



OHSU Public Board of Directors Meeting

Friday, June 27, 2025

9:15am-12:50pm

Robertson Life Sciences Building

Room 3A001, 3rd, floor

2730 S Moody Ave, Portland, OR 97201

or

You Tube <https://youtube.com/live/ZmppyaiAaLY?feature=share>

Dial In: 1-503-388-9555 Portland, OR

Meeting number (access code): 2865 123 1306



OREGON HEALTH & SCIENCE UNIVERSITY

BOARD OF DIRECTORS MEETING

Public meeting Agenda

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9:15am	Call to Order/ Chairman's Comments Interim President's Comments	Chad Paulson, J.D. Steve Stadum, J.D.
9:30am	Public Testimony	Chad Paulson, J.D.
10:00am	Standing Reports <ul style="list-style-type: none">Faculty Senate Report	Amy Miller Juve, EdD, Med Erin Madriago, M.D.
10:15am	Appointment of President of OHSU (ACTION) Remarks by appointed President	Chad Paulson, J.D. Shereef Elnahal, M.D., M.B.A.
10:30AM	Break	
10:40am	Office of Civil Rights Investigations and Compliance (OCIC) Update	Angela Fleischer, MSW, LCSW, CFP-A Anais Keenon, M.A.
11:00am	YTD Results, FY26 Budget	Lawrence Furnstahl
11:30am	Proposed OHSU Tuition and Fees for 2025-2026 Marie Chisholm-Burns, Pharm.D., Ph.D., M.P.H., M.B.A., FCCP, FASHP, FAST, FNAP, FACHE	
11:50am	Resolution Approval of Budget and Fee Book (ACTION)	Chad Paulson, J.D.
11:55am	Research Restructuring Commission Report	Steve Stadum, J.D. Marc Freeman, Ph.D. Susan Hayflick, M.D., Ph.D.
12:15pm	Discussion of Upcoming Board Chair Transition	Chad Paulson, J.D.
12:35pm	Committee Appointment for Malik Seals (ACTION)	Chad Paulson, J.D.
12:40pm	Thank you to Interim President Steve Stadum (ACTION)	Chad Paulson, J.D.
12:50pm	Meeting Adjourned	



Date: June 21, 2025

To: Oregon Health & Science University Board of Directors

From: Amy Miller Juve, Senate President and Professor, Anesthesiology & Perioperative Medicine on behalf of the OHSU Faculty Senate

Senate appreciations and overview:

- Thank you to the Senate Executive Committee members rotating off of the Executive Committee and welcome to the new members.
 - Sue Aicher, PhD. Professor of Chemical Physiology and Biochemistry, School of Medicine. Outgoing Treasurer 7.1.23-6.30.25
 - Verginia Cuzon Carlson, PhD. Assistant Professor, Oregon National Primate Research Center. Outgoing Senator at Large 7.1.23-6.30.25
 - Amy Hermish, Md, PhD, Associate Professor of Obstetrics and Gynecology, School of Medicine. Incoming Treasurer 7.1.25-6.30.27
 - Jens Kreth, PhD. Professor of Restorative Dentistry, School of Dentistry. Incoming Senator at Large 7.1.25-6.30.26
- Senate Overview: The mission of the Senate is to represent and serve all faculty of OHSU in creating, maintaining, and protecting an academic environment of scholarly learning, teaching, research, patient care, and community service.
 - Scope: The Senate discusses, plans, advises, and acts within its mission on any matter of general interest or concern to the OHSU Faculty.
 - Formulate and evaluate policies and activities.
 - Participate in the creation, maintenance, and protection of a university environment conducive to the OHSU mission of excellence in education, research/scholarship, clinical practice, and community service.
 - Provide the means through which any matter of general interest to the OHSU Faculty or pertaining to the institution, and its purpose may be brought to the Senate for discussion and appropriate action.
 - Role with the OHSU President, Provost, and OHSU Board of Directors.
 - The Senate proposes, evaluates, and advises the above on policies and activities with OHSU-wide impact or affecting any School or Unit.

- Provides a means by which the administration may be apprised of representative opinions or concerns of the OHSU Faculty.
- Provides a means of communication from administration back to the Senate and OHSU Faculty at large.
- Role in Decisions.
 - On behalf of the OHSU Faculty, the Senate analyzes and evaluates decisions under consideration or made by the OHSU President and administrative officers and the OHSU Board of Directors. This includes providing feedback on those decisions from the perspective of the Senate and OHSU Faculty.
- Governance.
 - The Senate seeks opportunities to expand participation in OHSU governance (decision-making, policy-making, planning, and budgeting) on behalf of the OHSU Faculty.
 - It formally informs OHSU President, administrators, and the OHSU Board of Directors of the OHSU Faculty perspective.

Areas of focus and updates:

- Strategy for contracting, evaluating, launching, and completing new projects. The Senate has identified several projects that have consumed resources and stalled before completion. Examples include: NICU perinatal expansion project which has been re-evaluated 17 times, the West Campus VGTI freezer farm for specimens, revamping the grants and accounting system, partially renovated GI suites, faculty compensation plan, and faculty FTE tracking system. While we recognize that there are many simultaneous priorities at OHSU that must be balanced, we are eager to collaborate to reevaluate projects and provide faculty input for completing them.
- Parking: There seems to be tension between creating connectivity and parking access for those who cannot do their jobs remotely. The Senate has connected with Mr. Skai Dancey to further explore options for parking and has identified the following points for further discussion:
 - In alignment with institutional priorities, create clearer guidelines about what job responsibilities could be done virtually vs in-person.
 - With mission, division, and department leaders, develop parameters and strategies to manage how and when people access campus parking based on job responsibilities.
 - Invest in IT capabilities that encourage connectivity and community development and support easy-to-manage virtual and hybrid meetings.

- Quality and Outcomes: The Senate is committed to helping strengthen and enhance our quality infrastructure and efforts to improve outcomes. We are grateful for the work initiated and implemented by Dr. Renee Edwards, and Ms. Clea McDow in reorganization and restructuring of the approach. We agree with the need for improved data infrastructure and tracking, clearer defined prioritized and operationalized metrics, and deployment of quality specialists. We encourage transparency and ongoing communication about the effectiveness of these changes, and we look forward to regular updates from Dr. Edwards and her throughout the year.
- Research Restructuring Commission (RRC): The Senate received very positive feedback about the strong and collaborative processes used to shape next steps for our research mission. We appreciate the thoughtful leadership of Drs. Hayflick and Freeman in tackling this challenging undertaking.

The Senate recently met with Dr. Freeman to review and offer feedback on the draft RRC recommendations and asked that the RRC be more specific in recommending that there continue to be an Executive Vice President/Senior Research Officer reporting directly to the President. After President Stadum's announcement that the EVP/SRO will report directly to the SoM Dean and have a dotted line to the President, the Senate received the following feedback/questions/suggestions:

- All three missions (research, education, clinical) should maintain a direct reporting line to the President – ensuring equal and independent representation of our core missions.
- The Dean of the SoM has a large portfolio of responsibilities. Adding additional research oversight may dilute the focus on the current portfolio or, narrow research opportunities to those prioritized by a single school (the SoM).
- What is the rationale for inserting the Dean of the SoM as an intermediary between the Research EVP/SRO and the President? That is, how does this new structure translate to a better research organization?
- To ensure accountability and adaptability, please consider evaluating the revised structure within 6 months and publicly share the outcomes.
- Please create and distribute an organizational chart to clarify roles, reporting lines and responsibilities under the new structure.



**RESOLUTION 2025-06-04
OREGON HEALTH & SCIENCE UNIVERSITY
BOARD OF DIRECTORS**

WHEREAS, having appointed Steve Stadum as Interim President of Oregon Health & Science University (OHSU) until completion of a search and appointment of a new President; and

WHEREAS, the OHSU Board of Directors conducted a formal search for candidates qualified for the position of President; and

WHEREAS, after careful consideration and evaluation, the OHSU Board of Directors wishes to appoint Shereef Elnahal, MD, MBA, to the position of President of OHSU;

NOW THEREFORE BE IT RESOLVED:

Shereef Elnahal, MD, MBA, is hereby appointed as President of Oregon Health & Science University, effective August 11, 2025, and Steve Stadum's appointment as OHSU President will expire on August 10, 2025.

This Resolution is adopted the 27th day of June, 2025

_____ Yea
_____ Nay
_____ Abstention

Signed by the Secretary of the Board on June 27, 2025.

Connie Seeley
Board Secretary



Date: June 27, 2025

To: OHSU Board of Directors

From: Angela Fleischer, VP and Title IX Coordinator for the Office of Civil Rights Investigations and Compliance

RE: Office of Civil Rights Investigation and Compliance presentation

As the primary function tasked with ensuring compliance with state and federal law related to civil rights, including but not limited to, the Americans with Disabilities Act, Title IX of the amendments to the Education Act of 1972, and the Civil Rights Act of 1964, the Office of Civil Rights Investigations and Compliance (OCIC) responds to guidance and requirements provided by the federal Department of Education's Office of Civil Rights, as well as Oregon state law. Based on the responsibilities of this function and its impact on OHSU members, it is expected that the OHSU Board of Directors and executive management provide oversight and governance for the Office of Civil Rights Investigations and Compliance at OHSU.

Over the past year, OCIC has grown substantially and is offering programming in several additional areas. Much of this expansion has been a result of the board and institutional support for the recommendations made by Mr. Schneider in his review related to OCIC. This presentation will provide updates for the goals from the past 6 months that were shared with the board in January. Additionally, the ADA program, a part of OCIC, has accomplished many important tasks over the last two years to enhance OHSU's compliance with the ADA; but more importantly, to provide better access for all of the people who interact with OHSU. Anais Keenon, our ADA Coordinator will join me to share with the board these areas of improvement.



Office of Civil Rights Investigations and Compliance (OCIC) Update

Angela Fleischer, MSW, LCSW, CFP-A, VP
OCIC/Title IX Coordinator

Anais Keenon, MA
ADA Coordinator

June 27th, 2025



Office of Civil Rights Investigations & Compliance



Investigations



Prevention and Education



Confidential Advocacy



ADA Compliance

Update from last board presentation:

ADA:

- First architectural assessment report (Spring 2025)
- Meet new DOJ & HHS digital accessibility requirements (Spring 2026)
- Update ADA signage in Marquam Hill university buildings

Investigations:

- Implement and use Maxient Case management software
- Implement Qualitative Case Review
- Continuous improvement in case coordination, communication, and timelines

CAPE:

- Increase knowledge and awareness of program
- Build connections and resourcing within OHSU
- Build connections and resourcing with external services

Prevention & Education:

- Implement Cultural Climate Assessment-Available Sept.
- Implement institutional prevention and education committee- 1st meeting July
- Update OCIC website- completion date projected August

External Recommendations Status Report

Recommendation	Status	Notes
1) Adequate Staffing & Case Management Software	Completed	
2) CAP Support & Resources	Completed	
3) Improve Provision of Supportive Measures	On-Going	
4) OCIC Performance Monitoring	On-going	
5) Role Clarification	On-going	
6) OCIC Reporting Structure	Completed	
7) Simplify Reporting Training	Completed	
8) Policy and Procedure Updates	Projected Implementation for new Fiscal Year	
9) Robust Alternative Resolution Options	On-going	
10) Reset on Confidentiality	Completed	
11) Remedying Effects of Discrimination	On-going	
12) Title IX Requirements	Projected Implementation for new Fiscal Year	



ADA Architectural Assessment

- FY25 assessments complete
 - OHSU Hospital
 - Doernbecher Children's Hospital
 - Parking Garages B, C, and F
- FY26 assessment begins soon

Accommodation Appeals



- New policy and process implemented January 2025
- Available to students and employees



Digital Access Committee

Spring 2025

- New digital accessibility internal webpage
- New Digital Accessibility Training – provided by ITG Digital Strategy team
- **Coming up: 5-year roadmap**

Physical Access Committee

- **FY25 Projects:**
 - Improved accessible path signage in MacKenzie, Baird, Sam Jackson Hall – installation June 2025
 - Accessible entries for Flex Use spaces in MacKenzie and Sam Jackson Hall – installed May 2025
- **Coming up:**
 - Mapping accessible routes



Service Animals

- Policy updates
- Technical guidance
- Optional badges
- **Coming up: Training**



Photo credit: Kathryn Marxen-Simonson

Inclusive Emergency and Safety Planning

- Emergency Planning Advisory Group – Access and Functional Needs (AFN)
- Partnering with DPS to explore text messaging option for OHSU members
- Updating Emergency Action Plan (EAP) template for improved accessibility



Questions?



