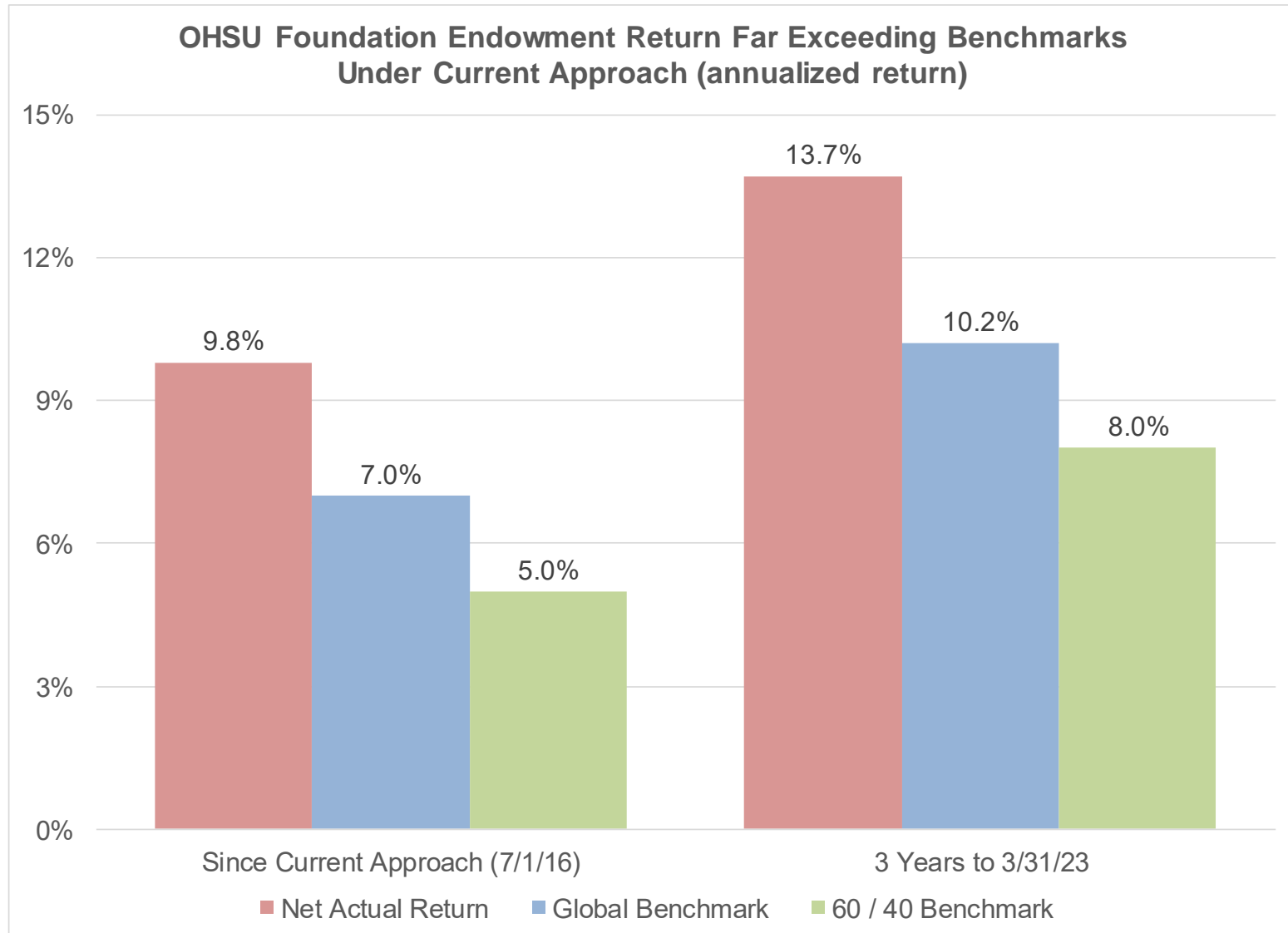


Multnomah Pavilion, opened in 1923, was replaced and greatly expanded by \$360 million CHH-2 / Rood Family Pavilion in 2019, 96 years later. Today, OHSU still has \$438 million in deferred maintenance.

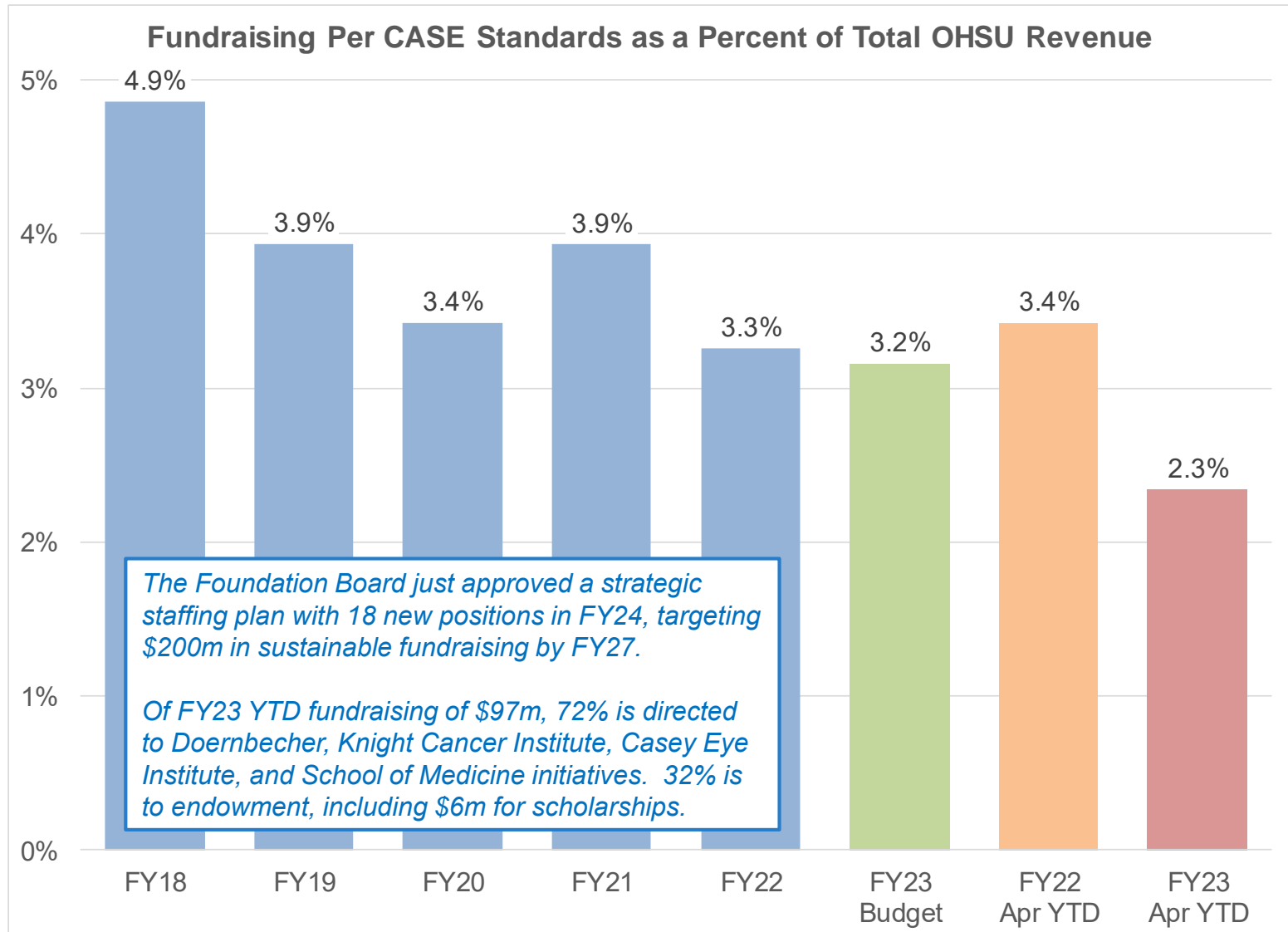
Net Worth Up from Earnings, Investments & Gifts



Endowment Returns Well Above Benchmarks



Fundraising Falling Relative to OHSU Revenues



QDP-IGT Brings \$2.2B to Oregon in 2023-2025

- The QDP – IGT partnership between OHSU and the State will bring \$2.2 billion of federal funds to Oregon in FY24 and FY25 (the 2023 – 2025 biennium).
- 78% of this total or \$1.7 billion will go to the State to fund the Oregon Health Plan while 22% frees OHSU private revenues to fund its unique missions as Oregon’s public health sciences university.

2023 - 2025 Biennium Two Years (millions)	QDP Medicaid Funds	IGT Non-Federal Funds	Oregon Health Plan Medicaid Funds	Total All Columns
Federal Funds (70.7% FMAP)	\$(990)		\$(1,217)	\$(2,207)
State Funds (29.3% Oregon share)	(410)	915	(505)	0
OHSU Funds	1,400	(915)		485
Oregon Health Plan Budget			\$1,722	
<i>Oregon Managed Medicaid (CCOs):</i>				
<i>OHSU care at CCO rates</i>	\$693			
<i>OHSU care at Commercial rates</i>	2,093			
QDP / Q&A payment to OHSU	\$1,400			
QDP = Qualified Directed Payment to OHSU for AHC Quality & Access for Oregon Medicaid CCO patients, as approved by CMS.				
IGT = Intergovernmental Transfer from OHSU non-federal funds to State resulting in net reimbursement at 87% of cost for Oregon Medicaid CCO, Medicaid FFS, Out of State Medicaid, Dual Eligible & Uninsured care, per Oregon statute.				
OHSU has refined its reporting in FY23 to align with the Oregon Health Authority budget, shown as QDP received net of IGT paid.				

Working-Draft Financial Projections through FY30

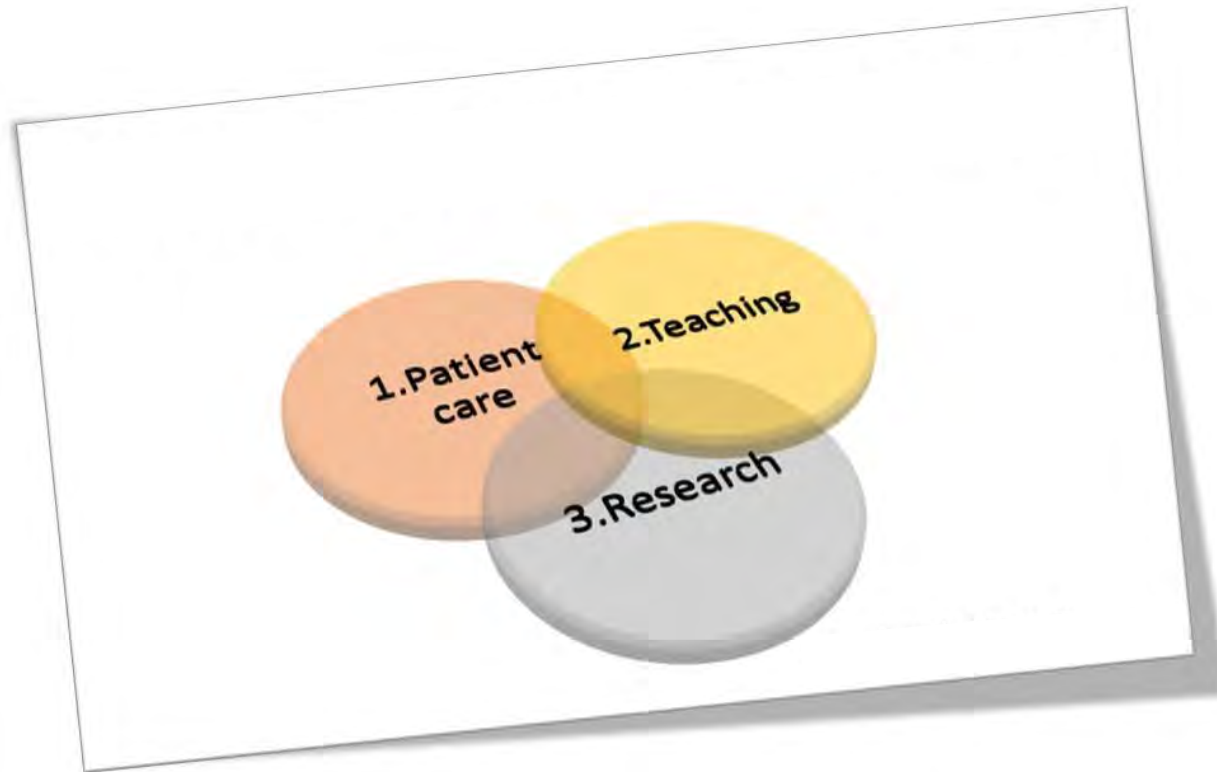
*Plans are worthless,
but planning is everything.*

– Dwight D. Eisenhower



- OHSU uses a disciplined process of at-least annual updates to its multi-year financial projections, developed at the OHSU Budget Committee of the President and EVPs.
- Seldom have the pressures on health care, nationally and in Oregon, been greater, and seldom has the environmental outlook—for inflation, labor supply, payment rates, pandemics and public policy—been foggier.
- The closest historical analogy may be the mid to late 1990s with a failed national health reform, the Balanced Budget Act, and rate reductions from managed care.
- Yet OHSU has many strengths and opportunities to leverage.

OHSU's excellence in all mission areas sets our health system apart



Distribution of US Health Care Spending

US GDP	\$23 trillion
Health care %	x 18%

US health care spending	\$4.1 trillion
US population	/ 331 million

Health care / person	\$12,500
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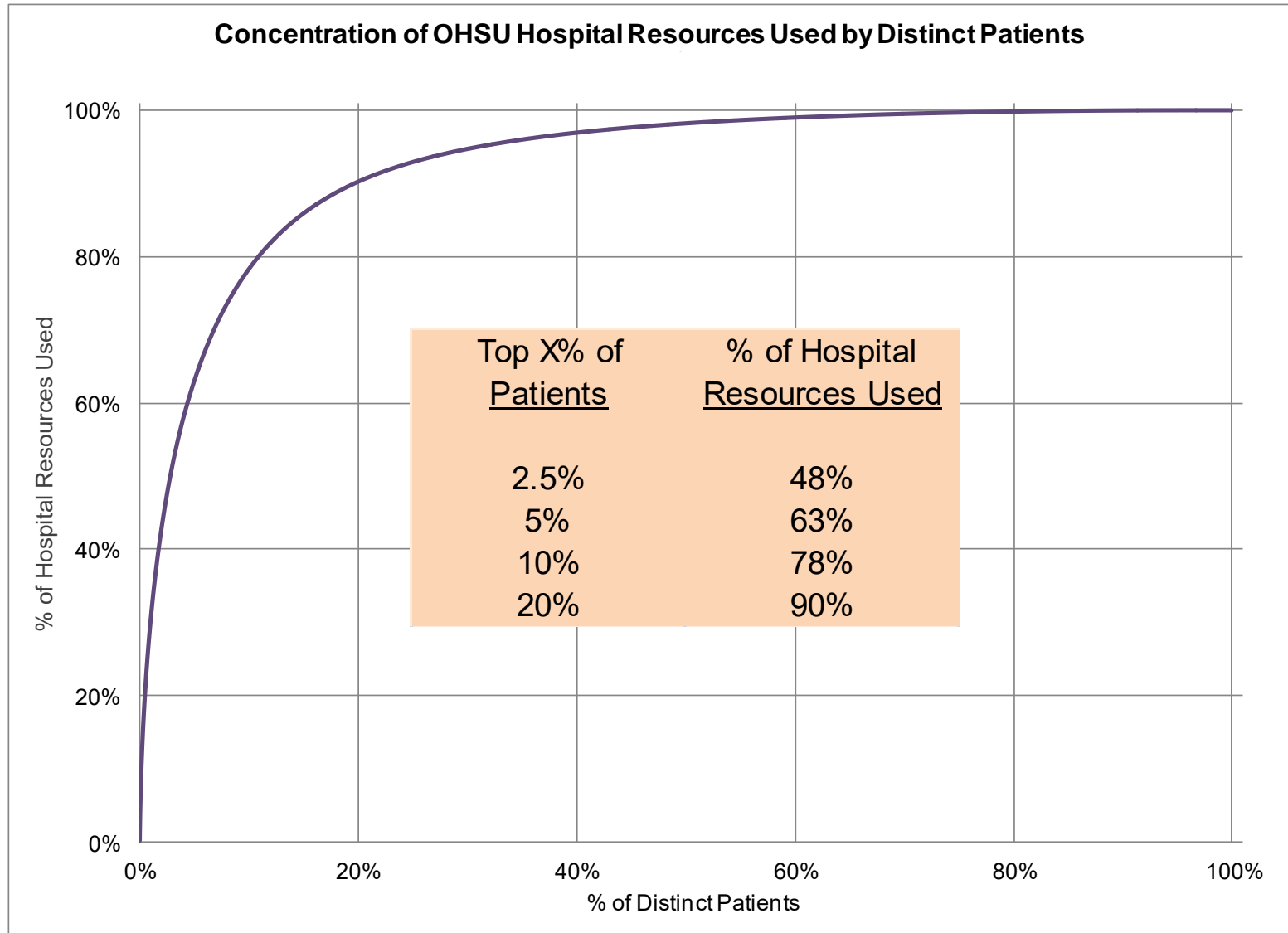
50% population	5% spending	\$1,250 / person
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45% population	45% spending	\$12,500 / person
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5% population	50% spending	\$125,000 / person
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Health care needs strategies for each segment

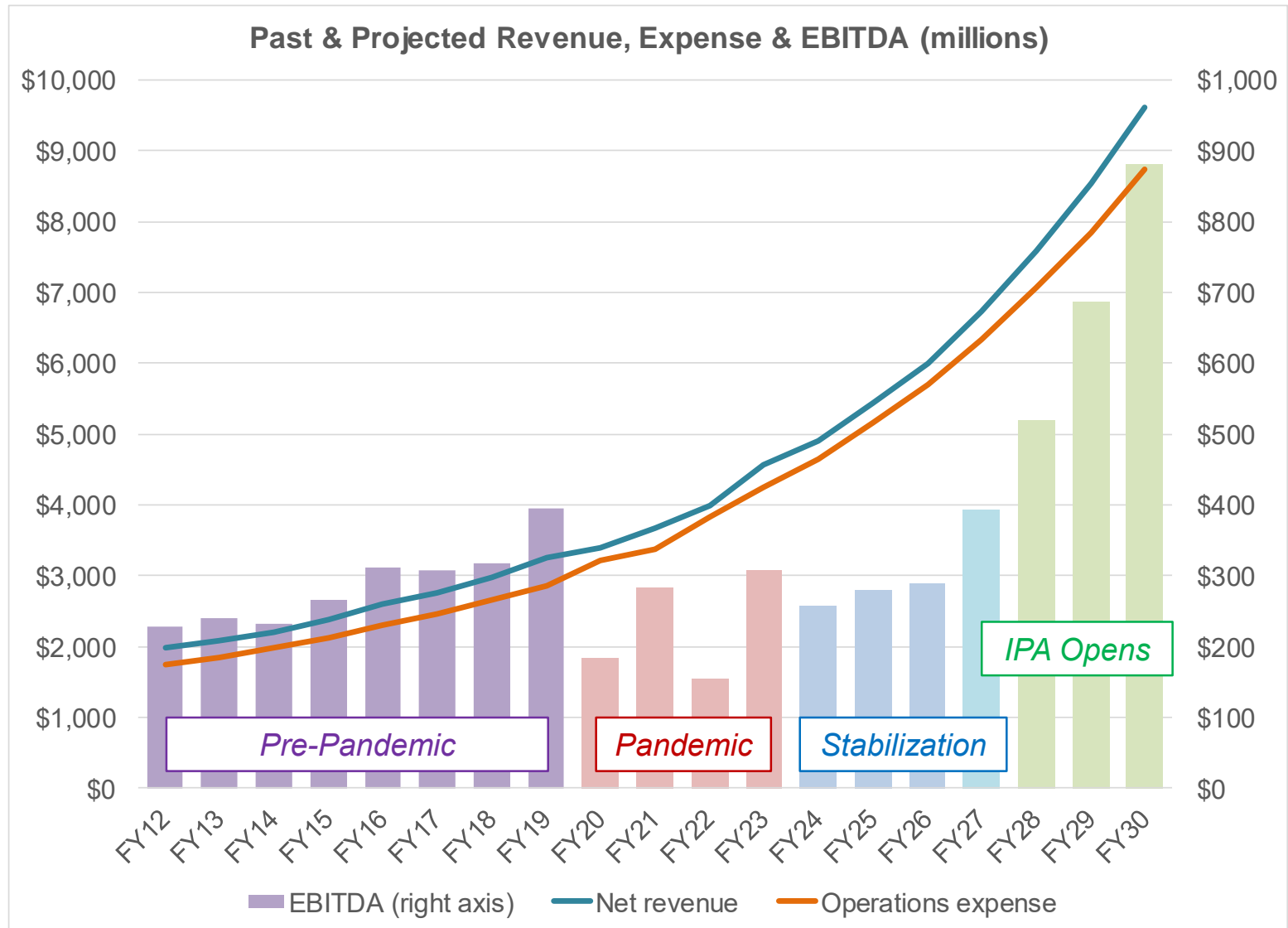
5% of OHSU Patients → 63% of Hospital Cost



Key Assumptions in Working-Draft Projections

- Given the volatile environment, the projections shared here are a work in progress.
- They assume a continuing high inflation environment in health care.
- The hospital staffing bill now in the Oregon legislature is expected to add new costs through minimum RN-to-patient ratios and full break coverage.
- Offsetting these downward pressures on earnings are five major strategies:
 - Negotiating commercial payments rates consistent with underlying cost inflation.
 - Step function growth in the cancer program with funding from major philanthropy.
 - Implementing the full Improving Financial Performance (IFP) savings.
 - Tight control of new spending, holding fixed costs fixed with growth.
 - Serving the health & well-being priorities of the State of Oregon (including workforce development and behavioral health) to sustain OHSU's public funding.
- Earnings measured by EBTIDA return to pre-pandemic dollar levels by FY27 with the opening of the Inpatient Addition.

Earnings Regain Pre-COVID Dollar Level by FY27



How Long Will High Inflation Last?



- Bond market rates imply 2.0% to 2.5% general inflation over the next 5 years. How fast health care inflation (especially labor and drug costs) will follow is unclear.
- The working-draft projection assumes prolonged inflation rather than a rapid decline.
- If markets and public policy respond relatively fast (as they did in the late 1990s and early 2000s) then stabilization and rebound of AHC earnings should occur sooner.

OHSU Onward: Vision to 2027



Reaching the Rarified Air: Tenets for Success

1

The journey to rarified air must focus on integration.

2

Act as “one university.”

3

Best people and systems.

4

No members, no margins, no missions.