If you have any questions, please reach out to our office.

General questions:

ocic@ohsu.edu

Questions about sex & gender-based discrimination:

titleix@ohsu.edu



June 19, 2024

To: Members, OHSU Board of Directors

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

Re: Finance Materials for June 27th Meeting

Enclosed is the proposed FY26 operating and capital budget for your consideration at next Friday's public meeting of the Board of Directors.

This FY25 May YTD operating loss is \$(106)m, roughly in line with last year's performance. Through 11 months, revenues are up \$481m or 10.6% while expenses are up \$479m or 10.3%, for a small \$2 improvement in adjusted operating income compared to May YTD last year. The largest factors impacting earnings this year are \$(62)m of additional financial assistance to patients, together with greater partner support at Adventist and Hillsboro, which have also been impacted by implementation of HB 3320—the bill on presumptive screening for financial assistance that we supported and now need to fund.

The proposed FY26 budget plan makes no estimate of possible impacts to Medicaid, NIH or other federal funds from the new administration or Congress. Most of these now seem likely to occur in FY27. The budget cuts this year's estimated loss by more than half to \$(45)m and keeps the negative operating margin below -1%. Key strategies are 12% revenue growth with continued focus on services required to treat cancer and other complex diseases, while keeping growth in total compensation expense to 10%. Tuition increases are kept to 2%.

While over time we must scale OHSU's missions and services to the resources available, more budget reductions than targeted here would result in excessive damage now. Although falling short of a balanced budget, the FY26 plan showing progress toward a sustainable financial position over time. The largest budgeted improvement occurs in Healthcare and the School of Medicine, where the CEO and Dean budget together using a new, more robust integrated process. This will continue without pause as the new fiscal year begins, rather than waiting to mid-year. Given the planned deficit, OHSU can fund fewer capital projects and will draw down cash balances otherwise intended for future investment.



OHSU Onward: Proposed FY26 Operating & Capital Budget

OHSU Board of Directors / June 27, 2025

Introduction to May Results & FY26 Budget

- This document presents FY25 financial results through May and proposes the FY26 operating and capital budgets for the Board's consideration.
- May YTD operating loss is \$(106)m and annualizes to a full year loss of \$(114)m or a -2.1% operating margin, roughly in line with last year's performance.
- Next year's proposed budget aims to cut this loss by more than half and keep the negative operating margin below -1%.

OHSU Income Statement (millions)	FY24 Actual*	FY25 Adj Budget*	FY25 May Annualized	FY26 Prop Budget	FY26 Prop / FY25 Ann
Operating revenues	\$5,035	\$5,462	\$5,489	\$6,149	12.0%
Salaries & benefits	3,172	3,390	3,416	3,755	9.9%
Rx, supplies & services	1,705	1,809	1,924	2,165	12.5%
Depreciation & interest	255	270	263	274	4.1%
Total expense	5,133	5,469	5,602	6,194	10.6%
Operating income	\$(97)	\$(7)	\$(114)	\$(45)	-60.5%
Operating margin	-1.9%	-0.1%	-2.1%	-0.7%	
EBITDA margin	3.1%	4.8%	2.7%	3.7%	
*\$43.5m 340b recovery in FY24 and \$18.1m RIF cost in FY25 budget booked in FY24.					

Introduction to FY26 Budget (continued)

- The budget proposed here follows closely the plan outlined in April.
- It makes no estimate of possible impacts to Medicaid, NIH or other federal funds from the new administration. Most of these changes now seem likely to begin in FY27.
- Key strategies are 12% revenue growth with continued focus on services required to treat cancer and other complex disease, while keeping salary & benefit growth to 10%.
- To hold the operating margin within -1% margin loss, we are also:
 - Keeping general pay increases for faculty and managers to 2%, with each one percentage point equivalent to approximately 50 employees in Unclassified Administrative and faculty roles.
 - Pay for performance against productivity benchmarks in all three missions.
 - Significant scrutiny on position control and management.
 - Holding vacancies and securing supply chain and other savings across OHSU.
- The budget keeps tuition increases of no more than 2% and maintains the Tuition Promise for all eligible programs, where tuition is kept at entering year levels through the course of the program (e.g., years 1 – 4 for MD and DMD degrees).
- Employee benefits are not reduced.

Introduction to FY26 Budget (continued)

- While over time we must scale OHSU's missions and services to the resources available, more cuts than targeted here would result in excessive damage now.
- Thus, we are planning for a \$(45)m or -0.7% deficit next year in order to preserve as many jobs as possible and avoid widespread layoffs.
- Although falling short of a balanced budget, the FY26 plan does reduce last year's actual and this year's estimated losses of about \$(114)m or -2.1% by more than half, showing progress toward a sustainable financial position over time.
- Given the planned deficit, OHSU can fund fewer capital projects and will draw down cash balances otherwise intended for future investment:
 - The annual capital budget is \$130m, down from \$150m several years ago.
 - We complete the Vista Pavilion (IPA) and launch the Emergency Department expansion but delay the Perinatal Addition until a funding path for that \$425m project becomes clear.
 - As a result, cash is forecast to decline \$(184)m assuming 6% investment return.

FY25 May YTD Dollar Change from Prior Year

- The broadest way of looking at FY25 May YTD financial results is to compare dollars of revenue and expense to the prior year.
- Through 11 months, revenues are up \$481m or 10.6% while expenses are up \$479m or about 10.3%, for a slight \$2m improvement in adjusted operating income.
- This analysis excludes last year's one-time recovery of 340b Medicare revenue.

OHSU Operating Income (millions)	FY24 May YTD	FY25 May YTD	Dollar Change
Operating revenue	\$4,550	\$5,031	\$481
Operating expense	4,658	5,137	479
	<hr/>	<hr/>	<hr/>
Adjusted operating gain (loss)	\$(108)	\$(106)	\$2
<i>One-time 340b recovery</i>	<i>44</i>		
	<hr/>		
<i>Total operating gain (loss)</i>	<i>\$(44)</i>		

\$(81)M Variance from Budget by Major Area

- Through May, OHSU's total operating loss is \$(81)m off budget.
- The budget variances are adjusted for \$18m in severance & other RIF costs originally budgeted in FY25 but in the end accrued in June 2024.
- Half of this amount was in Healthcare and half in other University institutional accounts.
- Absent this adjustment, we are \$(63)m off.
- Healthcare + School of Medicine are lagging target consistent with impact of HB3320 presumptive screening for financial assistance to patients—\$62m through May—plus higher AHP & HMC partner support and staffing costs.
- Other areas of the University have favorable budget variances, as does the Strategic Initiative budget due to slower ramp up of program spending.

FY25 May YTD Budget Variance*	(millions)
Healthcare	\$(74.2)
School of Medicine	(44.2)
Subtotal - HC + SoM	(118.4)
Provost Areas	5.8
Chief Research Officer Areas	1.3
Chief Financial Officer Areas	7.8
Other Central Administration	2.3
Subtotal - Other Operating Areas	17.2
Strategic initiatives	18.4
Other Institutional Accounts	(3.9)
Restricted (Grant) Funds	(1.4)
Depreciation & Interest	6.7
Total Variance from Budget	\$(81)
<i>*Budget adjusted for \$18.1m in severance & other RIF costs accrued into June 2024.</i>	

FY25 May YTD Loss at \$(106)M with -2.1% Margin

May YTD - 11 Months (millions)	Last Year Adjusted	Budget Adjusted	FY25 May Actual	Actual - Budget	Actual / Last Year
Net patient revenue	\$3,108	\$3,468	\$3,457	\$(11)	11.2%
Medical contracts	168	190	179	(11)	6.7%
Healthcare other revenue	235	196	259	64	10.3%
Subtotal - clinical	3,511	3,854	3,896	41	10.9%
Grants & contracts	527	543	527	(15)	0.0%
Gifts applied	109	120	123	3	12.9%
Tuition & fees	75	78	78	(1)	3.5%
Non-healthcare other revenue	61	48	59	11	-3.5%
Subtotal - academic & other	772	788	787	(1)	1.9%
Subtotal - State support	266	349	349	0	30.9%
Total operating revenues	4,550	4,991	5,031	40	10.6%
Salaries & benefits	2,877	3,111	3,131	20	8.8%
Rx & medical supplies	914	988	1,078	90	18.0%
Other services & supplies	634	669	687	18	8.3%
Depreciation & interest	233	248	241	(7)	3.6%
Total operating expenses	4,658	5,016	5,137	121	10.3%
Adjusted operating income	(107)	(24)	(106)	(81)	0
Adjustments made*	44	(18)	0	18	
Total operating income (loss)	\$(64)	\$(42)	\$(106)	\$(63)	
*\$43.5m 340b recovery in last year and \$18.1m RIF cost in this year's budget booked in June.					

Broad-Based Gains Across Patient Volume Metrics

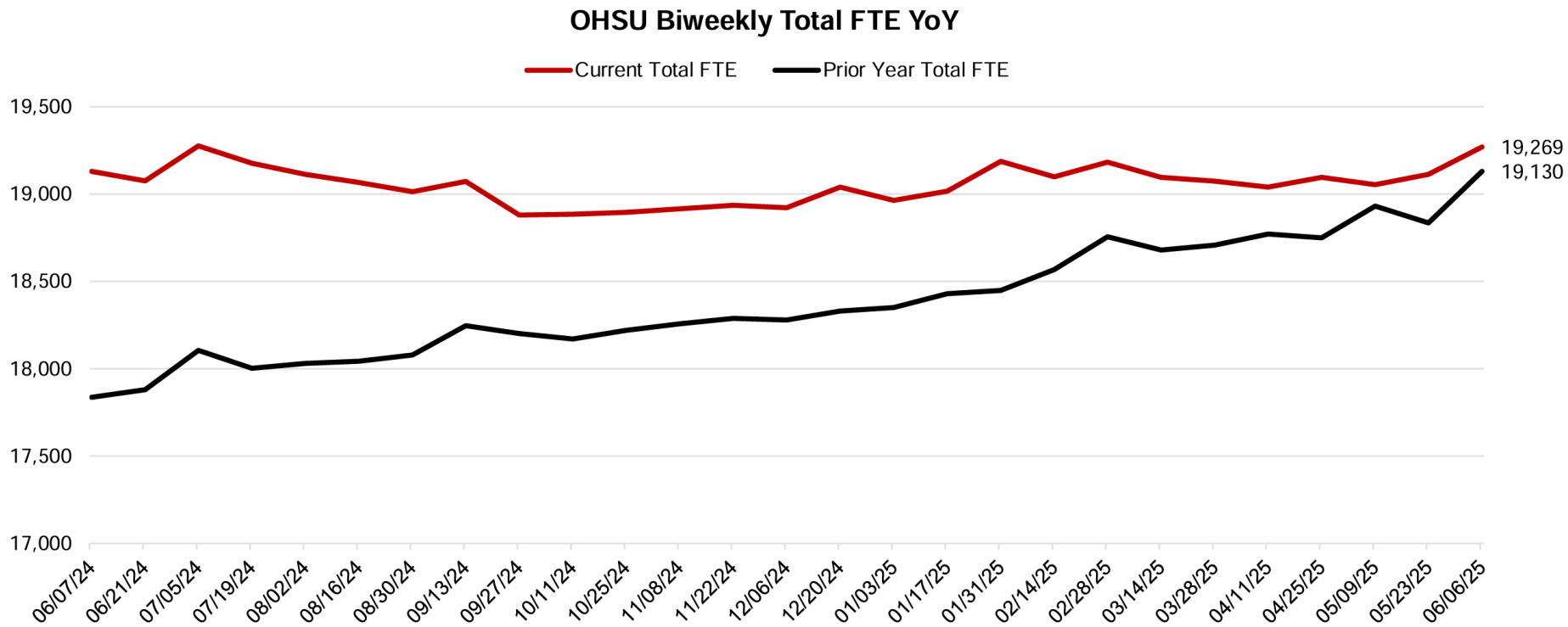
Patient Activity	FY24	FY25	FY25	Actual	Actual
May YTD - 11 Months	Last Year	Budget	Actual	/ Budget	/ Last Year
Inpatient admissions	25,385	25,102	26,728	6.5%	5.3%
Average length of stay	7.04	7.00	6.85	-2.1%	-2.7%
Average daily census	492.5	492.0	502.2	2.1%	2.0%
Day / observation patients	44,545	45,813	47,351	3.4%	6.3%
Surgical cases	34,148	35,157	35,504	1.0%	4.0%
Emergency visits	51,557	50,218	54,571	8.7%	5.8%
Ambulatory visits	1,112,717	1,109,479	1,154,631	4.1%	3.8%
Casemix index (CMI)	2.51	2.50	2.57	2.8%	2.4%
Outpatient share of activity	58.3%	58.6%	59.4%	1.4%	1.9%
CMI/OP adjusted admissions	152,770	151,742	169,396	11.6%	10.9%
Rate-adjusted gross charges	7,285	7,809	8,177	4.7%	12.2%

Healthcare Growth Against Budget & Last Year

- Services to meet AHC-level demand are growing the fastest, with +15% actual activity growth compared to +5% budgeted (aqua line).
- The budget plan aims to meet patient needs better by allocating more physical and staffing capacity (such as beds & ORs) to cancer care and other complex subspecialty programs unique to Oregon's only AHC.
- Growth in imaging, lab & other professional services is up but not yet as much as targeted. Improving capacity, access and throughput in these services remains a major focus.

May YTD Volume Growth by Service Area (FY25 / FY24)	% of Hosp. Charges	Budgeted Growth	Actual Growth	Actual vs Budget
Non-hospital pharmacy	28%	3.1%	18.8%	15.3%
Professional (imaging, lab)	17%	7.5%	4.7%	-2.6%
Oncology services	6%	8.4%	33.6%	23.2%
Subtotal - focused growth areas	51%	(5.2%)	(15.1%)	9.4%
Surgery & procedural	20%	3.2%	7.8%	4.4%
All other hospital services	29%	13.4%	10.6%	-2.5%
Subtotal - other growth areas	49%	9.1%	9.4%	0.3%
Rate-adjusted gross charges	100%	7.2%	12.2%	4.7%

Year-over-Year Growth in FTEs is Flattening Out



Cash Off \$(260)M with QDP Payment Delay

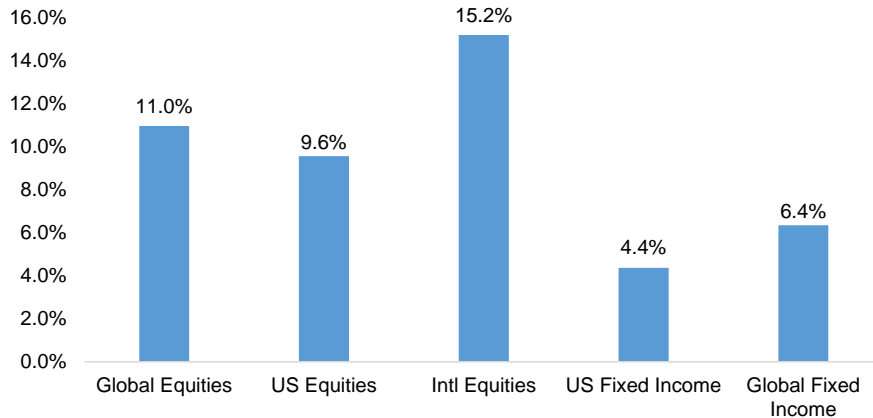
- OHSU-held cash & investments fell \$(260)m through 11 months, largely due to a delay in federal CMS approval of the IGT-QDP program for CY2025 plus the operating loss. QDP payments resumed recently.
- With this delay and higher daily expenditures, days cash on hand fell from 172 in June to 136 in May, well below Fitch medians of 270 days for AA and 205 for A credits.

Balance Sheet (millions)	6/30/24	5/31/25	11-Month Change
OHSU-held cash & investments	\$1,460	\$1,200	\$(260)
OHEP construction fund	111	0	(111)
Net property, plant & equipment	2,414	2,577	162
Interest in OHSU Foundation	1,546	1,533	(13)
Long-term debt	(1,336)	(1,328)	8
PERS pension liability	(513)	(513)	0
Working capital & GASB 101	597	576	(21)
Consolidated net worth	\$4,278	\$4,044	\$(234)
Operating income (loss)			(106)
GASB 101 implementation			(255)
OHSU investment return			124
Grant & gift funded capital			0
Foundation gain (loss)			(13)
Release of surplus note reserve			17
Other non-operating items			(0)
YTD change in net worth			\$(234)

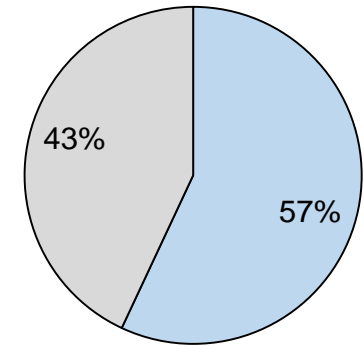
FY25 May YTD Cash Flow	(millions)
Operating income	\$(106)
Depreciation	200
Investment return	124
Construction funds applied	111
Grant & gift funded capital	0
Sources of cash	329
Debt & capital leases repaid, net	(8)
Capital spending	(363)
QDP approval delay	(190)
Other working capital, net	(28)
Uses of cash	(589)
Net cash flow	\$(260)
<i>6/30/24 Days cash on hand</i>	<i>172</i>
<i>5/31/25 Days cash on hand</i>	<i>136</i>
<i>Fitch Ratings AA median</i>	<i>270</i>
<i>Fitch Ratings A median</i>	<i>205</i>
<i>(Special Report, August 12, 2024)</i>	

FY25 May YTD Investment Returns Up 6.7%

Major Index Returns (YTD)



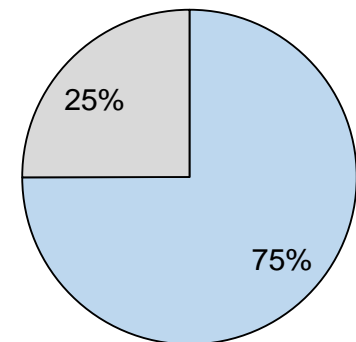
Asset Allocation – OHSU-Held Funds



Equity Fixed Income

Asset Pool	6/30/2024 Balance	5/31/2025 Balance	FY25 YTD TR (%)	Benchmark YTD TR (%)
OHSU-Held Funds				
Short-Term Asset Pools	442,811	213,122	4.9%	5.0%
Long-Term Asset Pools	1,150,444	986,192	8.5%	9.0%
Other Asset Pools	113,890	125,056	13.9%	13.9%
Total OHSU Assets	\$1,707,146	\$1,324,370	8.0%	8.3%
Foundation-Held Funds*				
Non-Endowment Asset Pools	186,551	241,495	6.3%	6.0%
Endowment Assets	1,449,688	1,390,133	5.4%	9.8%
Total Foundation Assets	\$1,636,239	\$1,631,628	5.5%	9.3%
Total OHSU Investable Assets	\$3,343,385	\$2,955,998	6.7%	8.8%