Date: June 23, 2023

To: OHSU Board of Directors

From: Marie Chisholm-Burns, Pharm.D., Ph.D., M.P.H., M.B.A., FCCP, FASHP, FAST, FACHE
Executive Vice President and Provost

RE: OHSU Tuition and Fees 2023-24

Memo:

Request: We are requesting the Board to consider a modest up to 2% tuition increase for the 2023-24 academic year across OHSU education programs. We also are requesting that the OHSU Tuition Promise be applied to students entering in eligible degree programs in 2023-24. Finally, we are requesting no increase in the University Fee over the amount charged in 2022-23 (this will be the third year that we are requesting no increase to the University Fee).

Background: Recent historical tuition increases have ranged from 0% (for returning students in OHSU Tuition Promise programs) to 2%. Our requests, as detailed above, strive to balance our high tuition rates, when compared with our peer institutions, and the continued challenging financial outlook for OHSU. Documents in this section provide more detail on the OHSU proposed tuition for the 2023-24 academic year.



Proposed OHSU Tuition and Fees for 2023-2024

Marie A. Chisholm-Burns, PharmD, PhD, MPH, MBA, FCCP, FASHP, FAST, FACHE
Executive Vice President and Provost
J.S. Reinschmidt Endowed Professor, School of Medicine Department of Surgery
Oregon Health & Science University

Tuition and Enrollment

- The FY24 budget proposes tuition rate increases of no more than 2% with continuation of the OHSU Tuition Promise, where students in covered programs pay their entering tuition rates without further increase for the expected length of study.
- Overall enrollment will be similar to the current year.

Student Headcount Enrollment*					
	Fall 2018	Fall 2019	Fall 2020	Fall 2021	Fall 2022
School of Dentistry	323	323	318	316	314
School of Medicine	1266	1259	1225	1185	1123
School of Nursing	1030	1036	1068	1051	1009
School of Public Health	213	231	262	296	291
Master of Physician Assistant Studies	85	88	84	70	64
Graduate Programs in Human Nutrition	51	49	47	37	41
Graduate Programs in Medical Physics	13	14	14	11	10
Bachelor of Science in Radiation Therapy	18	17	17	18	18
Total	2999	3017	3035	2984	2870

*Excludes students registered at our partner institutions



Proposed 2023-24 Entering Class Tuition Increases for Select Programs

	Resident	Non-Resident	Resident Tuition	Fees	Resident 2023-24 Total
Medicine – MD ¹	2.00%	2.00%	\$47,072	\$9,973	\$57,045
Dentistry – DMD ¹	2.00%	2.00%	\$48,944	\$19,489	\$68,433
Medicine – Physician Assistant ¹	1.95%	1.95%	\$43,272	\$10,685	\$53,957
Medicine – Human Nutrition ²	1.89%	1.89%	\$31,590	\$8,432	\$40,022
Medicine – Radiation Therapy ¹	1.81%	1.84%	\$22,264	\$9,720	\$31,984
Nursing – Undergraduate OCNE ²	1.91%	1.96%	\$15,336	\$8,432	\$23,768
Nursing – Undergraduate Accelerated BS ¹	1.91%	1.95%	\$35,280	\$10,685	\$45,965
Nursing – Graduate Nurse Practitioner ³	1.93%	1.95%	\$24,696	\$8,432	\$33,128
Nursing – Graduate Nurse Anesthesia ⁴	1.91%	1.95%	\$41,040	\$10,685	\$51,725

¹Based on four terms of enrollment

²Based on three terms of enrollment

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

⁴Based on four terms of enrollment at 12 credits each — actual enrollment may vary



Proposed 2023-24 Percentage Change in Full-Time Tuition

OHSU 2023-24 Percentage Change in Per Term Full-Time Tuition							
	Approx. Terms of Attendance	2022-23 Resident Tuition	2023-24 Resident Tuition	Percent Increase	2022-23 Non-Res Tuition	2023-24 Non-Res Tuition	Percent Increase
Returning Tuition Promise Programs							
MD 2nd Year	4	\$11,537	\$11,537	0.00%	\$17,734	\$17,734	0.00%
MD 3rd Year	4	\$11,311	\$11,311	0.00%	\$17,387	\$17,387	0.00%
MD 4th Year	4	\$11,089	\$11,089	0.00%	\$17,046	\$17,046	0.00%
MD/MPH 2nd Year	4	\$10,619	\$10,619	0.00%	\$16,297	\$16,297	0.00%
MD/MPH 3rd Year	4	\$10,411	\$10,411	0.00%	\$15,980	\$15,980	0.00%
MD/MPH 4th Year	4	\$10,210	\$10,210	0.00%	\$15,668	\$15,668	0.00%
MD/MPH 5th Year	4	\$10,012	\$10,012	0.00%	\$15,361	\$15,361	0.00%
DMD 2nd Year	4	\$11,996	\$11,996	0.00%	\$19,361	\$19,361	0.00%
DMD 3rd Year	4	\$11,761	\$11,761	0.00%	\$18,982	\$18,982	0.00%
DMD 4th Year	4	\$11,530	\$11,530	0.00%	\$18,609	\$18,609	0.00%
Human Nutrition	4	\$7,155	\$7,155	0.00%	\$7,155	\$7,155	0.00%
Physician Assistant	4	\$10,611	\$10,611	0.00%	\$10,611	\$10,611	0.00%
Radiation Therapy	4	\$5,964	\$5,964	0.00%	\$7,176	\$7,176	0.00%
UG Nursing Accelerated Bacc	2	\$6,924	\$6,924	0.00%	\$9,240	\$9,240	0.00%
UG Nursing OCNE 2nd Year	3	\$5,016	\$5,016	0.00%	\$9,192	\$9,192	0.00%
UG Nursing OCNE 3rd Year	3	\$4,920	\$4,920	0.00%	\$9,012	\$9,012	0.00%
Graduate Nurse Practitioner	4	\$6,057	\$6,057	0.00%	\$7,866	\$7,866	0.00%
Graduate Nurse Anesthesia	4	\$7,551	\$7,551	0.00%	\$7,866	\$7,866	0.00%
2023-24 Tuition Promise Programs							
MD 1st Year	4	\$11,537	\$11,768	2.00%	\$17,734	\$18,089	2.00%
MD/MPH 1st Year	4	\$10,619	\$10,831	2.00%	\$16,297	\$16,623	2.00%
DMD 1st Year	4	\$11,996	\$12,236	2.00%	\$19,361	\$19,749	2.00%
Human Nutrition	3	\$7,155	\$7,290	1.89%	\$7,155	\$7,290	1.89%
Physician Assistant	4	\$10,611	\$10,818	1.95%	\$10,611	\$10,818	1.95%
Radiation Therapy	4	\$5,964	\$6,072	1.81%	\$7,176	\$7,308	1.84%
UG Nursing Accelerated Bacc	3	\$6,924	\$7,056	1.91%	\$9,240	\$9,420	1.95%
UG Nursing OCNE	3	\$5,016	\$5,112	1.91%	\$9,192	\$9,372	1.96%
Graduate Nurse Practitioner	3	\$6,057	\$6,174	1.93%	\$7,866	\$8,019	1.95%
Graduate Nurse Anesthesia	4	\$7,551	\$7,695	1.91%	\$7,866	\$8,019	1.95%

Proposed 2023-24 Percentage Change in Full-Time Tuition

OHSU 2023-24 Percentage Change in Per Term Full-Time Tuition							
	Approx. Terms of Attendance	2022-23 Resident Tuition	2023-24 Resident Tuition	Percent Increase	2022-23 Non-Res Tuition	2023-24 Non-Res Tuition	Percent Increase
Non Tuition Promise Programs							
Dental Graduate	4	\$11,773	\$12,009	2.00%	\$14,023	\$14,304	2.00%
Dietetic Internship	4	\$7,155	\$7,290	1.89%	\$7,155	\$7,290	1.89%
Food Systems & Society	3	\$6,435	\$6,561	1.96%	\$6,435	\$6,561	1.96%
SoM PhD	3	\$6,990	\$7,125	1.93%	\$6,990	\$7,125	1.93%
Biomedical Informatics On Campus	3	\$6,558	\$6,684	1.92%	\$7,836	\$7,989	1.95%
Biomedical Informatics Distance Learning	3	\$7,268	\$7,412	1.98%	\$8,572	\$8,743	1.99%
Clinical Research or Human Investigations	3	\$5,010	\$5,109	1.98%	\$5,010	\$5,109	1.98%
MBA, MS or Certificate in Healthcare Mgmt, or in Healthcare Admin	3	\$5,715	\$5,823	1.89%	\$5,715	\$5,823	1.89%
Medical Physics	3	\$5,724	\$5,832	1.89%	\$9,126	\$9,306	1.97%
UG Nursing RN/BS	3	\$3,636	\$3,708	1.98%	\$3,636	\$3,708	1.98%
Nursing PhD, DNP in Nursing, Hlth Sys Org Leadership, Nursing Ed	3	\$5,949	\$6,066	1.97%	\$7,713	\$7,866	1.98%
On-Campus MPH or Programs in Biostatistics	3	\$4,131	\$4,212	1.96%	\$6,291	\$6,417	2.00%
SPH PhD	3	\$5,346	\$5,445	1.85%	\$6,237	\$6,354	1.88%
Online MPH or Certificate in Public Health	3	\$5,454	\$5,562	1.98%	\$7,056	\$7,191	1.91%

Proposed OHSU Tuition and Fees for 2023-24

Requested to approve the OHSU 2023-24 Academic Year Tuition & Fee Book, which contains:

- Tuition rate increases of no more than 2%
- OHSU Tuition Promise to be applied to the students entering in eligible degree programs in 2023-24
- No increase to University Fee



Thank You!

Proposed OHSU Tuition and Fees for 2023-24

Requested to approve the OHSU 2023-24 Academic Year Tuition & Fee Book, which contains:

- Tuition rate increases of no more than 2%
- OHSU Tuition Promise to be applied to the students entering in eligible degree programs in 2023-24
- No increase to University Fee

Oregon Health & Science University

DRAFT

Academic Year Tuition & Fee Book

2023-2024

Prepared by:
The Office of the Registrar

June 23rd, 2023



Tuition & Fee Book

Academic Year 2023-2024

Oregon Health & Science University

The tuition and fee policies as outlined in this document apply to the Summer, Fall, Winter and Spring terms of the 2023-2024 academic year. All prior academic year *Tuition & Fee Books* are repealed except as to rights or obligations previously acquired or incurred thereunder.

I. Definitions

A. Full-Time Student

A full-time undergraduate student is one who is enrolled for at least 12 credits. A full-time graduate/professional student is one who is enrolled for at least 9 credits. Students may be charged mandatory enrollment fees for all credits enrolled for during a term.

B. Mandatory Enrollment Fees

Mandatory enrollment fees are those tuition and fees that a student is assessed for which the student has no discretion not to pay. Mandatory enrollment fees include, but are not limited to: Tuition; University Fee; Major Medical Insurance; Dental Insurance; Student Council Fee and others. There may be differentials for some tuition or fees based on residency, campus location or other criteria. Mandatory enrollment fees are set by the OHSU Board of Directors.

C. Part-Time Student

A part-time student is one who is enrolled in less than the minimum number of credits per term required of a full-time student (fewer than 12 credits for undergraduate students; fewer than 9 credits for graduate/professional students).

D. Resident Student

A resident student for tuition purposes is one who meets the criteria of [OHSU Residency Policy 2-10-010](#). Students should reference the OHSU Residency Policy to determine if they qualify for the resident student tuition rate.

II. Tuition Policies

A. Tuition Differentials

Resident and non-resident tuition differentials may apply to students enrolled in certain academic programs.

B. Advance Tuition Deposit

OHSU determines the student population for whom a tuition deposit will be required. The amount of the deposit varies and is set by the academic program.

C. Tuition Refund Schedule

Refunds of tuition and/or fees may be granted to students in accordance with the refund schedule on file with the university [Registrar's Office](#). This schedule shall be prepared annually. There is no refund for Employee Tuition Benefits. No refunds are issued for fees after the 100% refund date.

Notification of program Withdrawal or Leave of Absence is required and can be completed by submitting a "Withdrawal/Leave of Absence" form available from the university Registrar's Office. Students who believe that their circumstances warrant exceptions to the published refund schedule may submit a letter of appeal to the university Registrar.

The following uniform refund schedules are established for all schools:

11- or 12-week term:

<i>Starting from the Day on Which Classes Begin for the Term:</i>	<i>Percent Refund</i>
Complete or Partial Withdrawal Before the Close of the 11 th Day After Classes Begin for the Term	100%
Before the Close of the 25 th Day After Classes Begin for the Term	50%

Summer A and Summer B (6-week term):

<i>Starting from the Day on Which Classes Begin for the Term:</i>	<i>Percent Refund</i>
Complete or Partial Withdrawal Before the Close of the 4 th Day After Classes Begin for the Term	100%
Before the Close of the 11 th Day After Classes Begin for the Term	50%

The refund for course load reduction applies to all students reducing credit hours except for those credit hours within a tuition plateau. Any student with orders to report for active military duty may withdraw at any time during the term and receive a full refund. If sufficient course work has been accomplished and the faculty of record feels justified in granting credit for the course work completed, credit may be granted and withdrawal proceedings are unnecessary.

D. Non-Resident Tuition Exemption for School of Nursing Programs

Non-resident undergraduate or graduate nursing students who are residents of counties adjacent to the Oregon border in California, Idaho, Nevada or Washington pay resident tuition rates. Non-resident undergraduate nursing students on the La Grande campus will also pay resident tuition rates if they are residents of Idaho or Washington and have completed at least one term at Eastern Oregon University (EOU) while paying the EOU resident tuition rate, prior to entering the OHSU undergraduate nursing program. Students eligible for either of these exemptions must notify the Registrar's Office by the first day of the academic term. Tuition for terms prior to the date the student notifies the Registrar's Office will continue to be charged at the non-resident rate.

Non-resident PhD and DNP nursing students from states participating in the Western Regional Graduate Program of the Western Interstate Commission for Higher Education pay resident tuition rates. Participants include Alaska, Arizona, California, Colorado, Hawaii, Idaho, Montana, Nevada, New Mexico, North Dakota, South Dakota, Utah, Washington, Wyoming and the Commonwealth of the Northern Mariana Islands. Students eligible for this exemption must notify the Registrar's Office by the first day of the academic term. Tuition for terms prior to the date the student notifies the Registrar's Office will continue to be charged at the non-resident rate.

E. OHSU Tuition Promise

2023-24 OHSU Tuition Promise: All new students enrolled during 2023-24 in one of the eligible degree programs listed below will not incur a tuition rate increase over their 2023-24 tuition rates during the remaining years of their degree (as long as the degree is completed within the normal timeline as specified by the degree program).

2022-23 OHSU Tuition Promise: All new students enrolled during 2022-23 in one of the eligible degree programs listed below will not incur a tuition rate increase over their 2022-23 tuition rates during the remaining years of their degree (as long as the degree is completed within the normal timeline as specified by the degree program).

2021-22 OHSU Tuition Promise: All new students enrolled during 2021-22 in one of the eligible degree programs listed below will not incur a tuition rate increase over their 2021-22 tuition rates during the remaining years of their degree (as long as the degree is completed within the normal timeline as specified by the degree program).

2020-21 OHSU Tuition Promise: All new students enrolled during 2020-21 in one of the eligible degree programs listed below will not incur a tuition rate increase over their 2020-21 tuition rates during the remaining years of their degree (as long as the degree is completed within the normal timeline as specified by the degree program).

2019-20 OHSU Tuition Promise: All new students enrolled during 2019-20 in one of the eligible degree programs listed below will not incur a tuition rate increase over their 2019-20 tuition rates during the remaining years of their degree (as long as the degree is completed within the normal timeline as specified by the degree program).

Students eligible for the OHSU Tuition Promise must be enrolled in one of the following degree programs at any OHSU campus:

- *MD*
- *MD/MPH**
- *DMD*
- *Master of Physician Assistant Studies*
- *Master of Science in Human Nutrition*
- *Master of Nursing or Doctor of Nursing Practice in Adult Gerontology Acute Care*
- *Master of Nursing or Doctor of Nursing Practice in Nurse Anesthesia*
- *Master of Nursing or Doctor of Nursing Practice in Family Nurse Practitioner*
- *Master of Nursing or Doctor of Nursing Practice in Nurse Midwifery*
- *Master of Nursing or Doctor of Nursing Practice in Pediatric Nurse Practitioner*
- *Master of Nursing or Doctor of Nursing Practice in Pediatric Primary & Acute Care Nurse Practitioner*
- *Master of Nursing or Doctor of Nursing Practice in Psychiatric Mental Health Nurse Practitioner*
- *Bachelor of Science in Radiation Therapy*
- *3-Year OCNE Bachelor of Science in Nursing (excluding RN/BS)*
- *Accelerated Bachelor of Science in Nursing*

**Only students matriculating as first year students into the MD/MPH in 2016-17 or later will be eligible for the MD/MPH Tuition Promise for the five-year period of their program. MD/MPH students matriculated in 2014-15 or 2015-16 are only eligible for the MD Tuition Promise rate during the terms they are charged tuition as MD students.*

While the tuition rate for eligible students will remain the same under the OHSU Tuition Promise, other expenses such as fees, books, supplies or equipment charges are subject to change.

If a student exhausts the specified length of the degree program, they will no longer be eligible for the OHSU Tuition Promise and their tuition rate may increase at that time. Students wishing to request an extension of their OHSU Tuition Promise may submit an appeal by emailing Cherie Honnell, Vice Provost for Enrollment Management & Academic Programs, at honnellc@ohsu.edu. Appeals are reviewed on a case by case basis. A student dissatisfied with a decision made by the Vice Provost for Enrollment Management & Academic Programs may, within ten (10) business days of the date of the notification of the decision, appeal the decision to the OHSU Provost. An appeal to the OHSU Provost shall be in writing only. The Provost's decision shall be final.

Students with approved tuition promise extensions shall be charged the tuition rate of their promise for the length of time specified by the Vice Provost or Provost. Students with tuition promise extensions should refer back to previous year's Academic Year Tuition & Fee Books for tuition information, and this 2023-2024 Academic Year Tuition & Fee Book for current information on other expenses such as fees, equipment charges, etc.

Students who entered an eligible OHSU Tuition Promise program in prior Tuition Promise eligible years (2014-15 onward) remain eligible during the remaining years of their degree (as long as the degree is completed within the normal timeline as specified by the degree program.) See prior Academic Year Tuition and Fee Books for specific details on OHSU Tuition Promise eligibility.

III. Fee Policies

A. Application Fee

An application fee will be assessed to all students seeking formal admission to an OHSU academic program. This includes those students advancing from an undergraduate program to a graduate program as well as all international students. An application will not be evaluated until the application fee has been received. The amount of the application fee varies and is set by the academic program. Application fees are not refundable.

If a student applies to enroll for Summer, Fall or Winter term of an academic year but delays enrollment until a subsequent term, a second application fee will not be assessed if enrollment occurs within that academic year. If enrollment is delayed until the subsequent academic year, a second application fee will be assessed.

B. Other Fees, Fines, and Service Charges

1. Late Registration Fee \$35.00
2. Returned Check \$40.00

A returned check charge will be assessed in the amount of \$40.00.

3. Transcript Fee
- Official copy \$20.00

Individuals requesting priority and/or international processing or delivery will be charged an extra fee based on delivery method, timeline and location(s) in addition to the transcript fee.

4. Certified Copies of Diplomas \$10.00

Individuals requesting priority and/or international processing or delivery will be charged an extra fee based on delivery method, timeline and location(s) in addition to the cost of the certified copy of the diploma.

5. Duplicate Diploma \$60.00
6. Medical Student Performance Evaluation (MSPE)/Dean's Letter \$10.00

Individuals requesting priority and/or international processing or delivery will be charged an extra fee based on delivery method, timeline and location(s) in addition to the cost of the MSPE/Dean's Letter.

7. Archived Records Retrieval Fee \$20.00

8. Copies of Education Records
(except as exempted for release by *Family Educational Rights and Privacy Act (FERPA)* and university *Student Records Policy*)

1st Page \$ 5.00
Each Additional Page: \$ 1.00

9. Examination for Credit Up to \$40.00

Institution-administered examination for credit, per course examination, regardless of credit hours involved.

10. Graduation Fee \$60.00

11. International Student Fee, per term \$50.00

International students on F1 or J1 visas will be assessed a fee to support the tracking requirements associated with the international student SEVIS system.

12. Regional Campus Fees for Undergraduates in Nursing

Students in the undergraduate nursing programs at Eastern Oregon University, Oregon Institute of Technology, Southern Oregon University, or Western Oregon University will pay campus fees directly to those institutions. Students should contact the Regional University where they will be located for the specific fee amounts.

13. Nursing Education Xchange (NEXus) Course Fee, per credit \$577.00

A per-credit fee assessed to students taking courses at OHSU as part of the Nursing Education Xchange (NEXus) while enrolled in a graduate nursing program at another NEXus member institution.

14. Undergraduate Medical Education Visiting Student Fee, per rotation \$200.00

A fee charged to visiting MD students participating in OHSU rotations.

IV. Other Policies

A. Student Health Insurance Plan

OHSU requires students to carry major group health/dental insurance. For students with other major group health coverage, an insurance waiver application is available. For waiver application information and deadlines, refer to the [Student Health Insurance Plan website](#).

Graduate researchers united (GRU) are not required to complete a waiver application. For GRU coverage information please visit the [GRU O2 page](#).

B. Institutional Authority to Adjust Charges

OHSU institutional officials may make tuition refunds and waive fines or charges that result from circumstances beyond the student's control or are for the best interest of the institution. Institutional officials may also add and revise tuition or fee amounts established herein, for program changes or additions made after the adoption of this *Academic Year Tuition & Fee Book* by the Board.

C. Charges for Services to Non-students

This *Academic Year Tuition & Fee Book* does not identify charges for services that are continuously offered to persons other than students.

D. Courses Taken at Other Institutions

Students enrolled in coursework at an institution other than OHSU (regardless of whether the coursework is required by OHSU) are responsible for all costs (tuition and other fees) charged by that institution.

E. Auditors

Students enrolled in a combination of credit and audit courses or audit only will be assessed for the total credits under the tuition and fee schedule appropriate to their classification and residency.

F. Employee Education Assistance Benefit (EAB) Program

An Employee Education Assistance Benefit program is available for some OHSU academic programs. Refer to the [Education Assistance Benefit](#) information page on the Human Resources website for more information.

V. Accounts Receivable Policy

A. Student Responsibilities

At the time a student is formally registered for classes, either by signing and submitting

the appropriate registration forms to the Registrar's Office, by registering online, or being registered by their program, the student agrees to:

1. Assume financial responsibility for any tuition and fees as posted to their student account. Each student attending OHSU will need to complete the Student Financial Responsibility Agreement in [Student Self-Service](#) by the end of the first week of class during their first term of attendance. The Student Financial Responsibility Agreement is available to students up to 30 days before the start of their first term.
2. Abide by the official school policies regarding withdrawal from the University.
3. Assume the responsibility for understanding the University's official policy concerning schedule changes and satisfactory academic progress which may result in additional charges or the loss of eligibility for certain types of financial aid. It is the student's responsibility to understand how any changes to financial aid eligibility can affect their financial situation.
4. Make sure OHSU student records are current and advise of any demographic changes such as name, address, telephone, tax identification number and email address each term of attendance.

B. Payment Due Dates

Approved financial arrangements must be in place one week before the beginning of each term. Electronic Statements, or E-Statements, for tuition and fees are the official student billing method for OHSU. E-Statements are sent to OHSU email accounts on the second Tuesday of every month. Students should refer to the E-Statement for the last day to pay tuition and fees in full before interest charges are assessed.

Students that do not receive an E-Statement notification email can confirm account charges by accessing their E-Statement in [Student Self-Service](#). All students must pay on time even if an E-Statement notification email is not received.

C. Payment Options

Payment to student accounts can be made in the following ways:

Credit/Debit Card – Credit/Debit card payments can be made online through the [Student Self-Service](#) (which is a secure payment option) or by phone to the Cashier's Office at (503) 494-8243 during [phone payment hours](#).

Check – Payments made via check can be sent via United States Postal Service (USPS) mail or campus mail. Please be aware that due to USPS delays, First-Class stamped envelopes may take up to 14 business days to be received.

D. Refunds

A credit balance on a student account is created when financial aid, payments and other credits exceed total charges due. A refund of the credit balance will be processed and returned to the student using the following methods:

Direct Deposit – Direct deposit is the electronic transfer of funds into a checking account. It is the quickest, safest and most convenient way to receive a refund. To elect to have refunds direct deposited, students need to log into the [Student Self-Service](#), select Student Services, select Student Records, then select Set Up Direct Deposit.

Credit Card – If payment is made on a student account by credit card, the credit balance reflected on the student account will be issued to the original credit card used to make the payment. Students receiving financial aid for the same academic term will have their account reviewed to determine the order of the refund.

Check – Refunds in the form of a check will be mailed directly to the student's address on file. Please be aware that there is a 24 hour hold on all checks before they can be disbursed. Check refunds are processed twice a week.

Overpayments – While OHSU does accept institutional payments (loans/scholarships) in excess of billed amounts in order to cover living and other expenses, it does not accept direct payments from parents, 529 plans, or other non-institutional sources in excess of the billed amount. Any such amounts should be paid directly to the student.

E. Payment Plans

The OHSU Student Accounts Office is responsible for billing and collection of tuition and fees. It is the goal of this office to work with students to resolve outstanding balances. It is understood that students and their families may experience financial difficulties and it is important for those types of issues to be communicated to the Student Accounts Office at an early stage. The Student Accounts Office offers payment plans to assist with the budgeting of the cost of education. However, those plans are only available to students prior to the due date of the term. Students are urged to contact the Student Accounts Office prior to the due date of the term to discuss any financial concerns that they may have. The earlier the issue is discussed the more tools are available to assist students in resolving the situation since **all** tuition/fees accrued in one term must be paid before registering for another term.

F. Educational Promissory Note

OHSU offers extended payment terms utilizing an Educational Promissory Note for unpaid tuition and fees. The Educational Promissory Note is a mandatory note and a new note is required each term.

G. Contractual Agreements

OHSU recognizes that employers or a third party may pay tuition and/or fees on behalf of students. These agreements are made between the student and the employer or third party. Students are responsible for meeting the requirements of the agreement such as grades and for any charges not paid by the employer or third party. Contractual agreements received from a government agency are between the United States Government and OHSU. OHSU accepts only third party contracts that are on official company letterhead and include the following billing information: student's name; tuition quarter; amount paying; and the last term the third party will provide funding.

H. Collection Actions

If the balance is not resolved by the due date, a financial hold is placed on the account. Other collection actions on delinquent accounts include:

1. Prevention of students from registering for classes and/or holds on registration.
2. Debt referral to third party collection agency.
3. Tax offset of debt against State of Oregon Income Tax Refund.
4. Accounts with unresolved balances are subject to additional collection charges based on a percentage up to a maximum of 30% of the delinquent account, together with all costs and expenses, including reasonable attorneys' fees, incurred by OHSU in collection efforts.
5. Litigation against debtor.

I. Withdrawals

Should a student withdraw during the term, all refunds are to be applied to any outstanding balance, and any remaining balance will immediately be due and payable.

J. Delinquent Accounts

Students should refer to the E-Statement for the last day to pay tuition and fees in full before interest charges are assessed. If payment is not paid in full by the stated due date, then the following policies may apply:

1. Interest will be assessed at a rate of 1.5% per month of the outstanding balance.
2. All accounts over 121+ days delinquent will be sent to Oregon Department of Revenue tax offset program.
3. Accounts referred to an outside collection agency will be subject to additional collection charges based on a percentage up to a maximum of 30% of the delinquent account, together with all costs and expenses, including reasonable attorneys' fees, incurred by OHSU in collection efforts. After an account has been turned over to a

collection agency, OHSU can no longer accept payment on the account and students must remit payment directly to the agency.

4. OHSU reserves the right to recover all costs involved with the collection and/or litigation of delinquent accounts.
5. OHSU is a non-profit institution of higher learning. Student receivable accounts are considered to be educational loans offered for the sole purpose of financing an education and are not dischargeable in bankruptcy proceedings.
6. OHSU reserves the right to demand payment in the form of a certified check, money order, cash or credit card in the event that one or more checks have been returned unpaid for any reason.

Refer to the [Student Accounts Office](#) website for additional information.

OHSU 2023-24 Academic Year Tuition and Fee Book

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[Master of Science in Food Systems & Society](#)

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[MD or MD/MPH](#)

[School of Medicine PhD](#)

[Medical Physics](#)

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Dietetic Intern or Master of Science in Human Nutrition

2023-2024 Tuition & Fee Charges By Term

DRAFT

6/23/2023

MS in Human Nutrition Students Qualifying for the 2023-24 Tuition Promise and Dietetic Interns

	Resident Tuition	Non-Resident Tuition	University Fee	Student Council Fee	Dental Insurance*	Major Medical Insurance*	Total Charges (Resident Tuition)	Total Charges (Non-Resident Tuition)
9 credit hours	\$ 7,290.00	\$ 7,290.00	\$ 583.00	\$ 16.00	\$ 111.00	\$ 2,100.67	\$ 10,100.67	\$ 10,100.67
1 credit hour	\$ 810.00	\$ 810.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,100.67	\$ 3,367.67	\$ 3,367.67
2 credit hours	\$ 1,620.00	\$ 1,620.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,100.67	\$ 4,177.67	\$ 4,177.67
3 credit hours	\$ 2,430.00	\$ 2,430.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,100.67	\$ 4,987.67	\$ 4,987.67
4 credit hours	\$ 3,240.00	\$ 3,240.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,100.67	\$ 5,797.67	\$ 5,797.67
5 credit hours	\$ 4,050.00	\$ 4,050.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,100.67	\$ 6,607.67	\$ 6,607.67
6 credit hours	\$ 4,860.00	\$ 4,860.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,100.67	\$ 7,417.67	\$ 7,417.67
7 credit hours	\$ 5,670.00	\$ 5,670.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,100.67	\$ 8,227.67	\$ 8,227.67
8 credit hours	\$ 6,480.00	\$ 6,480.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,100.67	\$ 9,037.67	\$ 9,037.67
Each Additional Hour	\$ 810.00	\$ 810.00						

MS in Human Nutrition Students Qualifying for the 2022-23 Tuition Promise

	Resident Tuition	Non-Resident Tuition	University Fee	Student Council Fee	Dental Insurance*	Major Medical Insurance*	Total Charges (Resident Tuition)	Total Charges (Non-Resident Tuition)
9 credit hours	\$ 7,155.00	\$ 7,155.00	\$ 583.00	\$ 16.00	\$ 111.00	\$ 2,100.67	\$ 9,965.67	\$ 9,965.67
1 credit hour	\$ 795.00	\$ 795.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,100.67	\$ 3,352.67	\$ 3,352.67
2 credit hours	\$ 1,590.00	\$ 1,590.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,100.67	\$ 4,147.67	\$ 4,147.67
3 credit hours	\$ 2,385.00	\$ 2,385.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,100.67	\$ 4,942.67	\$ 4,942.67
4 credit hours	\$ 3,180.00	\$ 3,180.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,100.67	\$ 5,737.67	\$ 5,737.67
5 credit hours	\$ 3,975.00	\$ 3,975.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,100.67	\$ 6,532.67	\$ 6,532.67
6 credit hours	\$ 4,770.00	\$ 4,770.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,100.67	\$ 7,327.67	\$ 7,327.67
7 credit hours	\$ 5,565.00	\$ 5,565.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,100.67	\$ 8,122.67	\$ 8,122.67
8 credit hours	\$ 6,360.00	\$ 6,360.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,100.67	\$ 8,917.67	\$ 8,917.67
Each Additional Hour	\$ 795.00	\$ 795.00						

MS in Human Nutrition Students Qualifying for the 2021-22 Tuition Promise

	Resident Tuition	Non-Resident Tuition	University Fee	Student Council Fee	Dental Insurance*	Major Medical Insurance*	Total Charges (Resident Tuition)	Total Charges (Non-Resident Tuition)
9 credit hours	\$ 7,020.00	\$ 7,020.00	\$ 583.00	\$ 16.00	\$ 111.00	\$ 2,100.67	\$ 9,830.67	\$ 9,830.67
1 credit hour	\$ 780.00	\$ 780.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,100.67	\$ 3,337.67	\$ 3,337.67
2 credit hours	\$ 1,560.00	\$ 1,560.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,100.67	\$ 4,117.67	\$ 4,117.67
3 credit hours	\$ 2,340.00	\$ 2,340.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,100.67	\$ 4,897.67	\$ 4,897.67
4 credit hours	\$ 3,120.00	\$ 3,120.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,100.67	\$ 5,677.67	\$ 5,677.67
5 credit hours	\$ 3,900.00	\$ 3,900.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,100.67	\$ 6,457.67	\$ 6,457.67
6 credit hours	\$ 4,680.00	\$ 4,680.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,100.67	\$ 7,237.67	\$ 7,237.67
7 credit hours	\$ 5,460.00	\$ 5,460.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,100.67	\$ 8,017.67	\$ 8,017.67
8 credit hours	\$ 6,240.00	\$ 6,240.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,100.67	\$ 8,797.67	\$ 8,797.67
Each Additional Hour	\$ 780.00	\$ 780.00						

*Insurance is charged Fall, Winter, and Spring for continuing Nutrition or Dietetic Intern students and Nutrition or Dietetic Intern students admitted in those terms. Nutrition or Dietetic Intern students admitted Summer 2023, returning in Summer 2023 after a leave of absence or other lapse in enrollment, or entering in Summer 2023 from an uninsured program will be charged \$1,569.74 (Major Medical) and \$84.07 (Dental) for Summer 2023 coverage. Coverage ends 9/21/2024 for Nutrition and Dietetic Intern students insured during Spring 2024.

MS in Food Systems & Society
2023-2024 Tuition & Fee Charges By Term

DRAFT

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9 credit hours

Resident Tuition	Non-Resident Tuition	University Fee	Student Council Fee	Total Charges (Resident Tuition)	Total Charges (Non-Resident Tuition)
\$ 6,561.00	\$ 6,561.00	\$ 346.00	\$ 16.00	\$ 6,923.00	\$ 6,923.00

1 credit hour

\$ 729.00	\$ 729.00	\$ 346.00	\$ 0.00	\$ 1,075.00	\$ 1,075.00
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2 credit hours

\$ 1,458.00	\$ 1,458.00	\$ 346.00	\$ 0.00	\$ 1,804.00	\$ 1,804.00
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3 credit hours

\$ 2,187.00	\$ 2,187.00	\$ 346.00	\$ 0.00	\$ 2,533.00	\$ 2,533.00
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4 credit hours

\$ 2,916.00	\$ 2,916.00	\$ 346.00	\$ 0.00	\$ 3,262.00	\$ 3,262.00
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5 credit hours

\$ 3,645.00	\$ 3,645.00	\$ 346.00	\$ 0.00	\$ 3,991.00	\$ 3,991.00
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6 credit hours

\$ 4,374.00	\$ 4,374.00	\$ 346.00	\$ 0.00	\$ 4,720.00	\$ 4,720.00
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7 credit hours

\$ 5,103.00	\$ 5,103.00	\$ 346.00	\$ 0.00	\$ 5,449.00	\$ 5,449.00
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8 credit hours

\$ 5,832.00	\$ 5,832.00	\$ 346.00	\$ 0.00	\$ 6,178.00	\$ 6,178.00
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Each Additional Hour

\$ 729.00	\$ 729.00
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Physician Assistant
2023-2024 Tuition and Fee Charges by Term

DRAFT

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Students Qualifying for the 2023-24 Tuition Promise

	Resident Tuition	Non-Resident Tuition	University Fee	Student Council Fee	Dental Insurance*	Major Medical Insurance*	Total Charges (Resident Tuition)	Total Charges (Non-Resident Tuition)
9 or more credit hours	\$ 10,818.00	\$ 10,818.00	\$ 583.00	\$ 16.00	\$ 111.00	\$ 2,100.67	\$ 13,628.67	\$ 13,628.67
1 credit hour	\$ 1,202.00	\$ 1,202.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,100.67	\$ 3,759.67	\$ 3,759.67
2 credit hours	\$ 2,404.00	\$ 2,404.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,100.67	\$ 4,961.67	\$ 4,961.67
3 credit hours	\$ 3,606.00	\$ 3,606.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,100.67	\$ 6,163.67	\$ 6,163.67
4 credit hours	\$ 4,808.00	\$ 4,808.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,100.67	\$ 7,365.67	\$ 7,365.67
5 credit hours	\$ 6,010.00	\$ 6,010.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,100.67	\$ 8,567.67	\$ 8,567.67
6 credit hours	\$ 7,212.00	\$ 7,212.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,100.67	\$ 9,769.67	\$ 9,769.67
7 credit hours	\$ 8,414.00	\$ 8,414.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,100.67	\$ 10,971.67	\$ 10,971.67
8 credit hours	\$ 9,616.00	\$ 9,616.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,100.67	\$ 12,173.67	\$ 12,173.67
Per Credit Hour	\$ 1,202.00	\$ 1,202.00						

Students Qualifying for the 2022-23 Tuition Promise

	Resident Tuition	Non-Resident Tuition	University Fee	Student Council Fee	Dental Insurance*	Major Medical Insurance*	Total Charges (Resident Tuition)	Total Charges (Non-Resident Tuition)
9 or more credit hours	\$ 10,611.00	\$ 10,611.00	\$ 583.00	\$ 16.00	\$ 111.00	\$ 2,100.67	\$ 13,421.67	\$ 13,421.67
1 credit hour	\$ 1,179.00	\$ 1,179.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,100.67	\$ 3,736.67	\$ 3,736.67
2 credit hours	\$ 2,358.00	\$ 2,358.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,100.67	\$ 4,915.67	\$ 4,915.67
3 credit hours	\$ 3,537.00	\$ 3,537.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,100.67	\$ 6,094.67	\$ 6,094.67
4 credit hours	\$ 4,716.00	\$ 4,716.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,100.67	\$ 7,273.67	\$ 7,273.67
5 credit hours	\$ 5,895.00	\$ 5,895.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,100.67	\$ 8,452.67	\$ 8,452.67
6 credit hours	\$ 7,074.00	\$ 7,074.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,100.67	\$ 9,631.67	\$ 9,631.67
7 credit hours	\$ 8,253.00	\$ 8,253.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,100.67	\$ 10,810.67	\$ 10,810.67
8 credit hours	\$ 9,432.00	\$ 9,432.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,100.67	\$ 11,989.67	\$ 11,989.67
Per Credit Hour	\$ 1,179.00	\$ 1,179.00						

Students Qualifying for the 2021-22 Tuition Promise

	Resident Tuition	Non-Resident Tuition	University Fee	Student Council Fee	Dental Insurance*	Major Medical Insurance*	Total Charges (Resident Tuition)	Total Charges (Non-Resident Tuition)
9 or more credit hours	\$ 10,404.00	\$ 10,404.00	\$ 583.00	\$ 16.00	\$ 111.00	\$ 2,100.67	\$ 13,214.67	\$ 13,214.67
1 credit hour	\$ 1,156.00	\$ 1,156.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,100.67	\$ 3,713.67	\$ 3,713.67
2 credit hours	\$ 2,312.00	\$ 2,312.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,100.67	\$ 4,869.67	\$ 4,869.67
3 credit hours	\$ 3,468.00	\$ 3,468.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,100.67	\$ 6,025.67	\$ 6,025.67
4 credit hours	\$ 4,624.00	\$ 4,624.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,100.67	\$ 7,181.67	\$ 7,181.67
5 credit hours	\$ 5,780.00	\$ 5,780.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,100.67	\$ 8,337.67	\$ 8,337.67
6 credit hours	\$ 6,936.00	\$ 6,936.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,100.67	\$ 9,493.67	\$ 9,493.67
7 credit hours	\$ 8,092.00	\$ 8,092.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,100.67	\$ 10,649.67	\$ 10,649.67
8 credit hours	\$ 9,248.00	\$ 9,248.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,100.67	\$ 11,805.67	\$ 11,805.67
Per Credit Hour	\$ 1,156.00	\$ 1,156.00						

Physician Assistant is a flat fee, lock-step program and is not available on a per credit hour basis. For students requiring remediation (approval by the Program Director is required) tuition and fees will be based on the above graduated scale for part-time attendance.

*Insurance is charged Fall, Winter, and Spring for continuing students and students admitted in those terms. Students admitted Summer 2023, students returning in Summer 2023 after a leave of absence or other lapse in enrollment, and students entering in Summer 2023 from an uninsured program will be charged \$1,569.74 (Major Medical) and \$84.07 (Dental) for Summer 2023 coverage. Coverage ends 9/21/2024 for students insured during Spring 2024.

Radiation Therapy Technology

2023-2024 Tuition & Fee Charges By Term

DRAFT

6/23/2023

Students Qualifying for the 2023-24 Tuition Promise

	Resident Tuition	Non-Resident Tuition	University Fee	Student Council Fee	Dental Insurance*	Major Medical Insurance*	Total Charges (Resident Tuition)	Total Charges (Non-Resident Tuition)
12-18 credit hours	\$ 6,072.00	\$ 7,308.00	\$ 583.00	\$ 16.00	\$ 111.00	\$ 2,100.67	\$ 8,882.67	\$ 10,118.67
1 credit hour	\$ 506.00	\$ 609.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,100.67	\$ 3,063.67	\$ 3,166.67
2 credit hours	\$ 1,012.00	\$ 1,218.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,100.67	\$ 3,569.67	\$ 3,775.67
3 credit hours	\$ 1,518.00	\$ 1,827.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,100.67	\$ 4,075.67	\$ 4,384.67
4 credit hours	\$ 2,024.00	\$ 2,436.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,100.67	\$ 4,581.67	\$ 4,993.67
5 credit hours	\$ 2,530.00	\$ 3,045.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,100.67	\$ 5,087.67	\$ 5,602.67
6 credit hours	\$ 3,036.00	\$ 3,654.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,100.67	\$ 5,593.67	\$ 6,211.67
7 credit hours	\$ 3,542.00	\$ 4,263.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,100.67	\$ 6,099.67	\$ 6,820.67
8 credit hours	\$ 4,048.00	\$ 4,872.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,100.67	\$ 6,605.67	\$ 7,429.67
9 credit hours	\$ 4,554.00	\$ 5,481.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,100.67	\$ 7,111.67	\$ 8,038.67
10 credit hours	\$ 5,060.00	\$ 6,090.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,100.67	\$ 7,617.67	\$ 8,647.67
11 credit hours	\$ 5,566.00	\$ 6,699.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,100.67	\$ 8,123.67	\$ 9,256.67
Each Additional Hour	\$ 506.00	\$ 609.00						

Students Qualifying for the 2022-23 Tuition Promise

	Resident Tuition	Non-Resident Tuition	University Fee	Student Council Fee	Dental Insurance*	Major Medical Insurance*	Total Charges (Resident Tuition)	Total Charges (Non-Resident Tuition)
12-18 credit hours	\$ 5,964.00	\$ 7,176.00	\$ 583.00	\$ 16.00	\$ 111.00	\$ 2,100.67	\$ 8,774.67	\$ 9,986.67
1 credit hour	\$ 497.00	\$ 598.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,100.67	\$ 3,054.67	\$ 3,155.67
2 credit hours	\$ 994.00	\$ 1,196.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,100.67	\$ 3,551.67	\$ 3,753.67
3 credit hours	\$ 1,491.00	\$ 1,794.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,100.67	\$ 4,048.67	\$ 4,351.67
4 credit hours	\$ 1,988.00	\$ 2,392.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,100.67	\$ 4,545.67	\$ 4,949.67
5 credit hours	\$ 2,485.00	\$ 2,990.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,100.67	\$ 5,042.67	\$ 5,547.67
6 credit hours	\$ 2,982.00	\$ 3,588.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,100.67	\$ 5,539.67	\$ 6,145.67
7 credit hours	\$ 3,479.00	\$ 4,186.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,100.67	\$ 6,036.67	\$ 6,743.67
8 credit hours	\$ 3,976.00	\$ 4,784.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,100.67	\$ 6,533.67	\$ 7,341.67
9 credit hours	\$ 4,473.00	\$ 5,382.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,100.67	\$ 7,030.67	\$ 7,939.67
10 credit hours	\$ 4,970.00	\$ 5,980.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,100.67	\$ 7,527.67	\$ 8,537.67
11 credit hours	\$ 5,467.00	\$ 6,578.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,100.67	\$ 8,024.67	\$ 9,135.67
Each Additional Hour	\$ 497.00	\$ 598.00						

Students Qualifying for the 2021-22 Tuition Promise

	Resident Tuition	Non-Resident Tuition	University Fee	Student Council Fee	Dental Insurance*	Major Medical Insurance*	Total Charges (Resident Tuition)	Total Charges (Non-Resident Tuition)
12-18 credit hours	\$ 5,856.00	\$ 7,044.00	\$ 583.00	\$ 16.00	\$ 111.00	\$ 2,100.67	\$ 8,666.67	\$ 9,854.67
1 credit hour	\$ 488.00	\$ 587.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,100.67	\$ 3,045.67	\$ 3,144.67
2 credit hours	\$ 976.00	\$ 1,174.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,100.67	\$ 3,533.67	\$ 3,731.67
3 credit hours	\$ 1,464.00	\$ 1,761.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,100.67	\$ 4,021.67	\$ 4,318.67
4 credit hours	\$ 1,952.00	\$ 2,348.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,100.67	\$ 4,509.67	\$ 4,905.67
5 credit hours	\$ 2,440.00	\$ 2,935.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,100.67	\$ 4,997.67	\$ 5,492.67
6 credit hours	\$ 2,928.00	\$ 3,522.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,100.67	\$ 5,485.67	\$ 6,079.67
7 credit hours	\$ 3,416.00	\$ 4,109.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,100.67	\$ 5,973.67	\$ 6,666.67
8 credit hours	\$ 3,904.00	\$ 4,696.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,100.67	\$ 6,461.67	\$ 7,253.67
9 credit hours	\$ 4,392.00	\$ 5,283.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,100.67	\$ 6,949.67	\$ 7,840.67
10 credit hours	\$ 4,880.00	\$ 5,870.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,100.67	\$ 7,437.67	\$ 8,427.67
11 credit hours	\$ 5,368.00	\$ 6,457.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,100.67	\$ 7,925.67	\$ 9,014.67
Each Additional Hour	\$ 488.00	\$ 587.00						

*Insurance is charged Fall, Winter, and Spring for continuing students and students admitted in those terms. Students admitted Summer 2023 will be charged \$894.90 (Major Medical) and \$47.29 (Dental) for Summer 2023 coverage. Students returning in Summer 2023 after a leave of absence or other lapse in enrollment and students entering in Summer 2023 from an uninsured program will be charged \$1,569.74 (Major Medical) and \$84.07 (Dental) for Summer 2023 coverage. Coverage ends 9/21/2024 for students insured during Spring 2024.