Asset Allocation – Foundation-Held Funds

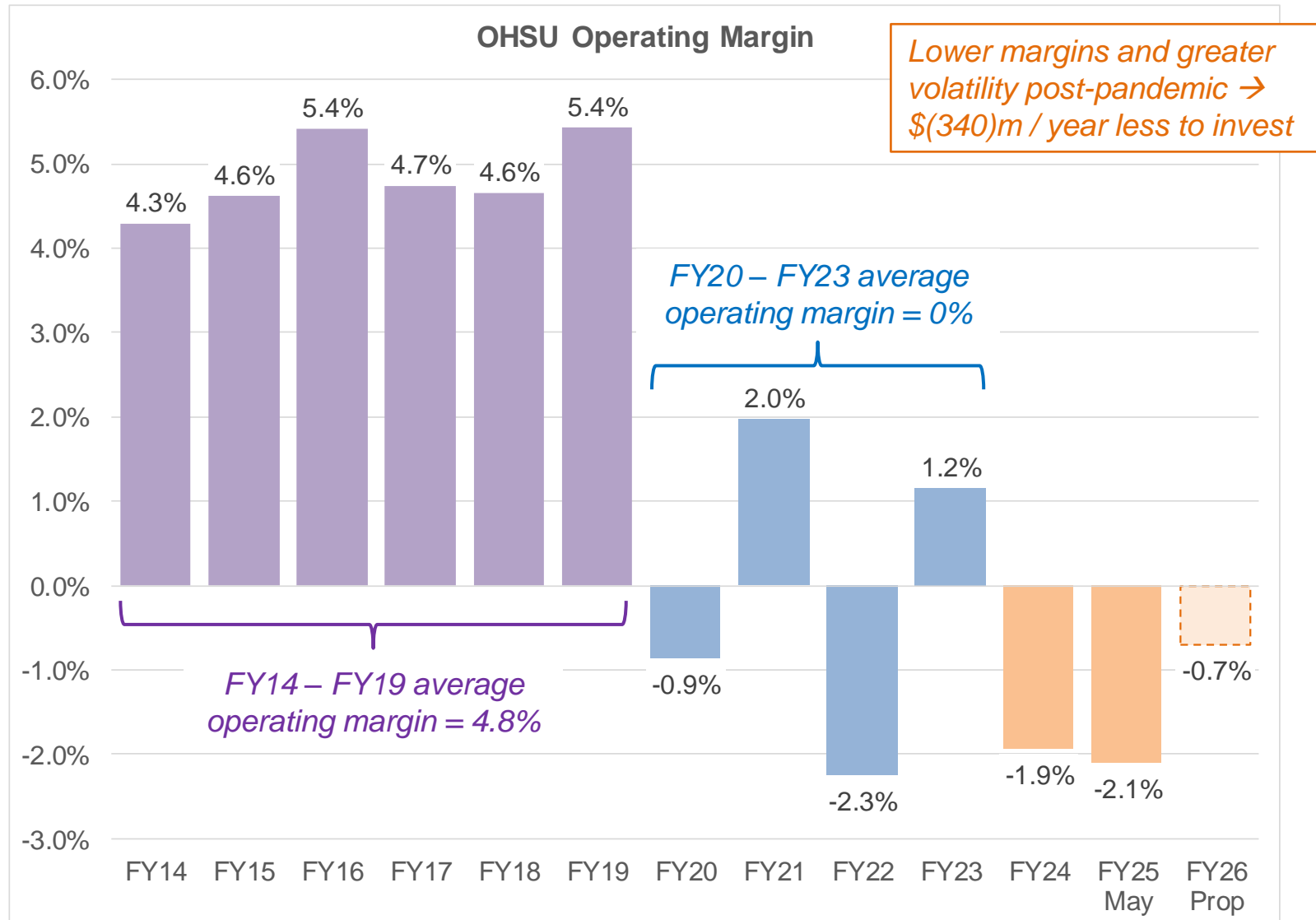


Equity Fixed Income

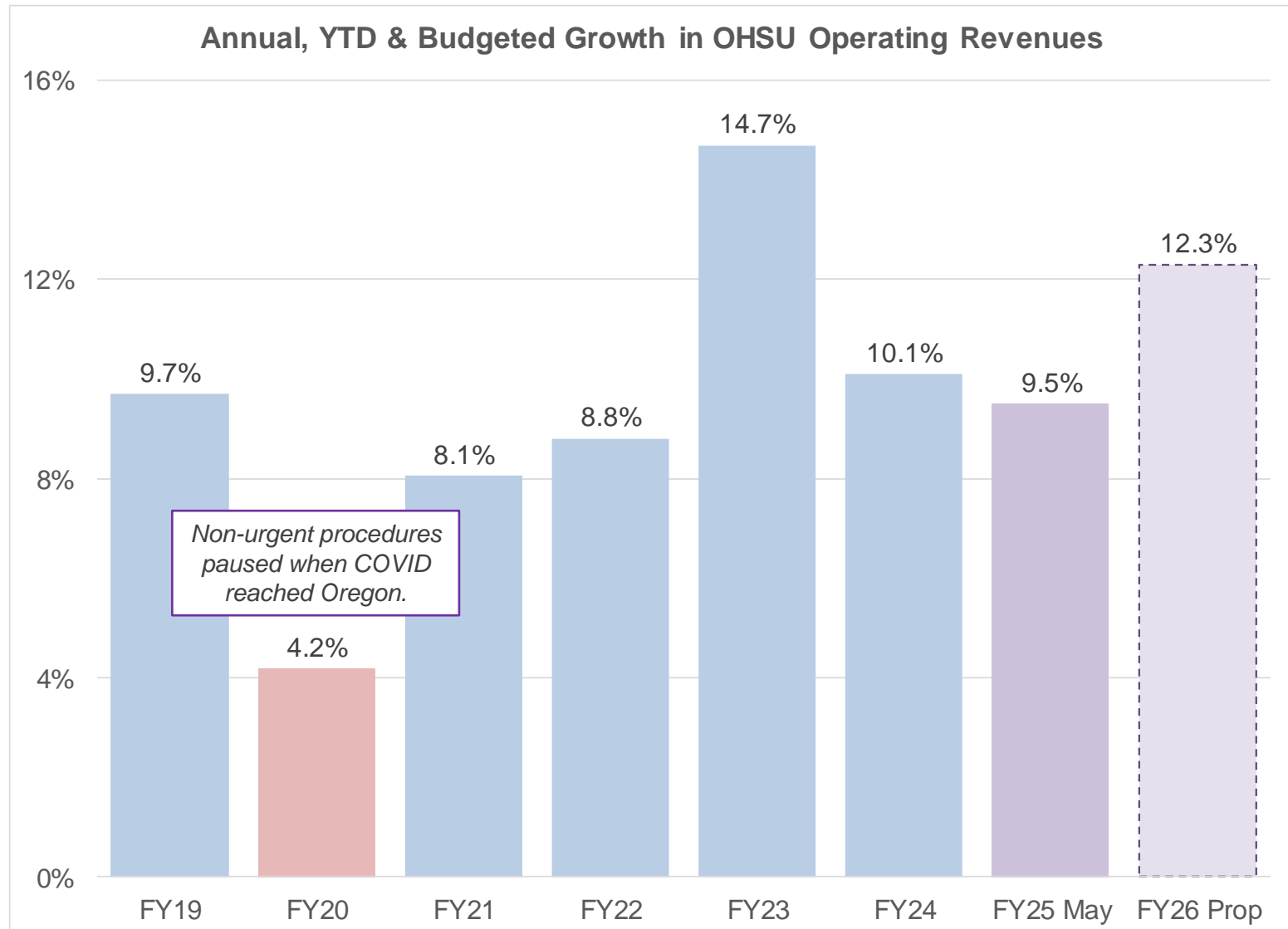
* Foundation preliminary actual and benchmark return calculated by OHSUF staff, with NAV sourced from investment managers.



Margin to Invest in People, Programs & Places



Demand for OHSU Missions Remains Very Strong



FY24 includes \$43.5m of prior-year Medicare 340b recovery.

Core Assumptions for Rate, Cost Inflation & Volume

- This table summarizes core assumptions for payment rate growth, unit wage & cost inflation (first column) as well volume and variable cost increases (second column).
- If OHSU provided the exact same services across patient care, research and education, in the exact same manner next year as this year, we would expect revenues to grow by a weighted average of 3.4% and expenses to grow by 6.0%.
- Instead, we expect core activity (before special focus to increase complex care above trend) to increase by a weighted average of 4.2% and variable cost (added staff, drugs, and other supplies needed to meet trended higher volume) to increase by 2.8%.
- Trended revenues would increase by a compounded 7.7% but expenses by 9.0%, a gap that would increase losses by a net of \$(80)m absent corrective actions.

FY26 Budget Assumptions	Rate / Cost Inflation	Volume / Var Cost	Combined Impact
Patient care	4.0%	5.0%	9.2%
Research & education	2.0%	2.0%	4.0%
Total revenues	3.4%	4.2%	7.7%
Salaries & benefits	7.4%	3.2%	10.9%
Rx & medical supplies	5.0%	5.0%	10.3%
Other services & supplies	2.0%	1.6%	3.6%
Depreciation & interest	4.0%	0.0%	4.0%
Total expenses	6.0%	2.8%	9.0%

Over 2 Years Revenue Grows 23% & Expense 21%

OHSU Income Statement (millions)	FY24 Actual	FY25 Adj Budget	FY25 May Annualized	FY26 Prop Budget	2-Yr Growth FY26/FY24
Net patient revenue	\$3,405	\$3,802	\$3,771	\$4,384	28.7%
Medical contracts	185	208	196	225	21.9%
Healthcare other revenue	256	213	283	306	19.8%
Subtotal - clinical	3,846	4,223	4,250	4,915	27.8%
Grants & contracts	580	591	575	566	-2.3%
Gifts applied	121	131	134	122	0.3%
Tuition & fees	81	84	85	89	9.2%
Non-healthcare other revenue	71	53	65	47	-34.3%
Subtotal - academic & other	853	859	858	824	-3.5%
Subtotal - State support	293	380	380	411	40.2%
Total operating revenues	4,991.8	5,462	5,489	6,149	23.2%
Salaries & benefits	3,172	3,390	3,416	3,755	18.4%
Rx & medical supplies	998	1,079	1,176	1,134	13.7%
Other services & supplies	708	730	748	1,031	45.7%
Depreciation & interest	255	270	263	274	7.3%
Total operating expenses	5,133	5,469	5,602	6,194	20.7%
Adjusted operating income	(141)	(7)	(114)	(45)	-68.1%
Adjustments made*	44	(18)	0	0	-100.0%
Total operating income (loss)	\$(97)	\$(25)	\$(114)	\$(45)	-53.8%
<i>*\$43.5m 340b recovery in FY24 and \$18.1m RIF cost in FY25 budget booked in FY24.</i>					

2025-26 Proposed Entering Class Tuition

The table below outlines the proposed 2025-26 entering class tuition increases for select programs. The Provost will present the full tuition & fee book at the Board meeting.

	Tuition Increase	Resident Tuition	Non-Resident Tuition	OHSU Fees	Resident 2025-26 Total	Non-Resident 2025-26 Total
Medicine – MD ¹	2%	\$48,972	\$75,280	\$10,670	\$59,642	\$85,950
Dentistry – DMD ¹	2%	\$50,924	\$82,188	\$20,963	\$71,887	\$103,151
Medicine – Physician Assistant ¹	2%	\$45,000	\$45,000	\$11,505	\$56,505	\$56,505
Medicine – Human Nutrition & Dietetic Internship ²	2%	\$30,312	\$30,312	\$9,039	\$39,351	\$39,351
Medicine – Radiation Therapy ²	2%	\$18,936	\$22,788	\$9,039	\$27,975	\$31,827
Nursing – Undergraduate 3-Year Bachelor ²	2%	\$15,912	\$29,196	\$9,039	\$24,951	\$38,235
Nursing – Undergraduate Accelerated Bachelor ¹	2%	\$36,660	\$48,960	\$11,505	\$48,165	\$60,465
Nursing – Graduate Nurse Practitioner ²	2%	\$25,668	\$33,336	\$9,039	\$34,707	\$42,375
Nursing – Graduate Nurse Anesthesia ³	2%	\$42,672	\$44,448	\$11,505	\$54,177	\$55,953

¹Based on four terms of enrollment

²Based on three terms of enrollment at 12 credits each — actual enrollment may vary

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

Proposed 2025-26 Change in Full-Time Tuition

	Approx. Terms of Attendance	Percent Increase	2025-26 Resident Tuition	2025-26 Non-Res Tuition
Returning Tuition Promise Programs				
MD 2nd Year	4	0%	\$12,003	\$18,451
MD 3rd Year	4	0%	\$11,768	\$18,089
MD 4th Year	4	0%	\$11,537	\$17,734
MD/MPH 2nd Year	4	0%	\$11,033	\$16,942
MD/MPH 3rd Year	4	0%	\$10,831	\$16,623
MD/MPH 4th Year	4	0%	\$10,619	\$16,297
MD/MPH 5th Year	4	0%	\$10,411	\$15,980
DMD 2nd Year	4	0%	\$12,481	\$20,144
DMD 3rd Year	4	0%	\$12,236	\$19,749
DMD 4th Year	4	0%	\$11,996	\$19,361
Human Nutrition	4	0%	\$7,434	\$7,434
Physician Assistant	4	0%	\$11,034	\$11,034
Radiation Therapy	4	0%	\$6,192	\$7,452
Undergraduate Nursing Accelerated Bachelor	4	0%	\$7,188	\$9,600
Undergraduate Nursing	3	0%	\$5,208	\$9,552
Graduate Nurse Practitioner	4	0%	\$6,291	\$8,172
Graduate Nurse Anesthesia	4	0%	\$7,848	\$8,172
Tuition Promise Programs (First Year Students)				
MD	4	2%	\$12,243	\$18,820
MD/MPH	4	2%	\$11,254	\$17,281
DMD	4	2%	\$12,731	\$20,547
Human Nutrition	3	2%	\$7,578	\$7,578
Physician Assistant	4	2%	\$11,250	\$11,250
Radiation Therapy	3	2%	\$6,312	\$7,596
Undergraduate Nursing Accelerated Bachelor	4	2%	\$7,332	\$9,762
Undergraduate Nursing	3	2%	\$5,304	\$9,732
Graduate Nurse Practitioner	3	2%	\$6,417	\$8,334
Graduate Nurse Anesthesia	4	2%	\$8,001	\$8,334

Proposed 2025-26 Change in Full-Time Tuition

Non-Tuition Promise Programs	Approx. Terms of Attendance	Percent Increase	2025-26 Resident Tuition	2025-26 Non-Res Tuition
Dental Graduate	4	2%	\$12,494	\$14,882
Dietetic Internship	3	2%	\$7,578	\$7,578
Food Systems & Society	3	2%	\$6,813	\$6,813
SoM PhD	3	2%	\$7,406	\$7,406
Biomedical Informatics On Campus	3	2%	\$6,930	\$8,289
Biomedical Informatics Distance Learning	3	2%	\$7,700	\$9,085
Clinical Research or Human Investigations	3	2%	\$5,292	\$5,292
MBA or MS in Healthcare Administration	3	2%	\$6,048	\$6,048
Medical Physics	3	2%	\$6,057	\$9,675
Undergraduate Nursing RN/BS	3	2%	\$3,852	\$3,852
Nursing PhD, DNP in Nursing, Health Systems Org Leadership, Nursing Education	3	2%	\$6,300	\$8,172
On-Campus MPH or Programs in Biostatistics	3	2%	\$4,374	\$6,669
SPH PhD	3	2%	\$5,661	\$6,606
Online MPH or Certificate in Public Health	3	2%	\$5,778	\$7,479

Direct Margin in Healthcare + School of Medicine

- The largest changes from year to year and actual to budget occur in the direct margin of Healthcare + School of Medicine, which the CEO and Dean now budget together in an ongoing, highly integrated process that doesn't stop when the budget is approved.
- Direct margin is total revenues minus directly managed salaries & benefits, supplies & services, but before depreciation, interest, or central overhead.
- The FY25 budget assumed a \$167m or 76% improvement from FY24 but this proved too optimistic given Oregon's healthcare regulatory environment and partner losses.
- The FY26 target starts from this year's actual base then assumes a 51% improvement with heightened focus on complex care, reduction in losses at partner sites, and tight management of personnel costs.

Healthcare + School of Medicine (millions)	FY24 Actual	FY25 Adj Budget	FY25 May Annualized	FY26 Prop Budget	FY26 Prop / FY25 Ann
Operating revenues	\$4,130	\$4,526	\$4,543	\$5,210	14.7%
Salaries & benefits	2,545	2,724	2,743	3,070	11.9%
Rx, supplies & services	1,364	1,415	1,565	1,784	14.0%
Direct expenses	3,909	4,139	4,308	4,854	12.7%
Adjusted direct margin	\$221	\$388	\$236	\$355	50.9%
Adjustments made*	44	(9)			
Total direct margin	\$264	\$378			
*\$43.5m 340b recovery in FY24 and \$9.2m Healthcare RIF cost in FY25 budget booked in FY24.					

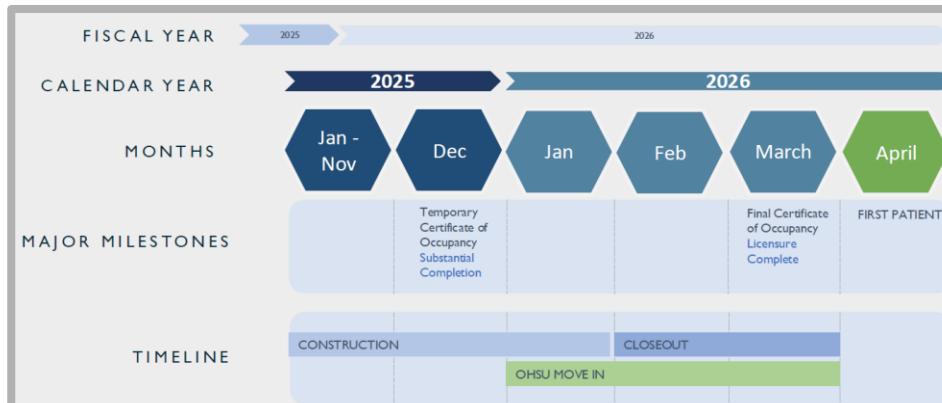
Healthcare + School of Medicine Initiatives

- The combined Healthcare + School of Medicine budget continues to expand OHSU's complex care strategy to support oncology, neuroscience, cardiac, and other highly acute patients focusing on what academic medical centers do best.
- Key initiatives include:
 - Shifting an additional 25 Inpatient beds to oncology services for a total of 125 beds devoted to the cancer service line, targeting an average daily census of 115.
 - Growing pharmacy services by increasing take home prescriptions, implementing a new Multi-Step Order Transmittal (MSOT) Epic tool, expanding infusion services to support oncology and neurology growth, and expanding home infusion of specialty medications.
 - Opening the Vista Pavilion with early recruitment, staff orientation, and minor equipment purchases.
 - Expanding night and weekend operating room hours and opening the Doernbecher hybrid OR to increase patient throughput.
 - Expanding imaging service hours across sites to support MRI, PET/CT, CT, and screening mammography volumes.
 - Reducing hospital loss at Hillsboro Medical Center to \$(6)m with \$366m of revenue and \$372m of expense.

Healthcare + School of Medicine (continued)

- Supporting these strategies in an environment where the costs of achieving our missions far exceed funding, the FY26 budget includes a balance between cost saving strategies and investment.
- Faculty recruitments and incentives are budgeted with a particular focus on expansion in Oncology, Neuroscience, Cardiac, and Anesthesia.
- Updated nursing staffing budgets reflect increased care complexity while meeting Oregon's hospital staffing laws.
- We evaluated benchmarks to ensure staffing is right-sized to volume.
- Invested in Revenue Cycle to increase coding capacity, provider education, and automated solutions for better revenue capture.
- Investments were balanced with opportunities to increase current staff productivity:
 - Worked within the framework of the faculty and provider compensation plan to set consistent and transparent expectations that align productivity with pay.
 - Aligned staff scheduling to reduce non-productive time across nursing units.
- Evaluated programmatic impacts and costs, resulting in decisions to close the Hospital at Home program and right-size the Virtual ICU program.

Opening the Vista Pavilion in FY26 Q4



60 beds close for KPV 13/14 Neuro & Cardio expansion

68 net new beds in Q4 FY26

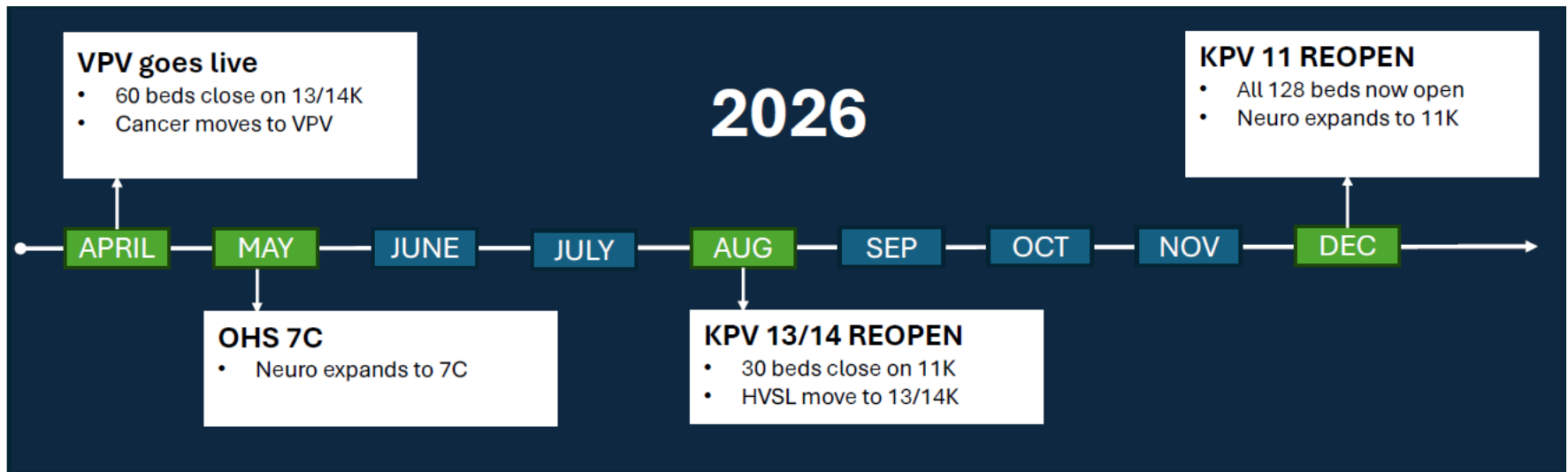
30 new beds will open with KPV13/14 in Q1 FY27

30 new beds will open with KPV 11/10 in Q2 FY27

4 shelled floors for future expansion



Vista Pavillion Go-Live Timeline in 2026



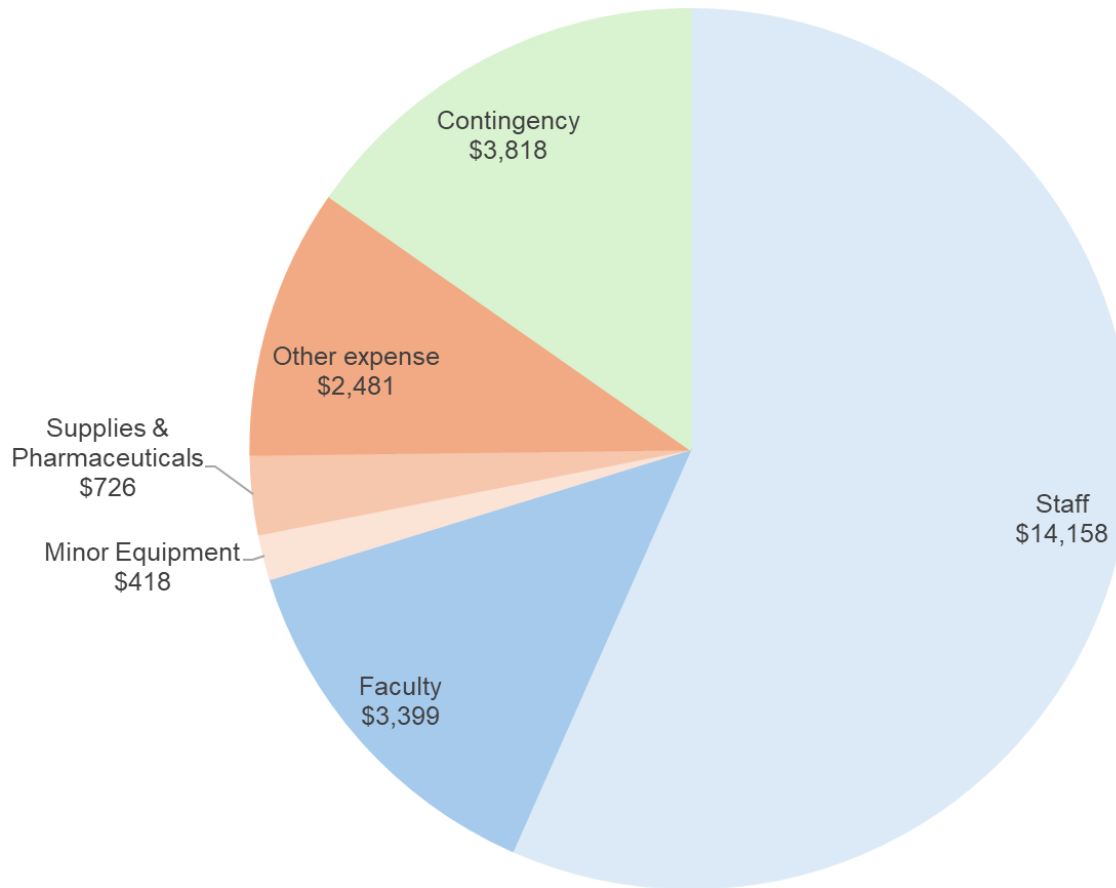
New Bed Schedule

- FY26 Q4:** 68 beds
- FY27 Q1:** 98 beds (30 incremental)
- FY27 Q2:** 128 beds (30 incremental)
- FY27 Q3:** 128 beds (0 incremental)
- FY27 Q4:** 128 beds (0 incremental)