DMD or Graduate Dental
2023-2024 Tuition & Fee Charges by Term

DRAFT

6/23/2023

Doctor of Dental Medicine (DMD)

	Resident Tuition	Non-Resident Tuition	University Fee	Student Council Fee	Clinic Infrastructure Assessment Fee*	Dental Insurance**	Major Medical Insurance**	Total Charges (Resident Tuition)	Total Charges (Non-Resident Tuition)
1st Year	\$ 12,236.00	\$ 19,749.00	\$ 583.00	\$ 16.00	\$ 3,172.00	\$ 111.00	\$ 2,100.67	\$ 18,218.67	\$ 25,731.67
2nd Year	\$ 11,996.00	\$ 19,361.00	\$ 583.00	\$ 16.00	\$ 3,050.00	\$ 111.00	\$ 2,100.67	\$ 17,856.67	\$ 25,221.67
3rd Year	\$ 11,761.00	\$ 18,982.00	\$ 583.00	\$ 16.00	\$ 2,990.00	\$ 111.00	\$ 2,100.67	\$ 17,561.67	\$ 24,782.67
4th Year	\$ 11,530.00	\$ 18,609.00	\$ 583.00	\$ 16.00	\$ 2,931.00	\$ 111.00	\$ 2,100.67	\$ 17,271.67	\$ 24,350.67

The DMD program is a flat fee lock-step program and students will be charged 100% of the above tuition and fees during each term of enrollment.

Graduate Dental

	Resident Tuition	Non-Resident Tuition	University Fee	Student Council Fee	Clinic Infrastructure Assessment Fee*	Dental Insurance**	Major Medical Insurance**	Total Charges (Resident Tuition)	Total Charges (Non-Resident Tuition)
Endo 1st Year	\$ 12,009.00	\$ 14,304.00	\$ 583.00	\$ 16.00	\$ 3,063.00	\$ 111.00	\$ 2,100.67	\$ 17,882.67	\$ 20,177.67
Endo 2nd Year	\$ 12,009.00	\$ 14,304.00	\$ 583.00	\$ 16.00	\$ 2,945.00	\$ 111.00	\$ 2,100.67	\$ 17,764.67	\$ 20,059.67
Ortho 1st Year	\$ 12,009.00	\$ 14,304.00	\$ 583.00	\$ 16.00	\$ 3,063.00	\$ 111.00	\$ 2,100.67	\$ 17,882.67	\$ 20,177.67
Ortho 2nd Year	\$ 12,009.00	\$ 14,304.00	\$ 583.00	\$ 16.00	\$ 2,945.00	\$ 111.00	\$ 2,100.67	\$ 17,764.67	\$ 20,059.67
Ortho 3rd Year	\$ 12,009.00	\$ 14,304.00	\$ 583.00	\$ 16.00	\$ 4,330.00	\$ 111.00	\$ 2,100.67	\$ 19,149.67	\$ 21,444.67
Perio 1st Year	\$ 12,009.00	\$ 14,304.00	\$ 583.00	\$ 16.00	\$ 3,063.00	\$ 111.00	\$ 2,100.67	\$ 17,882.67	\$ 20,177.67
Perio 2nd Year	\$ 12,009.00	\$ 14,304.00	\$ 583.00	\$ 16.00	\$ 2,945.00	\$ 111.00	\$ 2,100.67	\$ 17,764.67	\$ 20,059.67
Perio 3rd Year	\$ 12,009.00	\$ 14,304.00	\$ 583.00	\$ 16.00	\$ 2,887.00	\$ 111.00	\$ 2,100.67	\$ 17,706.67	\$ 20,001.67

Graduate Dental programs are flat fee lock-step programs and students will be charged 100% of the above tuition and fees during each term of enrollment.

*The CIA Fee is assessed Fall, Winter and Spring terms.

**Insurance is charged Fall, Winter, and Spring for continuing students and students admitted in those terms. DMD students admitted Summer 2023 will be charged \$894.90 (Major Medical) and \$47.29 (Dental) for Summer 2023 coverage. Students returning in Summer 2023 after a leave of absence or other lapse in enrollment, students entering in Summer 2023 from an uninsured program, and Graduate Dental students admitted Summer 2023 will be charged for \$1,569.74 (Major Medical) and \$84.07 (Dental) for Summer 2023 coverage. Coverage ends 9/21/2024 for students insured during Spring 2024.

MD or MD/MPH
2023-2024 Tuition & Fee Charges By Term

DRAFT 6/23/2023

Doctor of Medicine (MD)

	Resident Tuition	Non-Resident Tuition	University Fee	Student Council Fee	Dental Insurance*	Major Medical Insurance*	Total Charges (Resident Tuition)	Total Charges (Non-Resident Tuition)
1st Year	\$ 11,768.00	\$ 18,089.00	\$ 583.00	\$ 16.00	\$ 111.00	\$ 2,100.67	\$ 14,578.67	\$ 20,899.67
2nd Year	\$ 11,537.00	\$ 17,734.00	\$ 583.00	\$ 16.00	\$ 111.00	\$ 2,100.67	\$ 14,347.67	\$ 20,544.67
3rd Year	\$ 11,311.00	\$ 17,387.00	\$ 583.00	\$ 16.00	\$ 111.00	\$ 2,100.67	\$ 14,121.67	\$ 20,197.67
4th Year	\$ 11,089.00	\$ 17,046.00	\$ 583.00	\$ 16.00	\$ 111.00	\$ 2,100.67	\$ 13,899.67	\$ 19,856.67

Combined MD/MPH Admitted Summer 2016 or later

	Resident Tuition	Non-Resident Tuition	University Fee	Student Council Fee	Dental Insurance*	Major Medical Insurance*	Total Charges (Resident Tuition)	Total Charges (Non-Resident Tuition)
1st Year	\$ 10,831.00	\$ 16,623.00	\$ 583.00	\$ 16.00	\$ 111.00	\$ 2,100.67	\$ 13,641.67	\$ 19,433.67
2nd Year	\$ 10,619.00	\$ 16,297.00	\$ 583.00	\$ 16.00	\$ 111.00	\$ 2,100.67	\$ 13,429.67	\$ 19,107.67
3rd Year	\$ 10,411.00	\$ 15,980.00	\$ 583.00	\$ 16.00	\$ 111.00	\$ 2,100.67	\$ 13,221.67	\$ 18,790.67
4th Year	\$ 10,210.00	\$ 15,668.00	\$ 583.00	\$ 16.00	\$ 111.00	\$ 2,100.67	\$ 13,020.67	\$ 18,478.67
5th Year	\$ 10,012.00	\$ 15,361.00	\$ 583.00	\$ 16.00	\$ 111.00	\$ 2,100.67	\$ 12,822.67	\$ 18,171.67

The MD program and combined MD/MPH program (students admitted Summer 2016 or later) are flat-fee lock-step programs. Students will be charged 100% of the above tuition and fees during each term of enrollment.

MD students may be charged 50% of the above tuition rate and 100% of the above fees for terms in which the student is enrolled in 8 or less credits and has also received specific pre-approval from the Associate Dean for Undergraduate Medical Education to enroll in a Curriculum Slowdown (as stipulated in the Student Handbook.)

*Insurance is charged Fall, Winter, and Spring for continuing students and students admitted in those terms. MD students admitted Summer 2023 will be charged \$894.90 (Major Medical) and \$47.29 (Dental) for Summer 2023 coverage. Students returning in Summer 2023 after a leave of absence or other lapse in enrollment, students entering in Summer 2023 from an uninsured program, and MD/MPH students admitted Summer 2023 will be charged for \$1,569.74 (Major Medical) and \$84.07 (Dental) for Summer 2023 coverage. Students graduating from the MD program in Spring 2024 will be charged \$1,636.00 (Major Medical) and \$86.45 (Dental) in Spring 2024, with coverage ending on 6/30/2024. Coverage ends 9/21/2024 for all other students insured during Spring 2024.

School of Medicine PhD
2023-2024 Tuition & Fee Charges By Term

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	Resident Tuition*	Non-Resident Tuition*	University Fee	Student Council Fee	Dental Insurance**	Major Medical Insurance**	Total Charges (Resident Tuition)	Total Charges (Non-Resident Tuition)
9 credit hours	\$ 7,125.00	\$ 7,125.00	\$ 583.00	\$ 16.00	\$ 111.00	\$ 2,100.67	\$ 9,935.67	\$ 9,935.67
1 credit hour	\$ 790.00	\$ 790.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,100.67	\$ 3,347.67	\$ 3,347.67
2 credit hours	\$ 1,580.00	\$ 1,580.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,100.67	\$ 4,137.67	\$ 4,137.67
3 credit hours	\$ 2,370.00	\$ 2,370.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,100.67	\$ 4,927.67	\$ 4,927.67
4 credit hours	\$ 3,160.00	\$ 3,160.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,100.67	\$ 5,717.67	\$ 5,717.67
5 credit hours	\$ 3,950.00	\$ 3,950.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,100.67	\$ 6,507.67	\$ 6,507.67
6 credit hours	\$ 4,740.00	\$ 4,740.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,100.67	\$ 7,297.67	\$ 7,297.67
7 credit hours	\$ 5,530.00	\$ 5,530.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,100.67	\$ 8,087.67	\$ 8,087.67
8 credit hours	\$ 6,320.00	\$ 6,320.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,100.67	\$ 8,877.67	\$ 8,877.67
Each additional hour*	\$ 790.00	\$ 790.00						

*A tuition plateau of \$7,215 exists for PhD students in the Computer Science & Engineering major who enroll for more than 9 credit hours in a term. PhD in Biomedical Informatics, Health & Clinical Informatics, or Bioinformatics & Computational Biomedicine students will be charged tuition and fees listed on the Biomedical Informatics, Health & Clinical Informatics, or Bioinformatics & Computational Biomedicine page. PhD in Medical Physics students will be charged tuition and fees listed on the Medical Physics page.

**Insurance is charged Fall, Winter, and Spring for continuing students and students admitted in those terms. Students admitted Summer 2023, students returning in Summer 2023 after a leave of absence or other lapse in enrollment, and students entering in Summer 2023 from an uninsured program will be charged \$1,569.74 (Major Medical) and \$84.07 (Dental) for Summer 2023 coverage. Coverage ends 9/21/2024 for students insured during Spring 2024.

Medical Physics
2023-2024 Tuition & Fee Charges By Term

DRAFT

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	Resident Tuition	Non-Resident Tuition	University Fee	Student Council Fee	Dental Insurance*	Major Medical Insurance*	Total Charges (Resident Tuition)	Total Charges (Non-Resident Tuition)
9 credit hours	\$ 5,832.00	\$ 9,306.00	\$ 583.00	\$ 16.00	\$ 111.00	\$ 2,100.67	\$ 8,642.67	\$ 12,116.67
1 credit hour	\$ 648.00	\$ 1,034.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,100.67	\$ 3,205.67	\$ 3,591.67
2 credit hours	\$ 1,296.00	\$ 2,068.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,100.67	\$ 3,853.67	\$ 4,625.67
3 credit hours	\$ 1,944.00	\$ 3,102.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,100.67	\$ 4,501.67	\$ 5,659.67
4 credit hours	\$ 2,592.00	\$ 4,136.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,100.67	\$ 5,149.67	\$ 6,693.67
5 credit hours	\$ 3,240.00	\$ 5,170.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,100.67	\$ 5,797.67	\$ 7,727.67
6 credit hours	\$ 3,888.00	\$ 6,204.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,100.67	\$ 6,445.67	\$ 8,761.67
7 credit hours	\$ 4,536.00	\$ 7,238.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,100.67	\$ 7,093.67	\$ 9,795.67
8 credit hours	\$ 5,184.00	\$ 8,272.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,100.67	\$ 7,741.67	\$ 10,829.67
Each additional hour	\$ 648.00	\$ 1,034.00						

*Insurance is charged Fall, Winter, and Spring for continuing students and students admitted in those terms. Students returning in Summer 2023 after a leave of absence or other lapse in enrollment, and students entering in Summer 2023 from an uninsured program will be charged \$1,569.74 (Major Medical) and \$84.07 (Dental) for Summer 2023 coverage. Coverage ends 9/21/2024 for students insured during Spring 2024.

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

2023-2024 Tuition & Fee Charges By Term

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On-Campus Students

	Resident Tuition	Non-Resident Tuition	University Fee	Student Council Fee	Dental Insurance*	Major Medical Insurance*	Total Charges (Resident Tuition)	Total Charges (Non-Resident Tuition)
9 credit hours	\$ 6,684.00	\$ 7,989.00	\$ 583.00	\$ 16.00	\$ 111.00	\$ 2,100.67	\$ 9,494.67	\$ 10,799.67
1 credit hour	\$ 741.00	\$ 886.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,100.67	\$ 3,298.67	\$ 3,443.67
2 credit hours	\$ 1,482.00	\$ 1,772.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,100.67	\$ 4,039.67	\$ 4,329.67
3 credit hours	\$ 2,223.00	\$ 2,658.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,100.67	\$ 4,780.67	\$ 5,215.67
4 credit hours	\$ 2,964.00	\$ 3,544.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,100.67	\$ 5,521.67	\$ 6,101.67
5 credit hours	\$ 3,705.00	\$ 4,430.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,100.67	\$ 6,262.67	\$ 6,987.67
6 credit hours	\$ 4,446.00	\$ 5,316.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,100.67	\$ 7,003.67	\$ 7,873.67
7 credit hours	\$ 5,187.00	\$ 6,202.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,100.67	\$ 7,744.67	\$ 8,759.67
8 credit hours	\$ 5,928.00	\$ 7,088.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,100.67	\$ 8,485.67	\$ 9,645.67
Each additional hour	\$ 741.00	\$ 886.00						

Distance Learning Students

	Resident Tuition	Non-Resident Tuition	University Fee	Student Council Fee	Dental Insurance*	Major Medical Insurance*	Total Charges (Resident Tuition)	Total Charges (Non-Resident Tuition)
9 credit hours	\$ 7,412.00	\$ 8,743.00	\$ 346.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 7,758.00	\$ 9,089.00
1 credit hour	\$ 988.00	\$ 1,143.00	\$ 346.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 1,334.00	\$ 1,489.00
2 credit hours	\$ 1,791.00	\$ 2,093.00	\$ 346.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 2,137.00	\$ 2,439.00
3 credit hours	\$ 2,594.00	\$ 3,043.00	\$ 346.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 2,940.00	\$ 3,389.00
4 credit hours	\$ 3,397.00	\$ 3,993.00	\$ 346.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 3,743.00	\$ 4,339.00
5 credit hours	\$ 4,200.00	\$ 4,943.00	\$ 346.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 4,546.00	\$ 5,289.00
6 credit hours	\$ 5,003.00	\$ 5,893.00	\$ 346.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 5,349.00	\$ 6,239.00
7 credit hours	\$ 5,806.00	\$ 6,843.00	\$ 346.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 6,152.00	\$ 7,189.00
8 credit hours	\$ 6,609.00	\$ 7,793.00	\$ 346.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 6,955.00	\$ 8,139.00
Each additional hour	\$ 803.00	\$ 950.00						

*Insurance is charged Fall, Winter, and Spring for continuing on-campus students and on-campus students admitted in those terms. On-campus students admitted Summer 2023, on-campus students returning in Summer 2023 after a leave of absence or other lapse in enrollment, and on-campus students entering in Summer 2023 from an uninsured program will be charged \$1,569.74 (Major Medical) and \$84.07 (Dental) for Summer 2023 coverage. Coverage ends 9/21/2024 for on campus students insured during Spring 2024.

Master of Clinical Research, Certificate in Human Investigations

2023-2024 Tuition & Fee Charges By Term

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6/23/2023

	Resident Tuition	Non-Resident Tuition	University Fee	Student Council Fee	Total Charges (Resident Tuition)	Total Charges (Non-Resident Tuition)
9 credit hours	\$ 5,109.00	\$ 5,109.00	\$ 346.00	\$ 16.00	\$ 5,471.00	\$ 5,471.00
1 credit hour	\$ 566.00	\$ 566.00	\$ 346.00	\$ 0.00	\$ 912.00	\$ 912.00
2 credit hours	\$ 1,132.00	\$ 1,132.00	\$ 346.00	\$ 0.00	\$ 1,478.00	\$ 1,478.00
3 credit hours	\$ 1,698.00	\$ 1,698.00	\$ 346.00	\$ 0.00	\$ 2,044.00	\$ 2,044.00
4 credit hours	\$ 2,264.00	\$ 2,264.00	\$ 346.00	\$ 0.00	\$ 2,610.00	\$ 2,610.00
5 credit hours	\$ 2,830.00	\$ 2,830.00	\$ 346.00	\$ 0.00	\$ 3,176.00	\$ 3,176.00
6 credit hours	\$ 3,396.00	\$ 3,396.00	\$ 346.00	\$ 0.00	\$ 3,742.00	\$ 3,742.00
7 credit hours	\$ 3,962.00	\$ 3,962.00	\$ 346.00	\$ 0.00	\$ 4,308.00	\$ 4,308.00
8 credit hours	\$ 4,528.00	\$ 4,528.00	\$ 346.00	\$ 0.00	\$ 4,874.00	\$ 4,874.00
Each additional hour	\$ 566.00	\$ 566.00				

**Master of Science in Healthcare Administration;
Master of Science or Master of Business Administration in Healthcare Management
2023-2024 Tuition & Fee Charges By Term**

DRAFT

6/23/2023

	Resident Tuition	Non-Resident Tuition	University Fee	Student Council Fee	Total Charges (Resident Tuition)	Total Charges (Non-Resident Tuition)
9 credit hours	\$ 5,823.00	\$ 5,823.00	\$ 346.00	\$ 16.00	\$ 6,185.00	\$ 6,185.00
1 credit hour	\$ 647.00	\$ 647.00	\$ 346.00	\$ 0.00	\$ 993.00	\$ 993.00
2 credit hours	\$ 1,294.00	\$ 1,294.00	\$ 346.00	\$ 0.00	\$ 1,640.00	\$ 1,640.00
3 credit hours	\$ 1,941.00	\$ 1,941.00	\$ 346.00	\$ 0.00	\$ 2,287.00	\$ 2,287.00
4 credit hours	\$ 2,588.00	\$ 2,588.00	\$ 346.00	\$ 0.00	\$ 2,934.00	\$ 2,934.00
5 credit hours	\$ 3,235.00	\$ 3,235.00	\$ 346.00	\$ 0.00	\$ 3,581.00	\$ 3,581.00
6 credit hours	\$ 3,882.00	\$ 3,882.00	\$ 346.00	\$ 0.00	\$ 4,228.00	\$ 4,228.00
7 credit hours	\$ 4,529.00	\$ 4,529.00	\$ 346.00	\$ 0.00	\$ 4,875.00	\$ 4,875.00
8 credit hours	\$ 5,176.00	\$ 5,176.00	\$ 346.00	\$ 0.00	\$ 5,522.00	\$ 5,522.00
Each additional hour	\$ 647.00	\$ 647.00				

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

2023-2024 Tuition & Fee Charges By Term

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

	Resident Tuition*	Non-Resident Tuition*	University Fee	Student Council Fee	Dental Insurance**	Major Medical Insurance**	Total Charges (Resident Tuition)	Total Charges (Non-Resident Tuition)
9 credit hours	\$ 4,212.00	\$ 6,417.00	\$ 583.00	\$ 16.00	\$ 111.00	\$ 2,100.67	\$ 7,022.67	\$ 9,227.67
1 credit hour	\$ 468.00	\$ 713.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,100.67	\$ 3,025.67	\$ 3,270.67
2 credit hours	\$ 936.00	\$ 1,426.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,100.67	\$ 3,493.67	\$ 3,983.67
3 credit hours	\$ 1,404.00	\$ 2,139.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,100.67	\$ 3,961.67	\$ 4,696.67
4 credit hours	\$ 1,872.00	\$ 2,852.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,100.67	\$ 4,429.67	\$ 5,409.67
5 credit hours	\$ 2,340.00	\$ 3,565.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,100.67	\$ 4,897.67	\$ 6,122.67
6 credit hours	\$ 2,808.00	\$ 4,278.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,100.67	\$ 5,365.67	\$ 6,835.67
7 credit hours	\$ 3,276.00	\$ 4,991.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,100.67	\$ 5,833.67	\$ 7,548.67
8 credit hours	\$ 3,744.00	\$ 5,704.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,100.67	\$ 6,301.67	\$ 8,261.67

Each additional hour \$ 468.00 \$ 713.00

School of Public Health PhD

	Resident Tuition	Non-Resident Tuition	University Fee	Student Council Fee	Dental Insurance**	Major Medical Insurance**	Total Charges (Resident Tuition)	Total Charges (Non-Resident Tuition)
9 credit hours	\$ 5,445.00	\$ 6,354.00	\$ 583.00	\$ 16.00	\$ 111.00	\$ 2,100.67	\$ 8,255.67	\$ 9,164.67
1 credit hour	\$ 605.00	\$ 706.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,100.67	\$ 3,162.67	\$ 3,263.67
2 credit hours	\$ 1,210.00	\$ 1,412.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,100.67	\$ 3,767.67	\$ 3,969.67
3 credit hours	\$ 1,815.00	\$ 2,118.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,100.67	\$ 4,372.67	\$ 4,675.67
4 credit hours	\$ 2,420.00	\$ 2,824.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,100.67	\$ 4,977.67	\$ 5,381.67
5 credit hours	\$ 3,025.00	\$ 3,530.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,100.67	\$ 5,582.67	\$ 6,087.67
6 credit hours	\$ 3,630.00	\$ 4,236.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,100.67	\$ 6,187.67	\$ 6,793.67
7 credit hours	\$ 4,235.00	\$ 4,942.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,100.67	\$ 6,792.67	\$ 7,499.67
8 credit hours	\$ 4,840.00	\$ 5,648.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,100.67	\$ 7,397.67	\$ 8,205.67

Each additional hour \$ 605.00 \$ 706.00

*All new MPH students matriculating in 2023-2024 will have a one-time additional tuition charge of \$250 assessed during their first term.

**Insurance is charged Fall, Winter, and Spring for continuing students and students admitted in those terms. Students admitted Summer 2023, students returning in Summer 2023 after a leave of absence or other lapse in enrollment, and students entering in Summer 2023 from an uninsured program will be charged \$1,569.74 (Major Medical) and \$84.07 (Dental) for Summer 2023 coverage. Coverage ends 9/21/2024 for students insured during Spring 2024.

Master of Public Health or Certificate in Public Health - Online

2023-2024 Tuition & Fee Charges By Term

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

	Resident Tuition*	Non-Resident Tuition*	University Fee	Dental Insurance**	Major Medical Insurance**	Total Charges (Resident Tuition)	Total Charges (Non-Resident Tuition)
9 credit hours	\$ 5,562.00	\$ 7,191.00	\$ 346.00	\$ 111.00	\$ 2,100.67	\$ 8,119.67	\$ 9,748.67
1 credit hour	\$ 618.00	\$ 799.00	\$ 346.00	\$ 111.00	\$ 2,100.67	\$ 3,175.67	\$ 3,356.67
2 credit hours	\$ 1,236.00	\$ 1,598.00	\$ 346.00	\$ 111.00	\$ 2,100.67	\$ 3,793.67	\$ 4,155.67
3 credit hours	\$ 1,854.00	\$ 2,397.00	\$ 346.00	\$ 111.00	\$ 2,100.67	\$ 4,411.67	\$ 4,954.67
4 credit hours	\$ 2,472.00	\$ 3,196.00	\$ 346.00	\$ 111.00	\$ 2,100.67	\$ 5,029.67	\$ 5,753.67
5 credit hours	\$ 3,090.00	\$ 3,995.00	\$ 346.00	\$ 111.00	\$ 2,100.67	\$ 5,647.67	\$ 6,552.67
6 credit hours	\$ 3,708.00	\$ 4,794.00	\$ 346.00	\$ 111.00	\$ 2,100.67	\$ 6,265.67	\$ 7,351.67
7 credit hours	\$ 4,326.00	\$ 5,593.00	\$ 346.00	\$ 111.00	\$ 2,100.67	\$ 6,883.67	\$ 8,150.67
8 credit hours	\$ 4,944.00	\$ 6,392.00	\$ 346.00	\$ 111.00	\$ 2,100.67	\$ 7,501.67	\$ 8,949.67
Each Additional Hour	\$ 618.00	\$ 799.00					

Online Graduate Certificate in Public Health

	Resident Tuition	Non-Resident Tuition	University Fee	Dental Insurance**	Major Medical Insurance**	Total Charges (Resident Tuition)	Total Charges (Non-Resident Tuition)
9 credit hours	\$ 5,562.00	\$ 7,191.00	\$ 346.00	\$ 0.00	\$ 0.00	\$ 5,908.00	\$ 7,537.00
1 credit hour	\$ 618.00	\$ 799.00	\$ 346.00	\$ 0.00	\$ 0.00	\$ 964.00	\$ 1,145.00
2 credit hours	\$ 1,236.00	\$ 1,598.00	\$ 346.00	\$ 0.00	\$ 0.00	\$ 1,582.00	\$ 1,944.00
3 credit hours	\$ 1,854.00	\$ 2,397.00	\$ 346.00	\$ 0.00	\$ 0.00	\$ 2,200.00	\$ 2,743.00
4 credit hours	\$ 2,472.00	\$ 3,196.00	\$ 346.00	\$ 0.00	\$ 0.00	\$ 2,818.00	\$ 3,542.00
5 credit hours	\$ 3,090.00	\$ 3,995.00	\$ 346.00	\$ 0.00	\$ 0.00	\$ 3,436.00	\$ 4,341.00
6 credit hours	\$ 3,708.00	\$ 4,794.00	\$ 346.00	\$ 0.00	\$ 0.00	\$ 4,054.00	\$ 5,140.00
7 credit hours	\$ 4,326.00	\$ 5,593.00	\$ 346.00	\$ 0.00	\$ 0.00	\$ 4,672.00	\$ 5,939.00
8 credit hours	\$ 4,944.00	\$ 6,392.00	\$ 346.00	\$ 0.00	\$ 0.00	\$ 5,290.00	\$ 6,738.00
Each Additional Hour	\$ 618.00	\$ 799.00					

*All new MPH students matriculating in 2023-2024 will have a one-time additional tuition charge of \$250 assessed during their first term.

**Insurance is charged Fall, Winter, and Spring for continuing online MPH students and online MPH students admitted in those terms. Online MPH students admitted Summer 2023, online MPH students returning in Summer 2023 after a leave of absence or other lapse in enrollment, and online MPH students entering in Summer 2023 from an uninsured program will be charged \$1,569.74 (Major Medical) and \$84.07 (Dental) for Summer 2023 coverage. Coverage ends 9/21/2024 for online MPH students insured during Spring 2024.

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

2023-2024 Tuition & Fee Charges By Term

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Students Qualifying for the 2023-24 Tuition Promise

	Resident Tuition*	Non-Resident Tuition*	Dental Insurance**	Major Medical Insurance**	Total Charges (Resident Tuition)	Total Charges (Non-Resident Tuition)
12 credit hours	\$ 7,056.00	\$ 9,420.00	\$ 111.00	\$ 2,100.67	\$ 9,267.67	\$ 11,631.67
1 credit hour	\$ 588.00	\$ 785.00	\$ 111.00	\$ 2,100.67	\$ 2,799.67	\$ 2,996.67
2 credit hours	\$ 1,176.00	\$ 1,570.00	\$ 111.00	\$ 2,100.67	\$ 3,387.67	\$ 3,781.67
3 credit hours	\$ 1,764.00	\$ 2,355.00	\$ 111.00	\$ 2,100.67	\$ 3,975.67	\$ 4,566.67
4 credit hours	\$ 2,352.00	\$ 3,140.00	\$ 111.00	\$ 2,100.67	\$ 4,563.67	\$ 5,351.67
5 credit hours	\$ 2,940.00	\$ 3,925.00	\$ 111.00	\$ 2,100.67	\$ 5,151.67	\$ 6,136.67
6 credit hours	\$ 3,528.00	\$ 4,710.00	\$ 111.00	\$ 2,100.67	\$ 5,739.67	\$ 6,921.67
7 credit hours	\$ 4,116.00	\$ 5,495.00	\$ 111.00	\$ 2,100.67	\$ 6,327.67	\$ 7,706.67
8 credit hours	\$ 4,704.00	\$ 6,280.00	\$ 111.00	\$ 2,100.67	\$ 6,915.67	\$ 8,491.67
9 credit hours	\$ 5,292.00	\$ 7,065.00	\$ 111.00	\$ 2,100.67	\$ 7,503.67	\$ 9,276.67
10 credit hours	\$ 5,880.00	\$ 7,850.00	\$ 111.00	\$ 2,100.67	\$ 8,091.67	\$ 10,061.67
11 credit hours	\$ 6,468.00	\$ 8,635.00	\$ 111.00	\$ 2,100.67	\$ 8,679.67	\$ 10,846.67
Each Additional Hour	\$ 588.00	\$ 785.00				

Students Qualifying for the 2022-23 Tuition Promise

	Resident Tuition*	Non-Resident Tuition*	Dental Insurance**	Major Medical Insurance**	Total Charges (Resident Tuition)	Total Charges (Non-Resident Tuition)
12 credit hours	\$ 6,924.00	\$ 9,240.00	\$ 111.00	\$ 2,100.67	\$ 9,135.67	\$ 11,451.67
1 credit hour	\$ 577.00	\$ 770.00	\$ 111.00	\$ 2,100.67	\$ 2,788.67	\$ 2,981.67
2 credit hours	\$ 1,154.00	\$ 1,540.00	\$ 111.00	\$ 2,100.67	\$ 3,365.67	\$ 3,751.67
3 credit hours	\$ 1,731.00	\$ 2,310.00	\$ 111.00	\$ 2,100.67	\$ 3,942.67	\$ 4,521.67
4 credit hours	\$ 2,308.00	\$ 3,080.00	\$ 111.00	\$ 2,100.67	\$ 4,519.67	\$ 5,291.67
5 credit hours	\$ 2,885.00	\$ 3,850.00	\$ 111.00	\$ 2,100.67	\$ 5,096.67	\$ 6,061.67
6 credit hours	\$ 3,462.00	\$ 4,620.00	\$ 111.00	\$ 2,100.67	\$ 5,673.67	\$ 6,831.67
7 credit hours	\$ 4,039.00	\$ 5,390.00	\$ 111.00	\$ 2,100.67	\$ 6,250.67	\$ 7,601.67
8 credit hours	\$ 4,616.00	\$ 6,160.00	\$ 111.00	\$ 2,100.67	\$ 6,827.67	\$ 8,371.67
9 credit hours	\$ 5,193.00	\$ 6,930.00	\$ 111.00	\$ 2,100.67	\$ 7,404.67	\$ 9,141.67
10 credit hours	\$ 5,770.00	\$ 7,700.00	\$ 111.00	\$ 2,100.67	\$ 7,981.67	\$ 9,911.67
11 credit hours	\$ 6,347.00	\$ 8,470.00	\$ 111.00	\$ 2,100.67	\$ 8,558.67	\$ 10,681.67
Each Additional Hour	\$ 577.00	\$ 770.00				

Refer to Section III.B.12 on page 6 of the Tuition & Fee Book for information regarding regional campus fees.

*Students enrolled in the Accelerated Bachelor of Science to Doctor of Nursing Practice (DNP) program pay tuition and fees at the Accelerated Bachelor rate while in their Accelerated Bachelor program of study. Thereafter, these students' tuition and fees are assessed based on the schedule for the DNP program.

**Insurance is charged Fall, Winter, and Spring for continuing students and students admitted in those terms. Students admitted Summer 2023, students returning in Summer 2023 after a leave of absence or other lapse in enrollment, and students entering in Summer 2023 from an uninsured program will be charged \$1,569.74 (Major Medical) and \$84.07 (Dental) for Summer 2023 coverage. Coverage ends 9/21/2024 for students insured during Spring 2024.

Undergraduate Nursing Accelerated Bachelor of Science - Portland

2023-2024 Tuition & Fee Charges By Term

DRAFT

6/23/2023

Students Qualifying for the 2023-24 Tuition Promise

	Resident Tuition*	Non-Resident Tuition*	University Fee	Student Council Fee	Dental Insurance**	Major Medical Insurance**	Total Charges (Resident Tuition)	Total Charges (Non-Resident Tuition)
12 credit hours	\$ 7,056.00	\$ 9,420.00	\$ 583.00	\$ 16.00	\$ 111.00	\$ 2,100.67	\$ 9,866.67	\$ 12,230.67
1 credit hour	\$ 588.00	\$ 785.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,100.67	\$ 3,145.67	\$ 3,342.67
2 credit hours	\$ 1,176.00	\$ 1,570.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,100.67	\$ 3,733.67	\$ 4,127.67
3 credit hours	\$ 1,764.00	\$ 2,355.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,100.67	\$ 4,321.67	\$ 4,912.67
4 credit hours	\$ 2,352.00	\$ 3,140.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,100.67	\$ 4,909.67	\$ 5,697.67
5 credit hours	\$ 2,940.00	\$ 3,925.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,100.67	\$ 5,497.67	\$ 6,482.67
6 credit hours	\$ 3,528.00	\$ 4,710.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,100.67	\$ 6,085.67	\$ 7,267.67
7 credit hours	\$ 4,116.00	\$ 5,495.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,100.67	\$ 6,673.67	\$ 8,052.67
8 credit hours	\$ 4,704.00	\$ 6,280.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,100.67	\$ 7,261.67	\$ 8,837.67
9 credit hours	\$ 5,292.00	\$ 7,065.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,100.67	\$ 7,849.67	\$ 9,622.67
10 credit hours	\$ 5,880.00	\$ 7,850.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,100.67	\$ 8,437.67	\$ 10,407.67
11 credit hours	\$ 6,468.00	\$ 8,635.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,100.67	\$ 9,025.67	\$ 11,192.67
Each Additional Hour	\$ 588.00	\$ 785.00						

Students Qualifying for the 2022-23 Tuition Promise

	Resident Tuition*	Non-Resident Tuition*	University Fee	Student Council Fee	Dental Insurance**	Major Medical Insurance**	Total Charges (Resident Tuition)	Total Charges (Non-Resident Tuition)
12 credit hours	\$ 6,924.00	\$ 9,240.00	\$ 583.00	\$ 16.00	\$ 111.00	\$ 2,100.67	\$ 9,734.67	\$ 12,050.67
1 credit hour	\$ 577.00	\$ 770.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,100.67	\$ 3,134.67	\$ 3,327.67
2 credit hours	\$ 1,154.00	\$ 1,540.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,100.67	\$ 3,711.67	\$ 4,097.67
3 credit hours	\$ 1,731.00	\$ 2,310.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,100.67	\$ 4,288.67	\$ 4,867.67
4 credit hours	\$ 2,308.00	\$ 3,080.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,100.67	\$ 4,865.67	\$ 5,637.67
5 credit hours	\$ 2,885.00	\$ 3,850.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,100.67	\$ 5,442.67	\$ 6,407.67
6 credit hours	\$ 3,462.00	\$ 4,620.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,100.67	\$ 6,019.67	\$ 7,177.67
7 credit hours	\$ 4,039.00	\$ 5,390.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,100.67	\$ 6,596.67	\$ 7,947.67
8 credit hours	\$ 4,616.00	\$ 6,160.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,100.67	\$ 7,173.67	\$ 8,717.67
9 credit hours	\$ 5,193.00	\$ 6,930.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,100.67	\$ 7,750.67	\$ 9,487.67
10 credit hours	\$ 5,770.00	\$ 7,700.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,100.67	\$ 8,327.67	\$ 10,257.67
11 credit hours	\$ 6,347.00	\$ 8,470.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,100.67	\$ 8,904.67	\$ 11,027.67
Each Additional Hour	\$ 577.00	\$ 770.00						

*Students enrolled in the Accelerated Bachelor of Science to Doctor of Nursing Practice (DNP) program pay tuition and fees at the Accelerated Bachelor rate while in their Accelerated Bachelor program of study. Thereafter, these students' tuition and fees are assessed based on the schedule for the DNP program.

**Insurance is charged Fall, Winter, and Spring for continuing students and students admitted in those terms. Students admitted Summer 2023, students returning in Summer 2023 after a leave of absence or other lapse in enrollment, and students entering in Summer 2023 from an uninsured program will be charged \$1,569.74 (Major Medical) and \$84.07 (Dental) for Summer 2023 coverage. Coverage ends 9/21/2024 for students insured during Spring 2024.

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

2023-2024 Tuition & Fee Charges By Term

DRAFT

6/23/2023

Students Qualifying for the 2023-24 Tuition Promise

	Resident Tuition	Non-Resident Tuition	Dental Insurance*	Major Medical Insurance*	Total Charges (Resident Tuition)	Total Charges (Non-Resident Tuition)
12 credit hours	\$ 5,112.00	\$ 9,372.00	\$ 111.00	\$ 2,100.67	\$ 7,323.67	\$ 11,583.67
1 credit hour	\$ 426.00	\$ 781.00	\$ 111.00	\$ 2,100.67	\$ 2,637.67	\$ 2,992.67
2 credit hours	\$ 852.00	\$ 1,562.00	\$ 111.00	\$ 2,100.67	\$ 3,063.67	\$ 3,773.67
3 credit hours	\$ 1,278.00	\$ 2,343.00	\$ 111.00	\$ 2,100.67	\$ 3,489.67	\$ 4,554.67
4 credit hours	\$ 1,704.00	\$ 3,124.00	\$ 111.00	\$ 2,100.67	\$ 3,915.67	\$ 5,335.67
5 credit hours	\$ 2,130.00	\$ 3,905.00	\$ 111.00	\$ 2,100.67	\$ 4,341.67	\$ 6,116.67
6 credit hours	\$ 2,556.00	\$ 4,686.00	\$ 111.00	\$ 2,100.67	\$ 4,767.67	\$ 6,897.67
7 credit hours	\$ 2,982.00	\$ 5,467.00	\$ 111.00	\$ 2,100.67	\$ 5,193.67	\$ 7,678.67
8 credit hours	\$ 3,408.00	\$ 6,248.00	\$ 111.00	\$ 2,100.67	\$ 5,619.67	\$ 8,459.67
9 credit hours	\$ 3,834.00	\$ 7,029.00	\$ 111.00	\$ 2,100.67	\$ 6,045.67	\$ 9,240.67
10 credit hours	\$ 4,260.00	\$ 7,810.00	\$ 111.00	\$ 2,100.67	\$ 6,471.67	\$ 10,021.67
11 credit hours	\$ 4,686.00	\$ 8,591.00	\$ 111.00	\$ 2,100.67	\$ 6,897.67	\$ 10,802.67
Each Additional Hour	\$ 426.00	\$ 781.00				

Students Qualifying for the 2022-23 Tuition Promise

	Resident Tuition	Non-Resident Tuition	Dental Insurance*	Major Medical Insurance*	Total Charges (Resident Tuition)	Total Charges (Non-Resident Tuition)
12 credit hours	\$ 5,016.00	\$ 9,192.00	\$ 111.00	\$ 2,100.67	\$ 7,227.67	\$ 11,403.67
1 credit hour	\$ 418.00	\$ 766.00	\$ 111.00	\$ 2,100.67	\$ 2,629.67	\$ 2,977.67
2 credit hours	\$ 836.00	\$ 1,532.00	\$ 111.00	\$ 2,100.67	\$ 3,047.67	\$ 3,743.67
3 credit hours	\$ 1,254.00	\$ 2,298.00	\$ 111.00	\$ 2,100.67	\$ 3,465.67	\$ 4,509.67
4 credit hours	\$ 1,672.00	\$ 3,064.00	\$ 111.00	\$ 2,100.67	\$ 3,883.67	\$ 5,275.67
5 credit hours	\$ 2,090.00	\$ 3,830.00	\$ 111.00	\$ 2,100.67	\$ 4,301.67	\$ 6,041.67
6 credit hours	\$ 2,508.00	\$ 4,596.00	\$ 111.00	\$ 2,100.67	\$ 4,719.67	\$ 6,807.67
7 credit hours	\$ 2,926.00	\$ 5,362.00	\$ 111.00	\$ 2,100.67	\$ 5,137.67	\$ 7,573.67
8 credit hours	\$ 3,344.00	\$ 6,128.00	\$ 111.00	\$ 2,100.67	\$ 5,555.67	\$ 8,339.67
9 credit hours	\$ 3,762.00	\$ 6,894.00	\$ 111.00	\$ 2,100.67	\$ 5,973.67	\$ 9,105.67
10 credit hours	\$ 4,180.00	\$ 7,660.00	\$ 111.00	\$ 2,100.67	\$ 6,391.67	\$ 9,871.67
11 credit hours	\$ 4,598.00	\$ 8,426.00	\$ 111.00	\$ 2,100.67	\$ 6,809.67	\$ 10,637.67
Each Additional Hour	\$ 418.00	\$ 766.00				

Students Qualifying for the 2021-22 Tuition Promise

	Resident Tuition	Non-Resident Tuition	Dental Insurance*	Major Medical Insurance*	Total Charges (Resident Tuition)	Total Charges (Non-Resident Tuition)
12 credit hours	\$ 4,920.00	\$ 9,012.00	\$ 111.00	\$ 2,100.67	\$ 7,131.67	\$ 11,223.67
1 credit hour	\$ 410.00	\$ 751.00	\$ 111.00	\$ 2,100.67	\$ 2,621.67	\$ 2,962.67
2 credit hours	\$ 820.00	\$ 1,502.00	\$ 111.00	\$ 2,100.67	\$ 3,031.67	\$ 3,713.67
3 credit hours	\$ 1,230.00	\$ 2,253.00	\$ 111.00	\$ 2,100.67	\$ 3,441.67	\$ 4,464.67
4 credit hours	\$ 1,640.00	\$ 3,004.00	\$ 111.00	\$ 2,100.67	\$ 3,851.67	\$ 5,215.67
5 credit hours	\$ 2,050.00	\$ 3,755.00	\$ 111.00	\$ 2,100.67	\$ 4,261.67	\$ 5,966.67
6 credit hours	\$ 2,460.00	\$ 4,506.00	\$ 111.00	\$ 2,100.67	\$ 4,671.67	\$ 6,717.67
7 credit hours	\$ 2,870.00	\$ 5,257.00	\$ 111.00	\$ 2,100.67	\$ 5,081.67	\$ 7,468.67
8 credit hours	\$ 3,280.00	\$ 6,008.00	\$ 111.00	\$ 2,100.67	\$ 5,491.67	\$ 8,219.67
9 credit hours	\$ 3,690.00	\$ 6,759.00	\$ 111.00	\$ 2,100.67	\$ 5,901.67	\$ 8,970.67
10 credit hours	\$ 4,100.00	\$ 7,510.00	\$ 111.00	\$ 2,100.67	\$ 6,311.67	\$ 9,721.67
11 credit hours	\$ 4,510.00	\$ 8,261.00	\$ 111.00	\$ 2,100.67	\$ 6,721.67	\$ 10,472.67
Each Additional Hour	\$ 410.00	\$ 751.00				

Refer to Section III.B.12 on page 6 of the Tuition & Fee Book for information regarding regional campus fees.

*Insurance is charged Fall, Winter, and Spring for continuing students and students admitted in those terms. Students returning in Summer 2023 after a leave of absence or other lapse in enrollment, and students entering in Summer 2023 from an uninsured program will be charged \$1,569.74 (Major Medical) and \$84.07 (Dental) for Summer 2023 coverage. Coverage ends 9/21/2024 for students insured during Spring 2024.