Incremental NEW ADC post IPA Go-Live

	FY26 Q4	FY27 Q1	FY27 Q2	FY27 Q3	FY27 Q4	FY27 Average
OHSU Cancer Service Line:	5	9	10	11	11	10
OHSU Heart-Vascular Service Line:	0	15	18	20	20	18
OHSU Neuroscience Service Line:	4	8	12	16	20	14
Complex Care	21	20	22	22	20	21
Total	30	52	62	69	71	64
	IPA GO-LIVE	13/14K GO-LIVE	11K GO-LIVE			

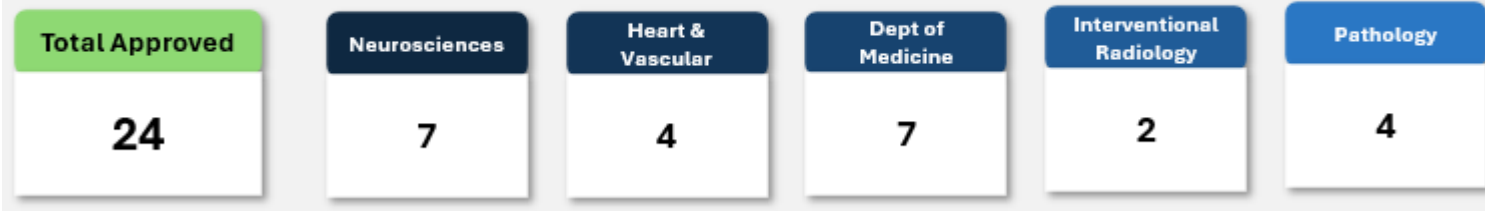
\$25M Vista Pavillion Start-Up Costs in FY26 Budget



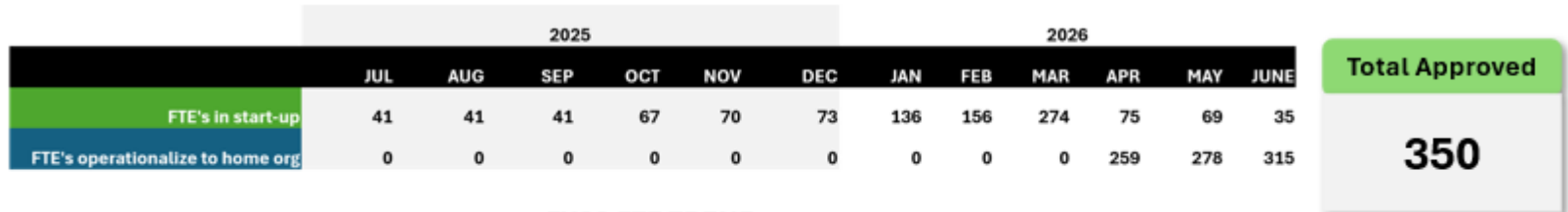
Vista Pavillion FY26 Staffing Plan

There are 350 new staff in Healthcare and 24 new faculty recruitments planned to support the net new 68 beds opening FY26 Q4.

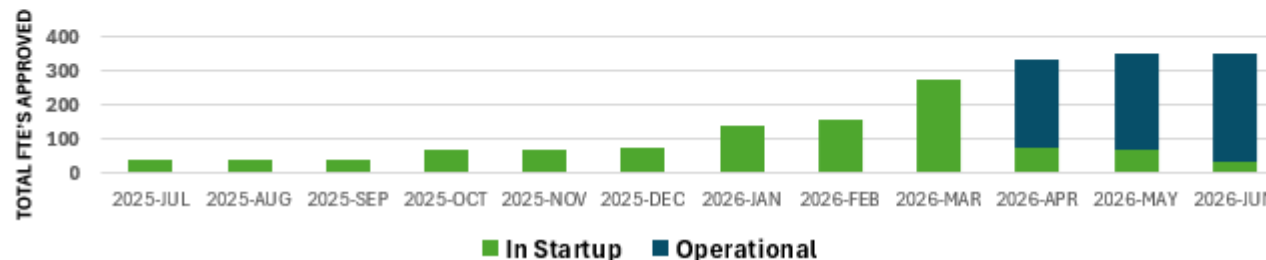
FY26 Vista Pavilion Faculty Recruitment



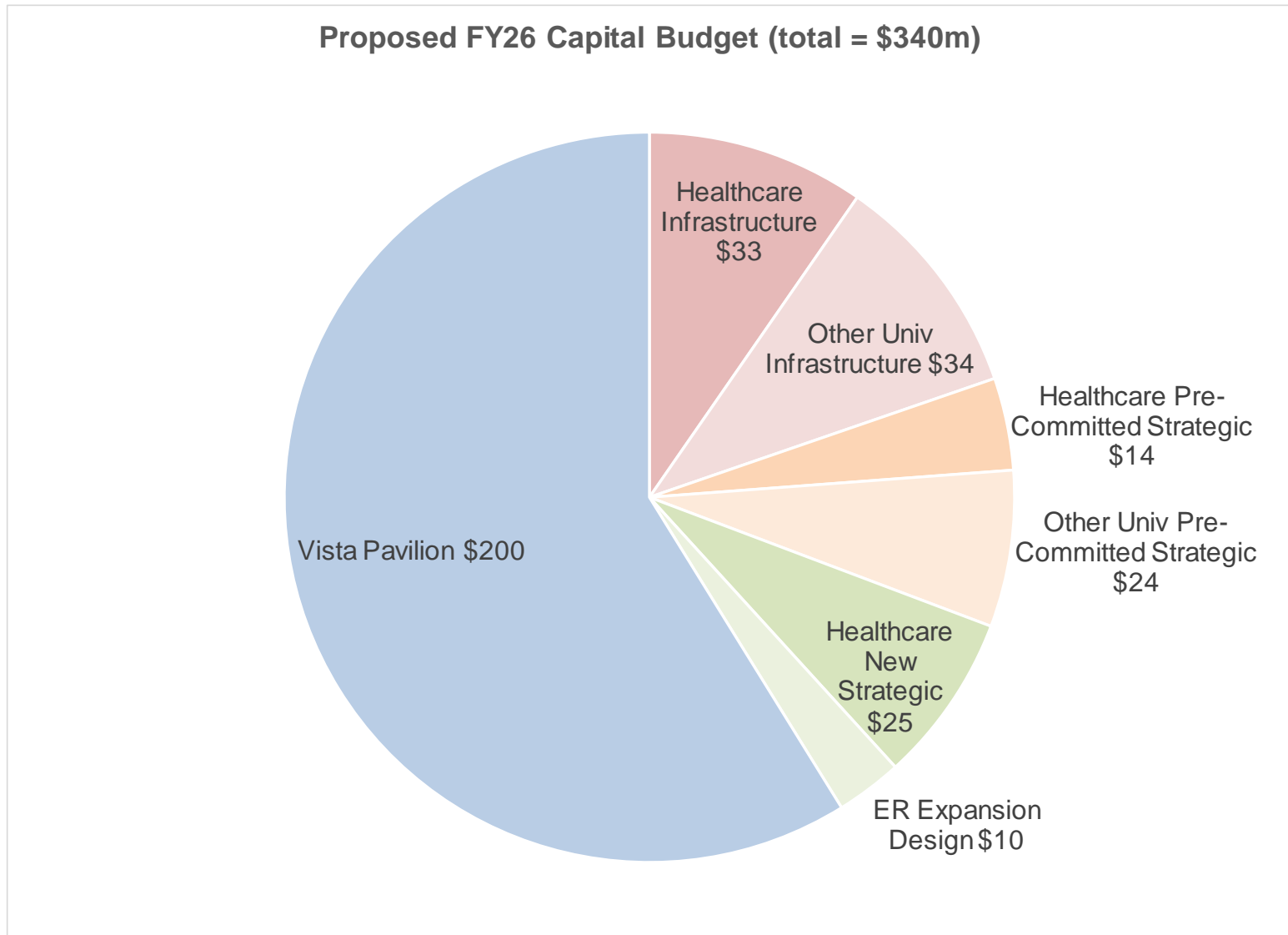
FTE'S APPROVED IN FY26 HEALTHCARE



FY26 FTE TREND



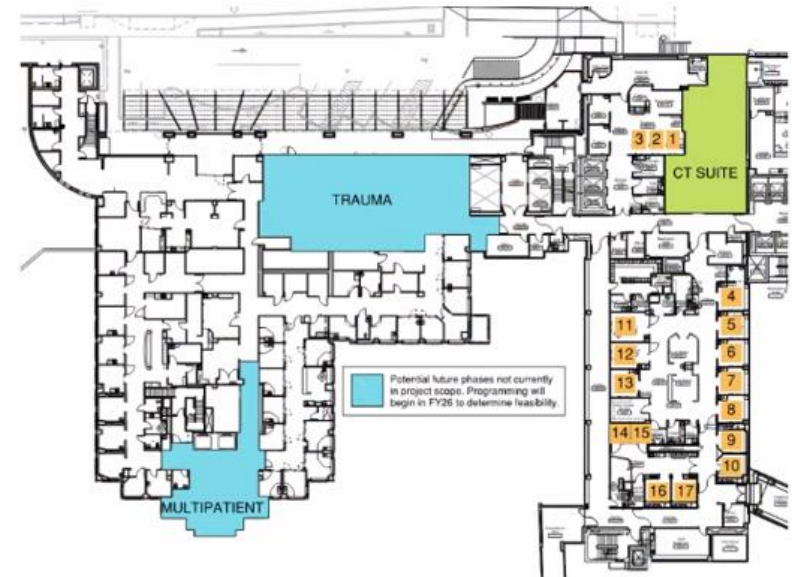
FY26 Capital Projects by Category



Emergency Department Expansion - \$55M Project



Goal: *The goal of the ED Expansion Project is to expand ED capacity, improve patient and staff safety, and improve our capability to continually provide excellent clinical care to Oregonians.*



SCOPE

- Pediatric patient bays increase from 10 to 17
- A new pediatric ED entry, waiting and triage area
- Expanded trauma rooms
- Adult patient bays increase from 27 to (38-42)

Rationale for \$5M+ Multi-Year Capital Projects

- *DCH Hybrid OR Cath Lab - \$14.4 million project*
Increases pediatric surgical and cath services capacity while also improving patient safety. The project looks to build out an existing shelled space for a Hybrid Operating Room and Catheterization Lab.
- *Patient Food Service IPA Tray line - \$9.0 million project*
Construct a temporary patient food service tray line on level 9 in Vista Pavilion until a major renovation of the existing OHS 3rd floor cafeteria is complete. The IPA Tray line will then be converted into a retail café.
- *Steam Vault 18 - \$11.4 million project*
An underground steam vault located between Baird Hall and Dillehunt Hall, is structurally failing. Vault will be replaced along with the addition of an underground tunnel to support new steam lines creating a redundant system which will allow quick repairs and complete the steam loop.
- *Kohler Pavilion KPV Unit Backfill Projects - \$9.8 million project*
Existing units in KPV 11, 13 and 14 will move into Vista Pavilion. Cardiovascular Intermediate Care currently located on KPV11 will relocate and expand into KPV 13 and 14. Neurosciences currently located on KPV10 will expand into KPV11.
- *“A-Wing” Air Handler Upgrade - \$9.3 million project*
Address deficiencies of existing air handling units within the mechanical penthouse, serving the A-wing of OHSU South Hospital. Both units are at end-of-life.