Undergraduate Nursing - Portland
2023-2024 Tuition & Fee Charges By Term

DRAFT

6/23/2023

Students Qualifying for the 2023-24 Tuition Promise

	Resident Tuition	Non-Resident Tuition	University Fee	Student Council Fee	Dental Insurance*	Major Medical Insurance*	Total Charges (Resident Tuition)	Total Charges (Non-Resident Tuition)
12 credit hours	\$ 5,112.00	\$ 9,372.00	\$ 583.00	\$ 16.00	\$ 111.00	\$ 2,100.67	\$ 7,922.67	\$ 12,182.67
1 credit hour	\$ 426.00	\$ 781.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,100.67	\$ 2,983.67	\$ 3,338.67
2 credit hours	\$ 852.00	\$ 1,562.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,100.67	\$ 3,409.67	\$ 4,119.67
3 credit hours	\$ 1,278.00	\$ 2,343.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,100.67	\$ 3,835.67	\$ 4,900.67
4 credit hours	\$ 1,704.00	\$ 3,124.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,100.67	\$ 4,261.67	\$ 5,681.67
5 credit hours	\$ 2,130.00	\$ 3,905.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,100.67	\$ 4,687.67	\$ 6,462.67
6 credit hours	\$ 2,556.00	\$ 4,686.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,100.67	\$ 5,113.67	\$ 7,243.67
7 credit hours	\$ 2,982.00	\$ 5,467.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,100.67	\$ 5,539.67	\$ 8,024.67
8 credit hours	\$ 3,408.00	\$ 6,248.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,100.67	\$ 5,965.67	\$ 8,805.67
9 credit hours	\$ 3,834.00	\$ 7,029.00	\$ 346.00	\$ 16.00	\$ 111.00	\$ 2,100.67	\$ 6,407.67	\$ 9,602.67
10 credit hours	\$ 4,260.00	\$ 7,810.00	\$ 346.00	\$ 16.00	\$ 111.00	\$ 2,100.67	\$ 6,833.67	\$ 10,383.67
11 credit hours	\$ 4,686.00	\$ 8,591.00	\$ 346.00	\$ 16.00	\$ 111.00	\$ 2,100.67	\$ 7,259.67	\$ 11,164.67
Each Additional Hour	\$ 426.00	\$ 781.00						

Students Qualifying for the 2022-23 Tuition Promise

	Resident Tuition	Non-Resident Tuition	University Fee	Student Council Fee	Dental Insurance*	Major Medical Insurance*	Total Charges (Resident Tuition)	Total Charges (Non-Resident Tuition)
12 credit hours	\$ 5,016.00	\$ 9,192.00	\$ 583.00	\$ 16.00	\$ 103.33	\$ 1,929.36	\$ 7,647.69	\$ 11,823.69
1 credit hour	\$ 418.00	\$ 766.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,100.67	\$ 2,975.67	\$ 3,323.67
2 credit hours	\$ 836.00	\$ 1,532.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,100.67	\$ 3,393.67	\$ 4,089.67
3 credit hours	\$ 1,254.00	\$ 2,298.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,100.67	\$ 3,811.67	\$ 4,855.67
4 credit hours	\$ 1,672.00	\$ 3,064.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,100.67	\$ 4,229.67	\$ 5,621.67
5 credit hours	\$ 2,090.00	\$ 3,830.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,100.67	\$ 4,647.67	\$ 6,387.67
6 credit hours	\$ 2,508.00	\$ 4,596.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,100.67	\$ 5,065.67	\$ 7,153.67
7 credit hours	\$ 2,926.00	\$ 5,362.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,100.67	\$ 5,483.67	\$ 7,919.67
8 credit hours	\$ 3,344.00	\$ 6,128.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,100.67	\$ 5,901.67	\$ 8,685.67
9 credit hours	\$ 3,762.00	\$ 6,894.00	\$ 346.00	\$ 16.00	\$ 111.00	\$ 2,100.67	\$ 6,335.67	\$ 9,467.67
10 credit hours	\$ 4,180.00	\$ 7,660.00	\$ 346.00	\$ 16.00	\$ 111.00	\$ 2,100.67	\$ 6,753.67	\$ 10,233.67
11 credit hours	\$ 4,598.00	\$ 8,426.00	\$ 346.00	\$ 16.00	\$ 111.00	\$ 2,100.67	\$ 7,171.67	\$ 10,999.67
Each Additional Hour	\$ 418.00	\$ 766.00						

Students Qualifying for the 2021-22 Tuition Promise

	Resident Tuition	Non-Resident Tuition	University Fee	Student Council Fee	Dental Insurance*	Major Medical Insurance*	Total Charges (Resident Tuition)	Total Charges (Non-Resident Tuition)
12 credit hours	\$ 4,920.00	\$ 9,012.00	\$ 583.00	\$ 16.00	\$ 111.00	\$ 2,100.67	\$ 7,730.67	\$ 11,822.67
1 credit hour	\$ 410.00	\$ 751.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,100.67	\$ 2,967.67	\$ 3,308.67
2 credit hours	\$ 820.00	\$ 1,502.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,100.67	\$ 3,377.67	\$ 4,059.67
3 credit hours	\$ 1,230.00	\$ 2,253.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,100.67	\$ 3,787.67	\$ 4,810.67
4 credit hours	\$ 1,640.00	\$ 3,004.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,100.67	\$ 4,197.67	\$ 5,561.67
5 credit hours	\$ 2,050.00	\$ 3,755.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,100.67	\$ 4,607.67	\$ 6,312.67
6 credit hours	\$ 2,460.00	\$ 4,506.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,100.67	\$ 5,017.67	\$ 7,063.67
7 credit hours	\$ 2,870.00	\$ 5,257.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,100.67	\$ 5,427.67	\$ 7,814.67
8 credit hours	\$ 3,280.00	\$ 6,008.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,100.67	\$ 5,837.67	\$ 8,565.67
9 credit hours	\$ 3,690.00	\$ 6,759.00	\$ 346.00	\$ 16.00	\$ 111.00	\$ 2,100.67	\$ 6,263.67	\$ 9,332.67
10 credit hours	\$ 4,100.00	\$ 7,510.00	\$ 346.00	\$ 16.00	\$ 111.00	\$ 2,100.67	\$ 6,673.67	\$ 10,083.67
11 credit hours	\$ 4,510.00	\$ 8,261.00	\$ 346.00	\$ 16.00	\$ 111.00	\$ 2,100.67	\$ 7,083.67	\$ 10,834.67
Each Additional Hour	\$ 410.00	\$ 751.00						

*Insurance is charged Fall, Winter, and Spring for continuing students and students admitted in those terms. Students returning in Summer 2023 after a leave of absence or other lapse in enrollment, and students entering in Summer 2023 from an uninsured program will be charged \$1,569.74 (Major Medical) and \$84.07 (Dental) for Summer 2023 coverage. Coverage ends 9/21/2024 for students insured during Spring 2024.

Undergraduate Nursing RN/BS
2023-2024 Tuition & Fee Charges By Term

DRAFT

6/23/2023

	Resident Tuition	Non-Resident Tuition	University Fee	Total Charges (Resident Tuition)	Total Charges (Non-Resident Tuition)
12 credit hours	\$ 3,708.00	\$ 3,708.00	\$ 346.00	\$ 4,054.00	\$ 4,054.00
1 credit hour	\$ 309.00	\$ 309.00	\$ 346.00	\$ 655.00	\$ 655.00
2 credit hours	\$ 618.00	\$ 618.00	\$ 346.00	\$ 964.00	\$ 964.00
3 credit hours	\$ 927.00	\$ 927.00	\$ 346.00	\$ 1,273.00	\$ 1,273.00
4 credit hours	\$ 1,236.00	\$ 1,236.00	\$ 346.00	\$ 1,582.00	\$ 1,582.00
5 credit hours	\$ 1,545.00	\$ 1,545.00	\$ 346.00	\$ 1,891.00	\$ 1,891.00
6 credit hours	\$ 1,854.00	\$ 1,854.00	\$ 346.00	\$ 2,200.00	\$ 2,200.00
7 credit hours	\$ 2,163.00	\$ 2,163.00	\$ 346.00	\$ 2,509.00	\$ 2,509.00
8 credit hours	\$ 2,472.00	\$ 2,472.00	\$ 346.00	\$ 2,818.00	\$ 2,818.00
9 credit hours	\$ 2,781.00	\$ 2,781.00	\$ 346.00	\$ 3,127.00	\$ 3,127.00
10 credit hours	\$ 3,090.00	\$ 3,090.00	\$ 346.00	\$ 3,436.00	\$ 3,436.00
11 credit hours	\$ 3,399.00	\$ 3,399.00	\$ 346.00	\$ 3,745.00	\$ 3,745.00
Each Additional Hour	\$ 309.00	\$ 309.00			

Doctor of Nursing Practice in an Advanced Practice Nursing Specialty
2023-2024 Tuition & Fee Charges By Term

DRAFT

6/23/2023

Students Qualifying for the 2023-24 Tuition Promise

	Resident Tuition	Non-Resident Tuition	University Fee	Student Council Fee	Dental Insurance*	Major Medical Insurance*	Total Charges (Resident Tuition)	Total Charges (Non-Resident Tuition)
9 credit hours	\$ 6,174.00	\$ 8,019.00	\$ 583.00	\$ 16.00	\$ 111.00	\$ 2,100.67	\$ 8,984.67	\$ 10,829.67
1 credit hour	\$ 686.00	\$ 891.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,100.67	\$ 3,243.67	\$ 3,448.67
2 credit hours	\$ 1,372.00	\$ 1,782.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,100.67	\$ 3,929.67	\$ 4,339.67
3 credit hours	\$ 2,058.00	\$ 2,673.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,100.67	\$ 4,615.67	\$ 5,230.67
4 credit hours	\$ 2,744.00	\$ 3,564.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,100.67	\$ 5,301.67	\$ 6,121.67
5 credit hours	\$ 3,430.00	\$ 4,455.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,100.67	\$ 5,987.67	\$ 7,012.67
6 credit hours	\$ 4,116.00	\$ 5,346.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,100.67	\$ 6,673.67	\$ 7,903.67
7 credit hours	\$ 4,802.00	\$ 6,237.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,100.67	\$ 7,359.67	\$ 8,794.67
8 credit hours	\$ 5,488.00	\$ 7,128.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,100.67	\$ 8,045.67	\$ 9,685.67
Each Additional Hour	\$ 686.00	\$ 891.00						

Students Qualifying for the 2022-23 Tuition Promise

	Resident Tuition	Non-Resident Tuition	University Fee	Student Council Fee	Dental Insurance*	Major Medical Insurance*	Total Charges (Resident Tuition)	Total Charges (Non-Resident Tuition)
9 credit hours	\$ 6,057.00	\$ 7,866.00	\$ 583.00	\$ 16.00	\$ 111.00	\$ 2,100.67	\$ 8,867.67	\$ 10,676.67
1 credit hour	\$ 673.00	\$ 874.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,100.67	\$ 3,230.67	\$ 3,431.67
2 credit hours	\$ 1,346.00	\$ 1,748.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,100.67	\$ 3,903.67	\$ 4,305.67
3 credit hours	\$ 2,019.00	\$ 2,622.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,100.67	\$ 4,576.67	\$ 5,179.67
4 credit hours	\$ 2,692.00	\$ 3,496.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,100.67	\$ 5,249.67	\$ 6,053.67
5 credit hours	\$ 3,365.00	\$ 4,370.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,100.67	\$ 5,922.67	\$ 6,927.67
6 credit hours	\$ 4,038.00	\$ 5,244.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,100.67	\$ 6,595.67	\$ 7,801.67
7 credit hours	\$ 4,711.00	\$ 6,118.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,100.67	\$ 7,268.67	\$ 8,675.67
8 credit hours	\$ 5,384.00	\$ 6,992.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,100.67	\$ 7,941.67	\$ 9,549.67
Each Additional Hour	\$ 673.00	\$ 874.00						

Students Qualifying for the 2021-22 Tuition Promise

	Resident Tuition	Non-Resident Tuition	University Fee	Student Council Fee	Dental Insurance*	Major Medical Insurance*	Total Charges (Resident Tuition)	Total Charges (Non-Resident Tuition)
9 credit hours	\$ 5,940.00	\$ 7,713.00	\$ 583.00	\$ 16.00	\$ 111.00	\$ 2,100.67	\$ 8,750.67	\$ 10,523.67
1 credit hour	\$ 660.00	\$ 857.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,100.67	\$ 3,217.67	\$ 3,414.67
2 credit hours	\$ 1,320.00	\$ 1,714.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,100.67	\$ 3,877.67	\$ 4,271.67
3 credit hours	\$ 1,980.00	\$ 2,571.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,100.67	\$ 4,537.67	\$ 5,128.67
4 credit hours	\$ 2,640.00	\$ 3,428.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,100.67	\$ 5,197.67	\$ 5,985.67
5 credit hours	\$ 3,300.00	\$ 4,285.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,100.67	\$ 5,857.67	\$ 6,842.67
6 credit hours	\$ 3,960.00	\$ 5,142.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,100.67	\$ 6,517.67	\$ 7,699.67
7 credit hours	\$ 4,620.00	\$ 5,999.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,100.67	\$ 7,177.67	\$ 8,556.67
8 credit hours	\$ 5,280.00	\$ 6,856.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,100.67	\$ 7,837.67	\$ 9,413.67
Each Additional Hour	\$ 660.00	\$ 857.00						

*Insurance is charged Fall, Winter, and Spring for continuing students and students admitted in those terms. Students admitted Summer 2023, students returning in Summer 2023 after a leave of absence or other lapse in enrollment, and students entering in Summer 2023 from an uninsured program will be charged \$1,569.74 (Major Medical) and \$84.07 (Dental) for Summer 2023 coverage. Coverage ends 9/21/2024 for students insured during Spring 2024.

PhD or Doctor of Nursing Practice in Nursing

2023-2024 Tuition & Fee Charges By Term

DRAFT

6/23/2023

	Resident Tuition	Non-Resident Tuition	University Fee	Student Council Fee	Dental Insurance*	Major Medical Insurance*	Total Charges (Resident Tuition)	Total Charges (Non-Resident Tuition)
9 credit hours	\$ 6,066.00	\$ 7,866.00	\$ 583.00	\$ 16.00	\$ 111.00	\$ 2,100.67	\$ 8,876.67	\$ 10,676.67
1 credit hour	\$ 674.00	\$ 874.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,100.67	\$ 3,231.67	\$ 3,431.67
2 credit hours	\$ 1,348.00	\$ 1,748.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,100.67	\$ 3,905.67	\$ 4,305.67
3 credit hours	\$ 2,022.00	\$ 2,622.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,100.67	\$ 4,579.67	\$ 5,179.67
4 credit hours	\$ 2,696.00	\$ 3,496.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,100.67	\$ 5,253.67	\$ 6,053.67
5 credit hours	\$ 3,370.00	\$ 4,370.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,100.67	\$ 5,927.67	\$ 6,927.67
6 credit hours	\$ 4,044.00	\$ 5,244.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,100.67	\$ 6,601.67	\$ 7,801.67
7 credit hours	\$ 4,718.00	\$ 6,118.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,100.67	\$ 7,275.67	\$ 8,675.67
8 credit hours	\$ 5,392.00	\$ 6,992.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,100.67	\$ 7,949.67	\$ 9,549.67
Each Additional Hour	\$ 674.00	\$ 874.00						

*Insurance is charged Fall, Winter, and Spring for continuing students and students admitted in those terms. Students admitted Summer 2023, students returning in Summer 2023 after a leave of absence or other lapse in enrollment, and students entering in Summer 2023 from an uninsured program will be charged \$1,569.74 (Major Medical) and \$84.07 (Dental) for Summer 2023 coverage. Coverage ends 9/21/2024 for students insured during Spring 2024.

Nurse Anesthesia

2023-2024 Tuition & Fee Charges By Term

DRAFT

6/23/2023

Students Qualifying for the 2023-24 Tuition Promise

	Resident Tuition	Non-Resident Tuition	University Fee	Student Council Fee	Dental Insurance*	Major Medical Insurance*	Total Charges (Resident Tuition)	Total Charges (Non-Resident Tuition)
9 credit hours	\$ 7,695.00	\$ 8,019.00	\$ 583.00	\$ 16.00	\$ 111.00	\$ 2,100.67	\$ 10,505.67	\$ 10,829.67
1 credit hour	\$ 855.00	\$ 891.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,100.67	\$ 3,412.67	\$ 3,448.67
2 credit hours	\$ 1,710.00	\$ 1,782.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,100.67	\$ 4,267.67	\$ 4,339.67
3 credit hours	\$ 2,565.00	\$ 2,673.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,100.67	\$ 5,122.67	\$ 5,230.67
4 credit hours	\$ 3,420.00	\$ 3,564.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,100.67	\$ 5,977.67	\$ 6,121.67
5 credit hours	\$ 4,275.00	\$ 4,455.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,100.67	\$ 6,832.67	\$ 7,012.67
6 credit hours	\$ 5,130.00	\$ 5,346.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,100.67	\$ 7,687.67	\$ 7,903.67
7 credit hours	\$ 5,985.00	\$ 6,237.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,100.67	\$ 8,542.67	\$ 8,794.67
8 credit hours	\$ 6,840.00	\$ 7,128.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,100.67	\$ 9,397.67	\$ 9,685.67
Each Additional Hour	\$ 855.00	\$ 891.00						

Students Qualifying for the 2022-23 Tuition Promise

	Resident Tuition	Non-Resident Tuition	University Fee	Student Council Fee	Dental Insurance*	Major Medical Insurance*	Total Charges (Resident Tuition)	Total Charges (Non-Resident Tuition)
9 credit hours	\$ 7,551.00	\$ 7,866.00	\$ 583.00	\$ 16.00	\$ 111.00	\$ 2,100.67	\$ 10,361.67	\$ 10,676.67
1 credit hour	\$ 839.00	\$ 874.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,100.67	\$ 3,396.67	\$ 3,431.67
2 credit hours	\$ 1,678.00	\$ 1,748.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,100.67	\$ 4,235.67	\$ 4,305.67
3 credit hours	\$ 2,517.00	\$ 2,622.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,100.67	\$ 5,074.67	\$ 5,179.67
4 credit hours	\$ 3,356.00	\$ 3,496.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,100.67	\$ 5,913.67	\$ 6,053.67
5 credit hours	\$ 4,195.00	\$ 4,370.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,100.67	\$ 6,752.67	\$ 6,927.67
6 credit hours	\$ 5,034.00	\$ 5,244.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,100.67	\$ 7,591.67	\$ 7,801.67
7 credit hours	\$ 5,873.00	\$ 6,118.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,100.67	\$ 8,430.67	\$ 8,675.67
8 credit hours	\$ 6,712.00	\$ 6,992.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,100.67	\$ 9,269.67	\$ 9,549.67
Each Additional Hour	\$ 839.00	\$ 874.00						

Students Qualifying for the 2021-22 Tuition Promise

	Resident Tuition	Non-Resident Tuition	University Fee	Student Council Fee	Dental Insurance*	Major Medical Insurance*	Total Charges (Resident Tuition)	Total Charges (Non-Resident Tuition)
9 credit hours	\$ 7,407.00	\$ 7,713.00	\$ 583.00	\$ 16.00	\$ 111.00	\$ 2,100.67	\$ 10,217.67	\$ 10,523.67
1 credit hour	\$ 823.00	\$ 857.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,100.67	\$ 3,380.67	\$ 3,414.67
2 credit hours	\$ 1,646.00	\$ 1,714.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,100.67	\$ 4,203.67	\$ 4,271.67
3 credit hours	\$ 2,469.00	\$ 2,571.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,100.67	\$ 5,026.67	\$ 5,128.67
4 credit hours	\$ 3,292.00	\$ 3,428.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,100.67	\$ 5,849.67	\$ 5,985.67
5 credit hours	\$ 4,115.00	\$ 4,285.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,100.67	\$ 6,672.67	\$ 6,842.67
6 credit hours	\$ 4,938.00	\$ 5,142.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,100.67	\$ 7,495.67	\$ 7,699.67
7 credit hours	\$ 5,761.00	\$ 5,999.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,100.67	\$ 8,318.67	\$ 8,556.67
8 credit hours	\$ 6,584.00	\$ 6,856.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,100.67	\$ 9,141.67	\$ 9,413.67
Each Additional Hour	\$ 823.00	\$ 857.00						

*Insurance is charged Fall, Winter, and Spring for continuing students and students admitted in those terms. Students admitted Summer 2023, students returning in Summer 2023 after a leave of absence or other lapse in enrollment, and students entering in Summer 2023 from an uninsured program will be charged \$1,569.74 (Major Medical) and \$84.07 (Dental) for Summer 2023 coverage. Coverage ends 9/21/2024 for students insured during Spring 2024.

Nursing Education and Health Systems & Organizational Leadership

2023-2024 Tuition & Fee Charges By Term

DRAFT

6/23/2023

	Resident Tuition	Non-Resident Tuition	University Fee	Total Charges (Resident Tuition)	Total Charges (Non-Resident Tuition)
9 credit hours	\$ 6,066.00	\$ 7,866.00	\$ 346.00	\$ 6,412.00	\$ 8,212.00
Per Credit					
1 credit hour	\$ 674.00	\$ 874.00	\$ 346.00	\$ 1,020.00	\$ 1,220.00
2 credit hours	\$ 1,348.00	\$ 1,748.00	\$ 346.00	\$ 1,694.00	\$ 2,094.00
3 credit hours	\$ 2,022.00	\$ 2,622.00	\$ 346.00	\$ 2,368.00	\$ 2,968.00
4 credit hours	\$ 2,696.00	\$ 3,496.00	\$ 346.00	\$ 3,042.00	\$ 3,842.00
5 credit hours	\$ 3,370.00	\$ 4,370.00	\$ 346.00	\$ 3,716.00	\$ 4,716.00
6 credit hours	\$ 4,044.00	\$ 5,244.00	\$ 346.00	\$ 4,390.00	\$ 5,590.00
7 credit hours	\$ 4,718.00	\$ 6,118.00	\$ 346.00	\$ 5,064.00	\$ 6,464.00
8 credit hours	\$ 5,392.00	\$ 6,992.00	\$ 346.00	\$ 5,738.00	\$ 7,338.00
Each Additional Hour	\$ 674.00	\$ 874.00			

Pharm.D.
2023-2024 Tuition & Fee Charges By Term*

DRAFT

6/23/2023

	University Fee	Student Council Fee	Dental Insurance**	Major Medical Insurance**	Total Charges*
1st & 2nd Years - Corvallis	\$ 0.00	\$ 0.00	\$ 111.00	\$ 2,100.67	\$ 2,211.67
1st & 2nd Years - Portland	\$ 583.00	\$ 16.00	\$ 111.00	\$ 2,100.67	\$ 2,810.67
3rd Years - all campuses	\$ 583.00	\$ 16.00	\$ 111.00	\$ 2,100.67	\$ 2,810.67
4th Years - all campuses	\$ 346.00	\$ 16.00	\$ 111.00	\$ 2,100.67	\$ 2,573.67

*OSU tuition and other applicable OSU student fees are paid directly to OSU.

**Insurance is charged Fall, Winter, and Spring for continuing students and students admitted in those terms. Students returning in Summer 2023 after a leave of absence or other lapse in enrollment, and students entering in Summer 2023 from an uninsured program will be charged \$1,569.74 (Major Medical) and \$84.07 (Dental) for Summer 2023 coverage. Coverage ends 9/21/2024 for students insured during Spring 2024.



**RESOLUTION NO. 2023-06-06
OREGON HEALTH AND SCIENCE UNIVERSITY
BOARD OF DIRECTORS**

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

WHEREAS, Management has developed and has provided to the Board for its review the Operating Budget for Oregon Health and Science University ("OHSU") for fiscal year 2023-24, including the tuition and fees for the academic year 2023-24 and operating support for Hillsboro Medical Center pursuant to the Management Agreement between OHSU and Tuality Healthcare ("FY 23-24 Operating Budget");

WHEREAS, Management has developed and has provided to the Board for its review the Capital Budget for OHSU for fiscal year 2023-24 including capital budget funding for Hillsboro Medical Center pursuant to the Management Agreement between OHSU and Tuality Healthcare ("FY 23-24 Capital Budget"); and

WHEREAS, the Board believes that OHSU's adoption of the FY 23-24 Operating Budget and the FY 23-24 Capital Budget are in the best interests of OHSU.

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

1. The FY 23-24 Operating Budget for OHSU for fiscal year 2023-24 included in the June 23, 2023 Board docket accompanying this Resolution, including the tuition and fees for the academic year 2023-24 as shown in the OHSU Academic Year Tuition and Fee Book 2023-24, is hereby approved and adopted.
2. The FY 23-24 Capital Budget for OHSU for fiscal year 2023-24 included in the June 23, 2023 Board docket accompanying this Resolution is hereby approved and adopted.

This Resolution is adopted this 23th day of June, 2023.

_____ Yeas
_____ Nays
_____ Abstentions

Signed by the Secretary of the Board on June 23, 2023.

Connie Seeley
Board Secretary



June 23, 2023

To: Members, OHSU Board of Directors

From: Donn Spight, M.D, Vice President Health Equity, OHSU Health

RE: An update on Health Equity

OHSU is committed to becoming an anti-racist institution. This is integral to the health system's ability to deliver the most effective and highest quality care. The new OHSU Health Equity Organization represents the enduring legacy of the OHSU COVID-19 pandemic response. Building on the lessons learned about cultural humility, building trust, bi-directional partnership, co-designed initiatives, we seek to fulfill the OHSU Health mission of enhancing health and healthcare in every community.

Oregon is growing and becoming more diverse. Today, more than one in three people in OHSU's primary care locations identify as nonwhite. Members of these historically underserved communities have higher rates of illness and poorer outcomes because of systemic oppression and social risk factors such as food insecurity, housing instability, lower education levels and low income. Health and healthcare disparities impact populations beyond racial and ethnic minorities, Advanced age, disability, language access, religion, sexual orientation, immigration status all pose independent challenges to health equity and become more negatively prognostic when intersectionality exists. Health disparities cost the health system billions of dollars annually due to lack of preventative screening, delayed care, missed diagnoses. Health care disparities are experienced differently among groups within the system of care, with issues ranging from insurance coverage and access to care to quality of care.

Health equity is defined by the fair opportunity for a person to attain their highest level of health and wellbeing made possible by addressing their unique advantages or barriers. Co-designing health and health care solutions with those affected will improve outcomes and be a sustainable, cost-effective path toward excellence in care.

We have articulated eight key reasons why we must partner with communities to advance health equity and justice in our ["Why Health Equity?"](#) report.

We seek to develop a shared vision for health equity with input from community groups and work to create co-designed programs while amplifying and accelerating existing OHSU programs aimed at improving health and health outcomes for all.

Our presentation will update the Board and broader community on the health equity strategic planning process to date:

1. OHSU Health created a Health Equity Organization
2. We engaged OHSU Center for Evidence-Based Policy to develop a strategic plan
3. We created an OHSU Health internal advisory committee to build institutional alignment
4. We [published a paper](#) outlining "why" we must center health equity.
5. We interviewed key OHSU leaders and conducted an institutional survey to learn from ourselves
6. We created short and long-term tactics to achieve our goals
7. We are building a Community Advisory Committee

8. We will hire a consulting group to facilitate restoration of community trust and guide conversations
9. We will engage with community members to co-design health equity programs
10. We will identify other community tactics that OHSU should be addressing

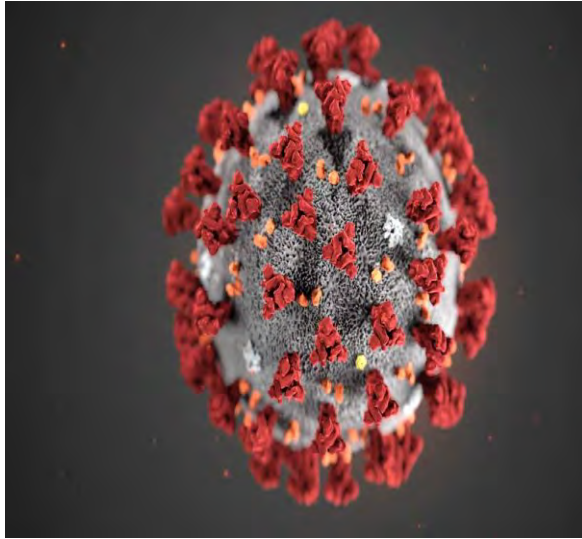


Health Equity: Fulfilling a Promise

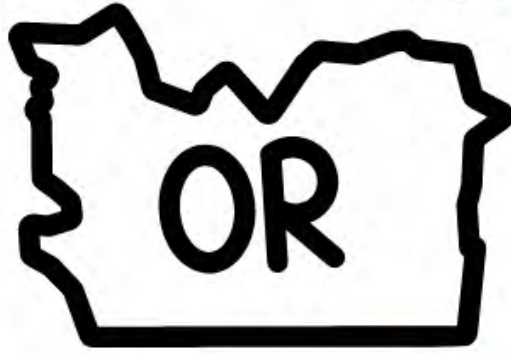
DONN SPIGHT, M.D., VP HEALTH EQUITY

**KAT PHILLIPS, M.H.A., DIRECTOR HEALTH EQUITY
OPERATIONS**

6/16/2023



- Health disparities
- Health care disparities
- Social and structural factors



3.8 M



4.2 M



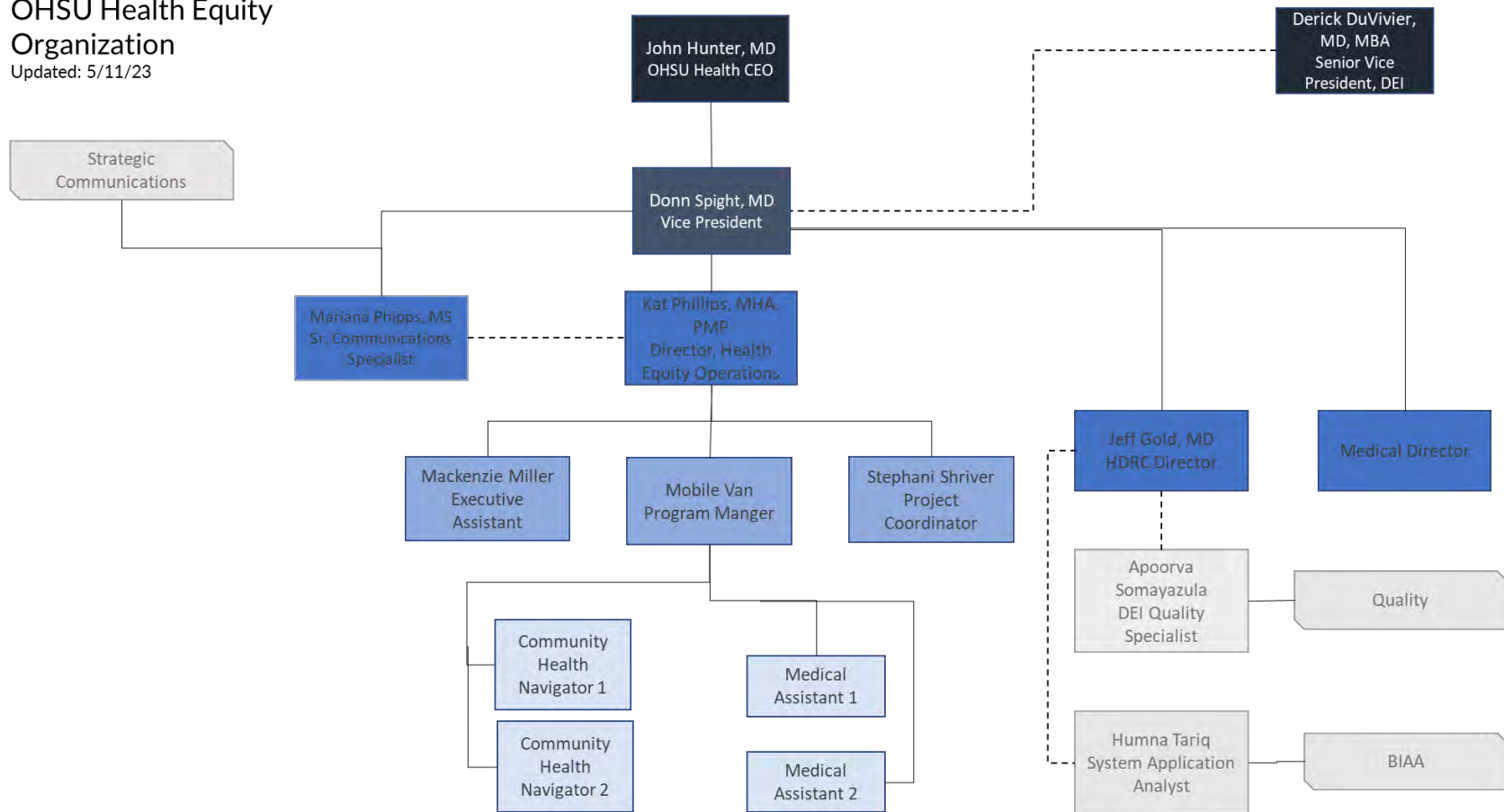
WHY HEALTH EQUITY?

Virgil Dickson, Pam Curtis, Brian Park, Kat Phillips,
Mariana Phipps, Stephani Shriver, Donn Spight;
as the **OHSU Health Equity Collaborative.**

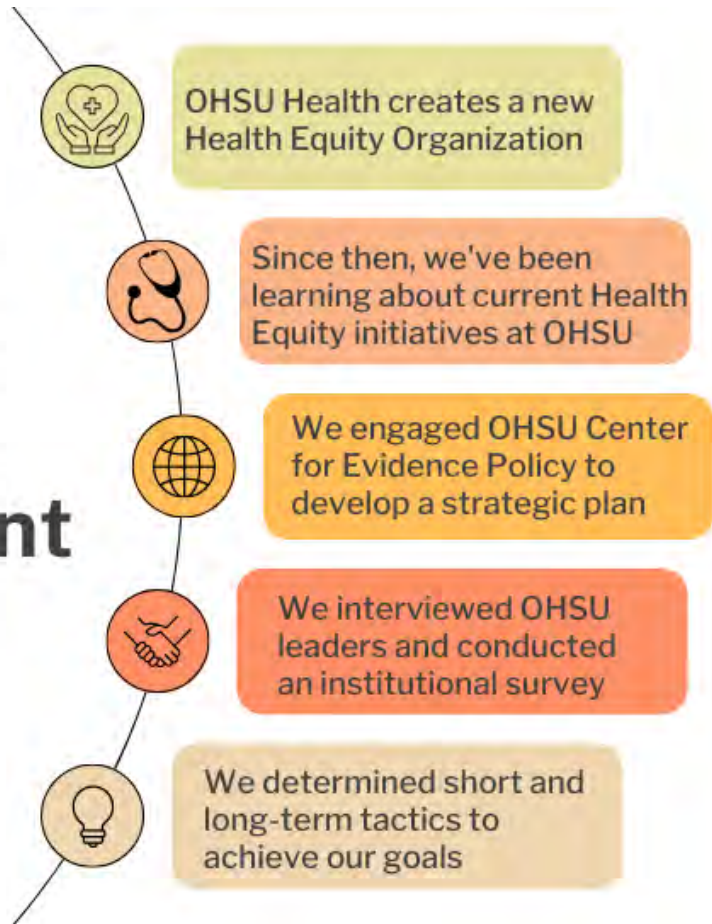


OHSU Health Equity Organization

Updated: 5/11/23



Phase 1: Internal Alignment



- Oregon Rural Practice Research Network
- Knight Cancer Institute
- OHSU Integrated Delivery System
- OHSU Center Evidence-Based Policy
- OHSU Office of Strategic Outreach
- OHSU Community Relations
- OHSU Patient Relations
- OHSU Patient Experience
- OHSU Government Relations



- OHSU Health
- OHSU's Center for Diversity and Inclusion
- OHSU School of Medicine's departments, centers and institutes
- OHSU School of Dentistry
- OHSU's Office of Primary Care and Population Health
- OHSU's Office of Digital Health
- Doernbecher Children's Hospital
- Adventist
- Hillsboro Medical Center



Phase 2: Listening to the community





Vision

OHSU Health will work to advance health equity through achieving the highest level of health and healthcare for all people. Centering equity, OHSU Health will partner across all communities, sectors, and regions of the state to recognize, reconcile and rectify historical and ongoing injustices stemming from bias, racism and other social and structural factors that influence access to healthcare and health outcomes. OHSU Health seeks to advance health justice by addressing inequities—historic and current – that advantage some and disadvantage others, in order to achieve optimal health and wellbeing for all.

A new Health Equity Organization



OHSUHealth

Our Mission:



Evaluate data and lead initiatives to advance health equity efforts across OHSU Health.



Lead the integration of health equity efforts across OHSU Health.



Amplify and connect successful efforts to integrate OHSU members and community members together in advancing health equity.



What are our values?

1

Anti-racist institution

We are committed to becoming an anti-racist institution. This is all our responsibility and is integral to the health system's ability to deliver the most effective and highest quality care.

2

Amplify and accelerate

We seek to amplify and accelerate existing OHSU programs in the health equity space – particularly those that already have strong ties to communities of color and other historically marginalized groups.

3

Shared vision

We seek to develop a shared vision for health equity with input from community groups and work to create new programs as needed to address community-described gaps in health and health care.

4

Community first

We will listen to the community first, then build solutions as our community partners gain trust in our enduring commitment; this is a new approach for OHSU and an important departure from our actions historically.



Our goals are:



Equitable health care delivery

Enable the delivery of effective and equitable health care for all people through OHSU Health's policies, processes and operations.



Inclusive clinical experience

Provide an optimal and inclusive clinical experience for all who are cared for by OHSU Health.



Community partnerships

Establish sustainable health system-community partnerships that serve as an exemplar of health justice locally, regionally and nationally.



An aerial photograph of a winding, light-colored road or path that snakes through a dense, lush green forest. The trees are tall and closely packed, creating a textured canopy. The road starts from the bottom left and curves upwards and to the right, disappearing into the trees at the top of the frame.

In the future OHSU Health will be a place where...

- Robust disaggregated data drives our actions and defines the health of the health system.
- Equity impact tools guide strategic decisions.
- All patients feel welcomed, affirmed and cared for by a culturally humble workforce.
- OHSU Members are fulfilled by opportunities to connect to a service mission.
- Equitable healthcare reaches every community.



Thank you

Healthequity @ohsu.edu



Date: June 12, 2023

To: OHSU Board of Directors

From: Susan Bakewell-Sachs, Dean of the School of Nursing
Alice Cuprill Comas, EVP for Institutional Affairs & General Counsel

RE: Covington Response Status Update from the Implementation Committee

On behalf of the Covington Implementation Committee, we appreciate the opportunity to share with the OHSU Board of Directors an update on the status of the work that the Committee has completed to date. The focus of this presentation is on:

- The status of Covington SBARs (Situation, Background, Assessment, and Recommendation), ongoing Covington-related projects and initiatives, and the work remaining
- An update on the Discrimination, Harassment and Retaliation Policy and the Lessons Learned
- Planning for the transition to an OHSU cultural change program under the direction of Qiana Williams, OHSU Chief People Officer

Additional details will be provided during the planned presentation to the OHSU Board of Directors on June 23, 2023.

Covington Response Program

Implementation Committee Progress Update

6/12/2023

ALICE CUPRILL COMAS
SUSAN BAKEWELL-SACHS



Agenda

- Status Update
 - SBAR Status
 - Current Project Work
 - Remaining Work
- Discrimination, Harassment and Retaliation (DHR) Policy
 - Review Process and Timeline
 - Lessons Learned
- Transition Planning

Covington Response Program

SBAR Status

SBAR Summary

OHSU Covington Report



The SBARs and related supporting materials, such as policies and documentation, are co-created through an iterative back and forth process between the Implementation and Oversight Committees. Each SBAR on average goes through three drafts and feedback cycles before approval by the Oversight Committee.

Key: ✓ = On track, ! = At risk, ✗ = Delayed, ● = Completed, ○ = Not started, → = Deferred

SBAR	Mo.	% Done	Status	SBAR	Mo.	% Done	Status
Consolidated Data Repository and Centralized Reporting System	May	100%	●	Transfer Responsibility for Accommodations from the AAEO to HR	Aug	100%	●
Hire a New Chief People Officer	May	100%	●	Develop and Communicate a Standardized, Comprehensive Investigations Policy	Sep	50%	✓
Realign the AAEO	May	100%	●	Reduce the Complexity of Reporting Channels	Sep	62%	✓
Clearly Define and Communicate the Roles and Responsibilities for CDI at OHSU	Jun	62%	✓	Update the Reporting Policy	Sep	100%	●
Communicate the Proposed Disciplinary Guidelines	Jun	100%	●	Increase the Number and Diversity of HR Business Partners	Oct	37%	✓
Continue to Conduct Regular Employee Engagement Surveys	Jun	100%	●	Provide Sophisticated Training to OCIC Investigators	Oct	62%	✓

Covington Response Program

SBAR Status

SBAR	Mo.	% Done	Status	SBAR	Mo.	% Done	Status
Update the Discrimination, Harassment, and Retaliation Policy	Jun	100%	●	Develop and Conduct Additional DEIB-Related Trainings	Nov	0%	○
CDI Collaboration with DEIB-Focused Functions	Jul	62%	→	Develop DEIB Related Objectives for Managers	Nov	25%	✓
Centralize HR Staff and Functions	Jul	62%	✓	Report on HR Metrics	Nov	37%	✓
Develop and Communicate a Strategic DEIB-Vision for the Organization	Jul	62%	→	Update the Code of Conduct	Nov	37%	✓
Increase the Number and Diversity of AAEO Investigators	Jul	100%	●	Implement Procedures to Monitor for Potential Retaliation	Dec	37%	✓
Provide Sophisticated Training to HR Investigators	Aug	50%	✓	Increase the Diversity of Candidate Pools for Leadership Positions	Dec	0%	○
Respond to Nationwide and Internal Events	Aug	100%	●	Operationalize Commitments to DEIB	Dec	0%	→
Update the Bullying Policy	Aug	100%	●				

Covington Response Program

Current Project Work

Centralized Incident Management

- Requirements have been provided to Navex based on initial scope
- Initial mockups have been delivered for the EthicsPoint landing page and new report intake form
- Project team is preparing for testing

Policy Definition and Rollout

- DHR Policy is active
- Bullying Policy is in public commentary period
- Investigations Policy is under development
- Required training planned for late summer
- Need to review collateral across campus to ensure clarity and alignment

Employee Engagement Survey

- Survey was released to OHSU Members on June 5
- Survey closes on June 26
- Leaders will work to develop appropriate action plans after the survey closes

Covington Response Program Current Project Work

Accommodations to HR

- HR is establishing a new Office of Employee Accommodations (OEA)
- Position descriptions have been finalized and jobs are posted
- New positions include an Accommodations Manager, 4 Accommodations Specialists, and 1 Admin Coordinator

Increase Number and Diversity of OCIC Investigators

- Hired a new AVP / Title IX Coordinator
- In the process of hiring a new Intake Specialist
- Will be hiring three additional positions in FY24 - Deputy Director, Equal Opportunity Officer/Trainer, and Intake Specialist/Training Coordinator

6

Initiatives that are complete include Hiring a Chief People Officer, Realigning the AAEO/OCIC, and Developing a New Public Position Process to Address Nationwide and Internal Events

Covington Response Program

Remaining Work

Although significant progress has been made toward finalizing SBARs and addressing Covington recommendations, there is still a lot of work remaining.

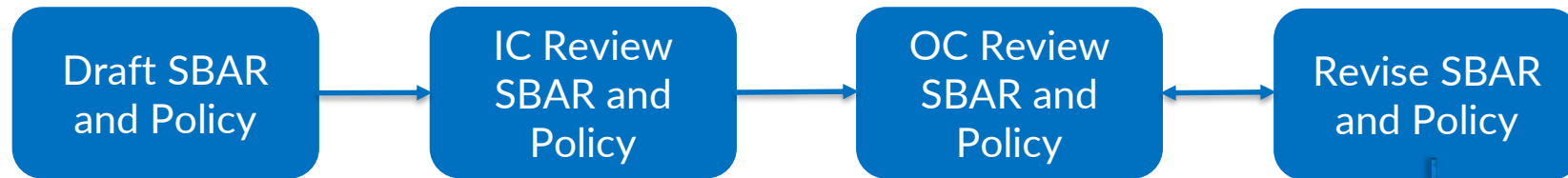
- Implementing required training on policies
- Implementing an OEA to address accommodation requests
- Communicating the Discipline Guidelines
- Ensuring that all materials across campuses are clear and consistent when addressing misconduct
- Implementing a committee and process to regularly review the Discipline Guidelines
- Addressing embedded staff that have responsibility for HR processes as part of their job description
- Implementing procedures to monitor for potential retaliation
- Providing community reporting on HR metrics and Incident Reporting metrics
- Updating the Code of Conduct
- Finalizing the Investigations Policy
- 7 • Developing DEIB objectives for managers
 - Rolling out additional DEIB related trainings for OHSU members
 - Defining and clarifying the role of CDI at OHSU
 - Increasing the diversity of candidate pools for leadership positions
 - Tracking metrics and making adjustments, as needed

Note: These are examples only and not a comprehensive list.