Rationale for \$5M+ Projects (continued)

- *Marquam Hill nonconforming site improvements - \$16.7 million project*
Brings existing areas on Marquam Hill into compliance with certain zoning codes as part of an agreement with the city of Portland, facilitating the permitting of other facility projects at OHSU.
- *Mt. Hood infusion clinic expansion (Community Hematology-Oncology) - \$9.1 million*
Expanding clinical and infusion space for the Mt. Hood (Gresham) Community Hematology Oncology practice and treatment unit. This project is part of the OHSU Knight / Legacy Health Cancer Collaborative and allows the site to double in size.
- *GI Lab future inpatient relocation - \$16.9 million project*
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.
- *OR lights, booms & integrations replacement- \$16.1 million project*
Replacement of integration systems in surgical suites for video capabilities and endoscopic components, in addition to the replacement of surgical lights and booms in OR space throughout OHSU.

Proposed FY26 Capital Budget Detail

FY26 Capital Budget (000)	OHSU Healthcare	Other University	Total OHSU		OHSU Healthcare	Other University	Total OHSU
Infrastructure				New strategic priorities			
Infrastructure / replacement	\$32,019	\$20,583	\$52,602	Doernbecher hybrid OR	\$7,785	-	\$7,785
Library materials / Academic areas	774	5,850	6,624	Hillsboro Medical Center Neuro expansion	3,000	-	3,000
Research equipment replacement	-	750	750	Vista Pavilion Nutrition Services tray line	8,104	-	8,104
Flexible workspace	-	1,575	1,575	Neuroscience unit expansion (Kohler 11)	1,080	-	1,080
School of Medicine equipment replacement	-	400	400	Cardiovascular ICU expansion (Kohler 13/14)	3,600	-	3,600
Public Safety and Administration	-	250	250	South Hospital A wing air handler upgrade	1,893	-	1,893
Institutional contingency / infrastructure	-	4,857	4,857				
<i>Subtotal infrastructure / replacement</i>	<i>32,793</i>	<i>34,265</i>	<i>67,058</i>	<i>Subtotal new strategic priorities</i>	<i>25,462</i>	<i>-</i>	<i>25,462</i>
				Total FY26 annual capital allocation	72,159	57,841	130,000
Strategic priorities - pre-committed				Vista Pavilion (IPA) completion			200,000
Parking garage C (ED) infrastructure updates	-	1,100	1,100	Emergency Department expansion - design			10,000
PGE feeder utility connection	-	2,000	2,000				
Security cameras for parking structures	-	1,000	1,000	Total FY26 capital budget			\$340,000
Parking garage C - Utility vault upgrade	-	9,800	9,800				
Research equipment from grants	-	5,000	5,000				
Kronos UKG Dimensions software upgrade	-	1,576	1,576				
Marquam Hill nonconforming site improvements	-	1,850	1,850				
Partnership project (lease consolidation)	-	1,000	1,000				
West Campus drain piping replacement	-	250	250				
OR lights, booms & integration replacement	7,043	-	7,043				
Mt. Hood cancer infusion clinic expansion	441	-	441				
GI Lab relocation (Hatfield 11)	6,420	-	6,420				
<i>Subtotal strategic pre-committed</i>	<i>13,904</i>	<i>23,576</i>	<i>37,480</i>				

Multi-Year Projects in Capital Budget

Multi-Year Strategic Capital Projects (000)	Total Project*	FY26 Capital Budget	FY27 & Beyond
<i>Healthcare initiatives</i>			
OR lights, booms & integration replacement	\$14,100	\$7,043	\$2,000
Vista Pavilion Nutrition Services tray line	9,000	8,104	896
Neuroscience unit expansion (Kohler Pavilion 11)	3,880	1,080	2,800
Cardiovascular ICU expansion (Kohler Pavilion 13/14)	5,880	3,600	2,280
South Hospital A wing air handler upgrade	9,300	1,893	7,407
<i>Other University initiatives</i>			
PGE feeder utility connection	\$8,000	\$2,000	\$5,500
Marquam Hill nonconforming site improvements	25,780	1,850	22,580
Kronos UKG Dimensions upgrade (timekeeping system)	3,999	1,576	446
Parking Garage C (ED) infrastructure updates	9,900	1,100	6,600

**Total project includes prior-year components.*

FY26 Budget Draws Down \$(184)M in Cash

- OHSU-held cash & investments are forecast to fall by \$(184)m, largely due to completion of the \$650m Vista Pavilion. The \$350m in bond funds borrowed in 2021 for this project was fully applied against construction costs as of mid-FY25.
- Investment income of \$70m is forecast at a 6% return, but this figure has a 10% standard deviation, so swings of plus or minus \$140m would not be unusual.
- \$425m Perinatal Addition is delayed until a funding plan can be identified.

FY26 Cash Flow	(millions)
Operating income	\$(45)
Depreciation & interest	274
Investment income at 6%	70
Capital gifts & grants	5
Sources of cash	303
Debt service	(81)
Working capital	(66)
Annual capital spending	(130)
Vista Pavilion (IPA) completion	(200)
Emergency Department expansion	(10)
Perinatal Addition (delayed)	0
Uses of cash	(487)
Sources less use of cash	\$(184)

Moving Toward a 3-Year Rolling Budget

- This year, executive leadership adopted a rolling three-year "braided" budgeting approach to foster a more iterative and integrated process between finance and operations. The intent is to create a more collaborative and responsive budgeting process that reflects both operational realities and strategic direction across all levels of the organization.
- Key updates to the process include:
 - Expanded Operational Engagement: Operational leaders were engaged earlier than in previous years, with input sessions held in January and February. Feedback from these discussions informed the development of FY26 financial targets.
 - Future-Year Target Setting Deferred: Due to time constraints and federal uncertainty, budget targets for FY27 and FY28 have not been finalized yet. Development of these future-year targets will begin in Q1 of FY26, incorporating current financial performance and budget insights.
 - Continuing Focus on budget performance and risks, not waiting until mid-year.
- This phased, braided approach is designed to integrate real-time operator feedback from early fiscal performance, keep departmental budgets aligned with long-term strategic priorities, and to address risks, gaps and a changing environment earlier.
- Additional details will be shared early in Q1 FY26.

Conclusion

- In FY19, the last pre-pandemic year, OHSU salaries & benefits were 57.9% of revenues and the operating margin was +5.4%.
- Today, salaries & benefits are 62.2% of revenues and the operating margin is -2.1%, despite strong top-line growth.
 - The increase in compensation as a share of revenue equates to \$235m on this year's bottom line.
- This pattern reflects post-pandemic inflation on wages and other costs that is not reflected in payment rates, combined with the financial impact of Oregon's new hospital staffing and patient financial assistance laws—bills we supported and now need to fund.
- Through focus on complex care programs and services unique to academic health centers, holding employees in Unclassified Administrative and faculty roles salary growth low while also reducing positions, the FY26 budget aims to keep the negative operating margin to below -1%.
- While over time we must scale OHSU's missions and services to the resources available, more cuts than currently planned would result in excessive damage now.
- As a consequence, OHSU can fund fewer capital projects (across infrastructure, strategic initiatives, and major facilities) while still drawing down cash balances otherwise intended for investment in the future.



Date: June 27, 2025

To: OHSU Board of Directors

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

RE: OHSU Tuition and Fees 2025-26

Memo:

Request: We are requesting the Board to consider a 2% tuition increase for the 2025-26 academic year across OHSU education programs. We are also requesting the OHSU Tuition Promise be applied to students entering eligible degree programs in 2025-26. Finally, we are requesting no increase in the University Fee over the amount charged in 2024-25 (this will be the fifth 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 most of our peer institutions, and continued financial challenges. Documents in this section provide more detail on the OHSU proposed tuition and fees for the 2025-26 academic year.



Proposed OHSU Tuition and Fees for 2025-2026

Marie A. Chisholm-Burns, PharmD, PhD, MPH, MBA, FCCP, FASHP, FAST, FNAP, FACHE (she/her/hers)

Executive Vice President and Provost

J.S. Reinschmidt Endowed Professor, School of Medicine Department of Surgery

Oregon Health & Science University

Proposed Tuition Rate Increase

- The FY26 budget proposes tuition rate increases of 2%
- Continuation of the OHSU Tuition Promise
 - Students in covered programs pay their entering tuition rates without further increase for the expected length of study
- No increase to University Fee

Proposed 2025-26 Entering Class Tuition Increases for Select Programs

	Tuition Increase	Resident Tuition	Non-Resident Tuition	OHSU Fees	Resident 2025-26 Total	Non-Resident 2025-26 Total
Medicine – MD¹	2%	\$48,972	\$75,280	\$10,670	\$59,642	\$85,950
Dentistry – DMD¹	2%	\$50,924	\$82,188	\$20,963	\$71,887	\$103,151
Medicine – Physician Assistant¹	2%	\$45,000	\$45,000	\$11,505	\$56,505	\$56,505
Medicine – Human Nutrition & Dietetic Internship²	2%	\$30,312	\$30,312	\$9,039	\$39,351	\$39,351
Medicine – Radiation Therapy²	2%	\$18,936	\$22,788	\$9,039	\$27,975	\$31,827
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¹Based on four terms of enrollment

²Based on three terms of enrollment at 12 credits each — actual enrollment may vary

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

Proposed 2025-26 Percentage Change in Full-Time Tuition

OHSU 2025-26 Percentage Change in Per Term Full-Time Tuition

Returning Tuition Promise Programs

MD 2nd Year
MD 3rd Year
MD 4th Year
MD/MPH 2nd Year
MD/MPH 3rd Year
MD/MPH 4th Year
MD/MPH 5th Year
DMD 2nd Year
DMD 3rd Year
DMD 4th Year
Human Nutrition
Physician Assistant
Radiation Therapy
Undergraduate Nursing Accelerated Bachelor
Undergraduate Nursing
Graduate Nurse Practitioner
Graduate Nurse Anesthesia

Approx. Terms of Attendance

4
4
4
4
4
4
4
4
4
4
4
4
4
4
3
4
4

Percent Increase

0%
0%
0%
0%
0%
0%
0%
0%
0%
0%
0%
0%
0%
0%
0%
0%
0%

2025-26 Resident Tuition

\$12,003
\$11,768
\$11,537
\$11,033
\$10,831
\$10,619
\$10,411
\$12,481
\$12,236
\$11,996
\$7,434
\$11,034
\$6,192
\$7,188
\$5,208
\$6,291
\$7,848

2025-26 Non-Res Tuition

\$18,451
\$18,089
\$17,734
\$16,942
\$16,623
\$16,297
\$15,980
\$20,144
\$19,749
\$19,361
\$7,434
\$11,034
\$7,452
\$9,600
\$9,552
\$8,172
\$8,172

Tuition Promise Programs (First Year Students)

MD
MD/MPH
DMD
Human Nutrition
Physician Assistant
Radiation Therapy
Undergraduate Nursing Accelerated Bachelor
Undergraduate Nursing
Graduate Nurse Practitioner
Graduate Nurse Anesthesia

4
4
4
3
4
3
4
3
3
4

2%
2%
2%
2%
2%
2%
2%
2%
2%
2%

\$12,243
\$11,254
\$12,731
\$7,578
\$11,250
\$6,312
\$7,332
\$5,304
\$6,417
\$8,001