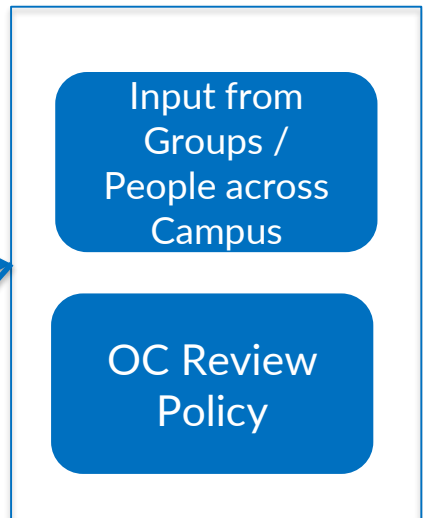
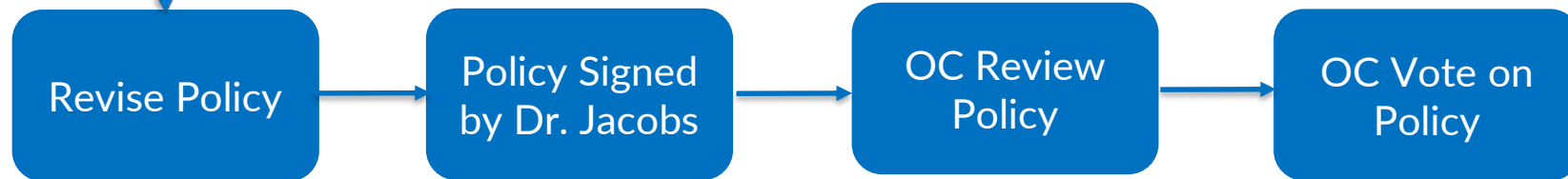
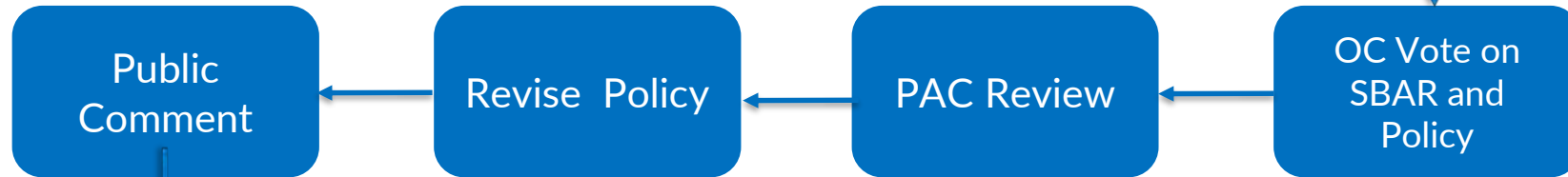
Covington Response Program

DHR Policy – Review Process and Timeline

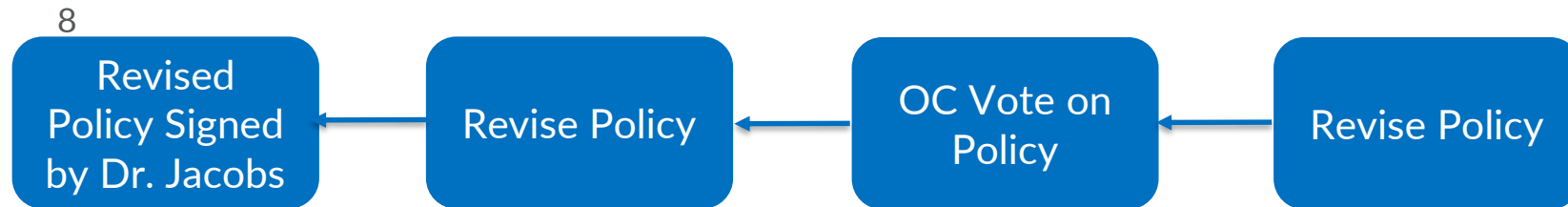
June
2022



Note: The DHR Policy went through at least 13 rounds of review between June 2022 and May 2023.



May
2023



8

Covington Response Program

DHR Policy – Lessons Learned

Power Dynamics

- Historical power structures evident in feedback regarding reporting, which the Covington recommendations emphasized
- Voting exposed differences between those with more power and those with less

Lack of Review

- Each iteration raised issues when language had not changed, suggesting lack of review

Feedback

- Feedback and concerns actually bolstered the case for required reporting
- While Individual accountability is necessary to ensure a culture of safety, it is controversial
- Conflict is necessary for progress

Covington Response Program Transition Planning



July - Sept

- Finalize SBARs
- Finalize Policies
- Complete EthicsPoint Implementation
- Define Remaining Covington Work
- Begin transition of ownership from co-chairs to Q. Williams and HR Team



Oct - Dec

- Celebrate work of Implementation and Oversight Committees
- Reimagine the Oversight Committee responsibility
- Complete planning for a rebranded OHSU cultural change program
- Complete transition of process and decision making

Thank You





Date: June 23, 2023

To: OHSU Board of Directors

From: Alisha Moreland-Capuia, M.D., and Michael Alexander, M.S.S.

RE: Oversight committee Update from the Oversight Committee Co-Chairs

Memo: June 2023 Oversight Committee Update

We plan to review the process, progress, and challenges of the Oversight Committee's activities over the past 15 months in its work of operationalizing the 43 Covington report recommendations as brought to the committee via its bi-directional interaction and exchanges with the Implementation Committee and institutional leadership. We will offer comments on the evolving nature of collaboration of SBAR proposal definition and development with the Implementation Committee that have been received and reviewed to date. We will also offer a projected path of the committee's work for the remainder of the year.

Oversight Committee Update for OHSU Board of Directors

Michael Alexander, M.S.S.

Alisha Moreland-Capuia, MD

Oversight Committee (OC) review

- Oversight Committee (OC) has 36 members with broad representation among employee resource groups (ERGs), departments and units.
- OC Charter was reviewed, revised and finalized by OC committee members as part of our norming and storming process early on.
- OC charter's charge is clear: **to monitor, review and provide feedback** on the work product(s) from the Implementation Committee (IC).
- A Trauma-Informed lens that centers transparency, safety in all forms (anchored in dignity and respect), bi-directional exchange and continuous feedback to name a few.

Work is getting done

○ The IC and OC Committees have been working together to get important work done.

○ A one-page accountability/tracking tool has been established to give a quick look at just ‘how’ much work is complete or in process.



SBAR Summary

OHSU Covington Report

Overall Completion Status



The SBARs and related supporting materials, such as policies and documentation, are co-created through an iterative back and forth process between the Implementation and Oversight Committees. Each SBAR on average goes through three drafts and feedback cycles before approval by the Oversight Committee.

Key: ✓ = On track, ! = Near target, ✗ = Delayed, ● = Completed, ○ = Not started, → = Deferred

SBAR	Mo.	% Done	Status	SBAR	Mo.	% Done	Status
Consolidated Data Repository and Centralized Reporting System	May	100%	●	Transfer Responsibility for Accommodations from the AAEO to HR	Aug	62%	✓
Hire a New Chief People Officer	May	100%	●	Develop and Communicate a Standardized, Comprehensive Investigations Policy	Sep	50%	✓
Realign the AAEO	May	100%	●	Reduce the Complexity of Reporting Channels	Sep	50%	✓
Clearly Define and Communicate the Roles and Responsibilities for CDI at OHSU	Jun	62%	✓	Update the Reporting Policy	Sep	50%	→
Communicate the Proposed Disciplinary Guidelines	Jun	100%	●	Increase the Number and Diversity of HR Business Partners	Oct	37%	✓
Continue to Conduct Regular Employee Engagement Surveys	Jun	87%	✓	Provide Sophisticated Training to OCIC Investigators	Oct	50%	!
Update the Discrimination, Harassment, and Retaliation Policy	Jun	100%	●	Develop and Conduct Additional DEIB-Related Trainings	Nov	0%	○
CDI Collaboration with DEIB-Focused Functions	Jul	62%	→	Develop DEIB Related Objectives for Managers	Nov	25%	✓
Centralize HR Staff and Functions	Jul	62%	✓	Report on HR Metrics	Nov	37%	✓
Develop and Communicate a Strategic DEIB-Vision for the Organization	Jul	62%	→	Update the Code of Conduct	Nov	25%	✓
Increase the Number and Diversity of AAEO Investigators	Jul	100%	●	Implement Procedures to Monitor for Potential Retaliation	Dec	37%	✓
Provide Sophisticated Training to HR Investigators	Aug	50%	✓	Increase the Diversity of Candidate Pools for Leadership Positions	Dec	0%	○
Respond to Nationwide and Internal Events	Aug	100%	●	Operationalize Commitments to DEIB	Dec	0%	→
Update the Bullying Policy	Aug	100%	●				

The work of change is like a relay

- Different levels of leadership are required at different legs of the race.
- The way the baton is passed is just as important as 'who' it is passed to.
- During the race, there is a time and role for disruption. Disruption is a requisite in any race.
- Then the race becomes about sustainability.
- The person and or people who played a role in disruption may not be the leaders involved in sustainability and that is okay.
- We will get to the finish line.

Breakdowns can lead to breakthroughs

- The work of change is hard as expected and a requirement for the sustainable change over time that OHSU members and the institution deserves.
 - Case example: Discrimination, Harassment and Retaliation (DHR) policy represents a colossal aspect of the change that the institution must undergo. Every member of OHSU agrees that we must have a culture of safety and policies must be clear in their instruction and purpose in achieving safety for all. While the goal is shared and clear, the path to achieving the shared goal was marked by challenge and healthy controversy.

Trauma informed systems change requires:

- Accountability
- Consistency, insistence and persistence
- Lifelong commitment to learning, unlearning, re-learning
- Practice, practice, practice

Finishing this leg of the race

- The OC will refine and complete the 43 recommendations as outlined by the Covington Report
- OC co-chairs will work with the office of the CPO to transition the work meaningfully, carefully and sustainably. We will pass the baton smoothly.
- The work of culture change will continue with an OC-like body to become a permanent fixture of OHSU's transformation
- So much good work has happened already and is happening. Communication, communication, communication will continue to be critical at every stage of this work.

Thank you!
Questions?

Glossary of Terms

A3 – Single page strategy

AAEO – Affirmative Action and Equal Opportunity

AAV - Adenovirus-associated virus

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

ACGME – Accreditation Council for Graduate Medical Education

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

AH - Adventist Health.

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

AHRQ – Agency for Healthcare Research and Quality

AI/AN - American Indian/Alaska Native

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

AMP - Antibody-mediated protection clinical trial to prevent HIV acquisition

APP – advanced practice providers

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

ARRA - American Recovery and Reinvestment Act of 2009.

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

ART – Antiretroviral therapy

ASF - Assignable Square Feet. The sum of all areas on all floors of a building assigned to, or available for assignment to, an occupant or specific use.

AVS – After visit summary

A&AS – Audit and Advisory Services

Beat AML - collaborative clinical trial for acute myeloid leukemia

BERG – Black Employee Resource Group

bNAb – Broadly neutralizing antibody

BRB - Biomedical Research Building. A building at OHSU.

BS – Bachelor of Science

CAGR - Compound Annual Growth Rate measures the annual growth rate of an investment for a time period greater than a year.

CAO - Chief Administrative Officer.

Capex - Capital expense

CAUTI – catheter associated urinary tract infections

CDI – Center for Diversity & Inclusion

CDI – Clostridium Difficile Infection

C Diff – Clostridium Difficile

CEI - Casey Eye Institute. An institute with OHSU.

CFO - Chief Financial Officer.

CHH - Center for Health & Healing Building. A building at OHSU.

CHH-2 - Center for Health & Healing Building 2. A building at OHSU.

CHIO – Chief Health Information Officer

CLABSI – Central line associated bloodstream infections

CLSB - Collaborative Life Sciences Building. A building at OHSU.

CMH - Columbia Memorial Hospital. A hospital in Astoria, Oregon.

CMI - Case Mix Index. Relative value assigned to a diagnosis-related group of patients in a medical care environment.

CMS - Centers for Medicare & Medicaid Services. A federal agency within the United States Department of Health and Human Services (HHS) that administers the Medicare program and works in partnership with state governments to administer Medicaid, the Children's Health Insurance Program (CHIP), and health insurance portability standards. In addition to these programs, CMS has other responsibilities, including the administrative simplification standards from the Health Insurance Portability and Accountability Act of 1996 (HIPAA), quality standards in long-term care facilities (more commonly referred to as nursing homes) through its survey and certification process, clinical laboratory quality standards under the Clinical Laboratory Improvement Amendments, and oversight of HealthCare.gov.

CPI - Consumer Price Index measures the average prices of goods & services in the United States.

CY - Current Year.

DAC- Diversity Advisory Council

DEI – Diversity, Equity, & Inclusion

DEIB – Diversity, Equity Inclusion and Belonging

Downstream referral activity - specialty referrals that generate a higher margin and result from the primary care activity.
Days Cash on Hand - The number of days that OHSU can continue to pay its operating expenses with the unrestricted operating cash and investments.
DCH - Doernbecher Children's Hospital. A building at OHSU.
DMD - Doctor of Dental Medicine.
DNP - Doctor of Nursing.
DNV – Det Norske Veritas

E&M – Evaluation and management
EBIT - Earnings before Interest and Taxes. A financial measure measuring a firm's profit that includes all expenses except interest and income tax.
EBITDA - Earnings before Interest, Taxes, Depreciation and Amortization.
ED - Emergency Department. A department in OHSU specializing in the acute care of patients who present without prior appointment.
EHR - Electronic Health Record. A digital version of a patient's medical history.
EHRS – Environmental Health and Safety
EMR – Electronic medical record
ENT - Ear, Nose, and Throat. A surgical subspecialty known as Otorhinolaryngology.
Envelope - HIV surface protein that is the target of bNAbs
EPIC - Epic Systems. An electronic medical records system.
EPMO – Enterprise Program Management Office
ER - Emergency Room.
ERG – Electroretinography is an eye test used to detect abnormal function of the retina.
ERG – Employee Resource Groups
ERM - Enterprise Risk Management. Enterprise risk management in business includes the methods and processes used by organizations to manage risks and seize opportunities related to the achievement of their objectives.
EVP – Executive Vice President

FTE - Full-time equivalent is the hours worked by an employee on a full-time basis.
FY - Fiscal Year. OHSU's fiscal year is July1 – June30.

GAAP - Generally Accepted Accounting Principles. Is a collection of commonly-followed accounting rules and standards for financial reporting.
GASB - Governmental Accounting Standards Board. Is the source of generally accepted accounting principles used by state and local governments in the United States.
GDP - Gross Domestic Product is the total value of goods and services produced within a country's borders for a specified time period.
GIP - General in-patient
GME - Graduate Medical Education. Any type of formal medical education, usually hospital-sponsored or hospital-based training, pursued after receipt of the M.D. or D.O. degree in the United States This education includes internship, residency, subspecialty and fellowship programs, and leads to state licensure.
GPO –group purchasing organization

H1 – first half of fiscal year
H2 – second half of fiscal year
HAC – hospital acquired conditions
HAI – hospital acquired infections
HCAHPS – Hospital Consumer Assessment of Healthcare Providers and Systems
HR - Human Resources.
HRBP – Human resources business partner
HSE – Harvard School of Education
HSPH – Harvard School of Public Health

IA - Internal Arrangements. The funds flow between different units or schools within OHSU.
ICU - Intensive Care Unit. A designated area of a hospital facility that is dedicated to the care of patients who are seriously ill
IGT - Intergovernmental Transfers. Are a transfer of funds from another government entity (e.g., county, city or another state agency) to the state Medicaid agency
IHI – Institute for Health Care Improvement
IMPACT - International Maternal Pediatric Adolescent AIDS Clinical Trials Network
IP – In Patient
IPS – Information Privacy and Security
ISO – International Organization for Standardization

KCC - Knight Cancer Center. A building at OHSU.
KCRB – Knight Cancer Research Building
KPI – Key Performance Indicator
KPV - Kohler Pavilion. A building at OHSU.

L – Floor Level

L&D - Labor and Delivery.

LGBTQ – Lesbian, Gay, Bisexual, Transgender, Queer

LOI - Letter of Intent. Generally used before a definitive agreement to start a period of due diligence before an enduring contract is created.

LOS – Length of stay

M - Million

MA – Medicare Advantage

M and A - Merger and acquisition.

MBU - Mother-Baby Unit. A unit in a hospital for postpartum women and their newborn.

MCMC - Mid-Columbia Medical Center. A medical center in The Dalles, OR.

MD - Doctor of Medicine.

MOU—Memorandum of Understanding

MPH - Master of Public Health

MRSA – methicillin-resistant staph aureus

NAPLEX – North American Pharmacist Licensure Examination

NCLEX – National Council Licensure Exam

NCI – National Cancer Institute

NFP - Not For Profit.

NICU - Neonatal Intensive Care Unit specializes in the care of ill or premature newborn infants.

NIH - National Institutes of Health. A part of the U.S. Department of Health and Human Services, NIH is the largest biomedical research agency in the world.

NOL - Net Operating Loss. A loss taken in a period where a company's allowable tax deductions are greater than its taxable income. When more expenses than revenues are incurred during the period, the net operating loss for the company can generally be used to recover past tax payments.

NPS: Net Promotor Score.

NWCCU - Northwest Commission on Colleges and Universities: OHSU's regional accrediting body which is recognized by the U.S. Department of Education as the authority on the educational quality of institutions in the Northwest region and which qualifies OHSU and our students with access to federal Title IV student financial aid funds.

O2 – OHSU's Intranet

OBGYN – Obstetrics and Gynecology

OCA - Overhead Cost Allocation. Internal OHSU mechanism for allocating overhead expenses out to departments.

OCBA – Oregon Commission on Black Affairs

OCNE - Oregon Consortium for Nursing Education. A partnership of Oregon nursing programs.

OCT - Optical Coherence Tomography is a non-invasive imaging test.

OCTRI - Oregon Clinical & Translational Research Institute. An institute within OHSU.

OHA - Oregon Health Authority. A government agency in the state of Oregon.

O/E – observed/expected ratio

OHSU—Oregon Health & Science University

OHSUF - Oregon Health & Science University Foundation.

ONA - Oregon Nurses Association. Professional association for nurses in Oregon.

ONPRC - Oregon National Primate Research Center. One of seven federally funded National Primate Research Centers in the United States and a part of OHSU.

OP – Outpatient. If your doctor sends you to the hospital for x-rays or other diagnostic tests, or if you have same-day surgery or visit the emergency department, you are considered an outpatient, even if you spend the night in the course of getting those services. You only become an inpatient if your doctor writes orders to have you formally admitted.

OPP – OHSU Practice Plan

OPAM - Office of Proposal and Award Management is an OHSU department that supports the research community by providing pre-award and post-award services of sponsored projects and awards.

OPE - Other Payroll Expense. Employment-related expenses for benefits which the university incurs in addition to an employee's actual salary.

Opex: Operating expense

OR- Oregon

OR - Operating Room. A room in a hospital specially equipped for surgical operations.

OSU - Oregon State University.

P – Parking Floor Level

PAMC - Portland Adventist Medical Center.

PaWS – Parking and Workplace Strategy

PDT - Photodynamic Therapy is a treatment that uses special drugs and light to kill cancer cells.

PEP - post-exposure prophylaxis

Perinatal Services – Before and after birth care

PERI-OP – Perioperative. The time period describing the duration of a patient's surgical procedure; this commonly includes ward admission, anesthesia, surgery, and recovery

PERS - Public Employees Retirement System. The State of Oregon's defined benefit plan.

PET/MRI - Positron Emission Tomography and Magnetic Resonance Imaging. A hybrid imaging technology that incorporates MRI soft tissue morphological imaging and positron emission tomography PET functional imaging.

PharmD – Doctor of Pharmacy
PHB – Portland Housing Bureau
PPI – physician preference items
PPO - Preferred Provider Organization. A type of health plan that contracts with medical providers, such as hospitals and doctors, to create a network of participating providers. You pay less if you use providers that belong to the plan's network.
Prgrm – Program
PSI – patient safety intelligence
PSU - Portland State University.
PTO - Personal Time Off. For example sick and vacation time.
PV - Present Value. The current value of a future sum of money or stream of cash flows given a specified rate of return.
PY - Previous Year.

Quaternary - Extension of Tertiary care involving even more highly specialized medical procedures and treatments.

R&E - Research and Education
RAPP – Research Administration Partner Pod
RFP – Request for Proposal
RJC – Racial Justice Council
RLSB: Robertson Life Sciences Building
RN - Registered Nurse.
ROI – return on investment
RPA - Robotic Process Automation. Refers to software that can be easily programmed to do basic tasks across applications just as human workers do
RPV – revenue per visit

SAMHSA – Substance Abuse Mental Health
SBAR – Situation, Background, Assessment, Recommendation
SCB – Schnitzer Campus Block
SG&A - Selling, General and Administrative expenses. A major non-production cost presented in an income statement
SIPP – Suicide Prevention, Prevention, Postvention Plan
SLM – Senior Leadership Meeting
SLO - Student Learning Outcomes Assessment: The process of establishing learning goals, providing learning opportunities, measuring student learning and using the results to inform curricular change. The assessment process examines whether students achieved the learning goals established for them.
SMMART - Serial Measurements of Molecular and Architectural Responses to Therapy
SoD – School of Dentistry
SoM - School of Medicine. A school within OHSU.
SoN – School of Nursing
SOPs – Standard Operating Procedures
SPCP – Suicide Prevention Coalition and Partnership
SPH - School of Public Health. A school within OHSU.
SPD - Sterile Processing Department. An integrated place in hospitals and other health care facilities that performs sterilization and other actions on medical devices, equipment and consumables.
SSI – surgical site infection

TBD – to be decided
Tertiary - Highly specialized medical care over extended period of time involving advanced and complex procedures and treatments.
THK – Total hip and knees
TIC – Trauma Informed Care
TTBD - Technology Transfer & Business Development supports advancement of OHSU research, innovation, commercialization and entrepreneurship for the benefit of society.

UBCI – Unconscious Bias Campus – wide initiative
Unfunded Actuarial Liability - Difference between actuarial values of assets and actuarial accrued liabilities of a pension plan. Represents amount owed to an employee in future years that exceed current assets and projected growth.
UO—University of Oregon
UPP - University Pension Plan. OHSU's defined benefit plan.
URM – underrepresented minority
USMLE – United States Medical Licensing Examination

VBP – Value-based purchasing
VEC – Vaccine Equity Committee
VGTI - Vaccine and Gene Therapy Institute. An institute within OHSU.
VTE – venous thromboembolism

WACC - Weighted Average Cost of Capital is the calculation of a firm's cost of capital in which each capital category is proportionately weighted.

WMG – Wednesday Morning Group

wRVU - Work Relative Value Unit. A measure of value used in the United States Medicare reimbursement formula for physician services

YoY - Year over year.

YTD - Year to date.