\$18,820
\$17,281
\$20,547
\$7,578
\$11,250
\$7,596
\$9,762
\$9,732
\$8,334
\$8,334

Proposed 2025-26 Percentage Change in Full-Time Tuition

OHSU 2025-26 Percentage Change in Per Term Full-Time Tuition

Non-Tuition Promise Programs

	Approx. Terms of Attendance	Percent Increase	2025-26 Resident Tuition	2025-26 Non-Res Tuition
Dental Graduate	4	2%	\$12,494	\$14,882
Dietetic Internship	3	2%	\$7,578	\$7,578
Food Systems & Society	3	2%	\$6,813	\$6,813
SoM PhD	3	2%	\$7,406	\$7,406
Biomedical Informatics On Campus	3	2%	\$6,930	\$8,289
Biomedical Informatics Distance Learning	3	2%	\$7,700	\$9,085
Clinical Research or Human Investigations	3	2%	\$5,292	\$5,292
MBA or MS in Healthcare Administration	3	2%	\$6,048	\$6,048
Medical Physics	3	2%	\$6,057	\$9,675
Undergraduate Nursing RN/BS	3	2%	\$3,852	\$3,852
Nursing PhD, DNP in Nursing, Health Systems Org Leadership, Nursing Education	3	2%	\$6,300	\$8,172
On-Campus MPH or Programs in Biostatistics	3	2%	\$4,374	\$6,669
SPH PhD	3	2%	\$5,661	\$6,606
Online MPH or Certificate in Public Health	3	2%	\$5,778	\$7,479

Proposed OHSU Tuition and Fees for 2025-26

We are requesting the Board to approve the OHSU 2025-26 Academic Year Tuition & Fee Book, which contains:

- Tuition rate increases of 2%
- OHSU Tuition Promise to be applied to the students entering in eligible degree programs in 2025-26
- No increase to University Fee



Thank You!

Proposed OHSU Tuition and Fees for 2025-26

We are requesting the Board to approve the OHSU 2025-26 Academic Year Tuition & Fee Book, which contains:

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Oregon Health & Science University

Academic Year Tuition & Fee Book 2025-2026

Prepared by:
The Office of the Registrar

DRAFT



Tuition & Fee Book

Academic Year 2025-2026

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 2025-2026 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 and which the student has no discretion not to pay. 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. Mandatory enrollment fees include but are not limited to: Tuition; University Fee; Major Medical Insurance; Dental Insurance; Student Council Fee and others.

C. Part-Time Student

A part-time student is one 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](#). There is no refund for Employee Tuition Benefits. No refunds are issued for fees after the 100% refund date.

Students must actively drop or withdraw from classes in Student-Self Service (SIS) or by submitting an appropriate leave of absence, withdrawal from the university, or course withdrawal form to the Office of the Registrar. Students who believe that their circumstance warrant exceptions to the published refund schedule may submit to the Office of the Registrar a Petition for Exception to University Policy.

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 School of Nursing Admissions Office by the first day of the academic term. Tuition for terms prior to the date the student notifies the School of Nursing Admissions 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 School of Nursing Admissions Office by the first day of the academic term. Tuition for terms prior to the date the student notifies the School of Nursing Admissions Office will continue to be charged at the non-resident rate.

E. OHSU Tuition Promise

2025-26 OHSU Tuition Promise: All new students enrolled during 2025-26 in one of the eligible degree programs listed below will not incur a tuition rate increase over their 2025-26 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).

2024-25 OHSU Tuition Promise: All new students enrolled during 2024-25 in one of the eligible degree programs listed below will not incur a tuition rate increase over their 2024-25 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).

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).

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*
- *Doctor of Nursing Practice in Adult Gerontology Acute Care*
- *Doctor of Nursing Practice in Nurse Anesthesia*
- *Doctor of Nursing Practice in Family Nurse Practitioner*
- *Doctor of Nursing Practice in Nurse Midwifery*
- *Doctor of Nursing Practice in Pediatric Nurse Practitioner*
- *Doctor of Nursing Practice in Pediatric Primary & Acute Care Nurse Practitioner*
- *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*

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 2025-2026 Academic Year Tuition & Fee Book for current information on other expenses such as fees, equipment charges, etc.

III. Fee Policies

A. Application Fee

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

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

B. Other Fees, Fines, and Service Charges

1. Returned Check \$20.00

A returned check charge will be assessed for \$20.00.

2. 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.

3. 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.

4. Duplicate Diploma \$60.00

5. 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.

- | | | |
|-----|---|----------|
| 6. | Archived Records Retrieval Fee | \$20.00 |
| 7. | Copies of Education Records
(except as exempted for release by <i>Family Educational Rights and Privacy Act (FERPA)</i> and university <i>Student Records Policy</i>) | |
| | 1 st Page | \$ 5.00 |
| | Each Additional Page: | \$ 1.00 |
| 8. | Graduation Fee | \$60.00 |
| 9. | 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. | |
| 10. | 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. | |
| 11. | Nursing Education Xchange (NEXus) Course Fee, per credit | \$663.00 |
| | 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. | |
| 12. | 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 all students to carry major group health/dental insurance. Charges for major medical and dental will be assessed to students enrolled in eligible academic programs. 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

The Employee Education Assistance Benefit program provides eligible OHSU employees partial or full reimbursement of tuition costs paid for for-credit courses meeting requirements of undergraduate or graduate degree 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 60 days before the start of their first term.
2. Abide by the official 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 can confirm account charges by accessing their student account online in the [Student Information System](#). All students must pay on time even if an E-Statement is not received. Students should refer to the Student Account Office for the last day to pay tuition and fees in full before late charges are assessed.

C. Payment Options

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

Credit/Debit Card – Credit/Debit card payments can be made online through the Student Self-Service (which is a secure payment option) or by phone at 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:

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.

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.

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) more than billed amounts to cover living and other expenses, it does not accept direct payments from parents, 529 plans, or other non-institutional sources more than 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. Students and their families may experience financial difficulties, and it is important for those issues to be communicated to the Student Accounts Office at an early stage. The Student Accounts Office offers payment plans to help budget education costs. However, those plans are only available to students before their bill's due date. Students are urged to contact the Student Accounts Office before the due date of the bill to discuss any financial concerns. 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 agreement's requirements such as grades and for charges not paid by the employer or third party. Contractual agreements received from a

government agency are between the US Government and OHSU. OHSU accepts only third-party contracts that are on official company letterhead and include the following billing information: student's name, tuition quarter and amount paying.

H. Collection Actions

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

1. Prevention of students from registering for classes 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 billing statement for the last day to pay tuition and fees in full before late charges are assessed. If payment is not paid in full by the stated due date, then the following policies may apply:

1. Interest will be assessed at a rate of 1.5% per month of the outstanding balance.
2. All accounts over 121+ days delinquent will be sent to Oregon Department of Revenue tax offset program.
3. Accounts referred to an outside collection agency will be subject to additional collection charges based on a percentage up to a maximum of 30% of the delinquent account, together with all costs and expenses, including reasonable attorneys' fees, incurred by OHSU in collection efforts. After an account has been turned over to a collection agency, OHSU can no longer accept payment on the account and students must remit payment directly to the agency.
4. OHSU reserves the right to recover all costs involved with the collection and/or litigation of delinquent accounts.
5. OHSU is a non-profit institution of higher learning. Student receivable accounts are considered to be educational loans offered for the sole purpose of financing an education and are not dischargeable in bankruptcy proceedings.

6. OHSU reserves the right to demand payment in the form of a certified check, money order, cash, or credit card in the event that one or more checks have been returned unpaid for any reason.

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

OHSU 2025-2026 Academic Year Tuition and Fee Book

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Draft 6/27/2025

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[Medical Physics](#)

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Dietetic Intern or Master of Science in Human Nutrition

2025-2026 Tuition & Fee Charges By Term

Draft

6/27/2025

MS in Human Nutrition Students Qualifying for the 2025-26 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	\$ 7,578.00	\$ 7,578.00	\$ 583.00	\$ 17.00	\$ 111.00	\$ 2,302.00	\$ 10,591.00	\$ 10,591.00
1 credit hour	\$ 842.00	\$ 842.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,302.00	\$ 3,601.00	\$ 3,601.00
2 credit hours	\$ 1,684.00	\$ 1,684.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,302.00	\$ 4,443.00	\$ 4,443.00
3 credit hours	\$ 2,526.00	\$ 2,526.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,302.00	\$ 5,285.00	\$ 5,285.00
4 credit hours	\$ 3,368.00	\$ 3,368.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,302.00	\$ 6,127.00	\$ 6,127.00
5 credit hours	\$ 4,210.00	\$ 4,210.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,302.00	\$ 6,969.00	\$ 6,969.00
6 credit hours	\$ 5,052.00	\$ 5,052.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,302.00	\$ 7,811.00	\$ 7,811.00
7 credit hours	\$ 5,894.00	\$ 5,894.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,302.00	\$ 8,653.00	\$ 8,653.00
8 credit hours	\$ 6,736.00	\$ 6,736.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,302.00	\$ 9,495.00	\$ 9,495.00
Each Additional Hour	\$ 842.00	\$ 842.00						

MS in Human Nutrition Students Qualifying for the 2024-25 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	\$ 7,434.00	\$ 7,434.00	\$ 583.00	\$ 17.00	\$ 111.00	\$ 2,302.00	\$ 10,447.00	\$ 10,447.00
1 credit hour	\$ 826.00	\$ 826.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,302.00	\$ 3,585.00	\$ 3,585.00
2 credit hours	\$ 1,652.00	\$ 1,652.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,302.00	\$ 4,411.00	\$ 4,411.00
3 credit hours	\$ 2,478.00	\$ 2,478.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,302.00	\$ 5,237.00	\$ 5,237.00
4 credit hours	\$ 3,304.00	\$ 3,304.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,302.00	\$ 6,063.00	\$ 6,063.00
5 credit hours	\$ 4,130.00	\$ 4,130.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,302.00	\$ 6,889.00	\$ 6,889.00
6 credit hours	\$ 4,956.00	\$ 4,956.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,302.00	\$ 7,715.00	\$ 7,715.00
7 credit hours	\$ 5,782.00	\$ 5,782.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,302.00	\$ 8,541.00	\$ 8,541.00
8 credit hours	\$ 6,608.00	\$ 6,608.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,302.00	\$ 9,367.00	\$ 9,367.00
Each Additional Hour	\$ 826.00	\$ 826.00						

MS in Human Nutrition 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	\$ 7,290.00	\$ 7,290.00	\$ 583.00	\$ 17.00	\$ 111.00	\$ 2,302.00	\$ 10,184.00	\$ 10,184.00
1 credit hour	\$ 810.00	\$ 810.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,302.00	\$ 3,450.00	\$ 3,450.00
2 credit hours	\$ 1,620.00	\$ 1,620.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,302.00	\$ 4,260.00	\$ 4,260.00
3 credit hours	\$ 2,430.00	\$ 2,430.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,302.00	\$ 5,070.00	\$ 5,070.00
4 credit hours	\$ 3,240.00	\$ 3,240.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,302.00	\$ 5,880.00	\$ 5,880.00
5 credit hours	\$ 4,050.00	\$ 4,050.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,302.00	\$ 6,690.00	\$ 6,690.00
6 credit hours	\$ 4,860.00	\$ 4,860.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,302.00	\$ 7,500.00	\$ 7,500.00
7 credit hours	\$ 5,670.00	\$ 5,670.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,302.00	\$ 8,310.00	\$ 8,310.00
8 credit hours	\$ 6,480.00	\$ 6,480.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,302.00	\$ 9,120.00	\$ 9,120.00
Each Additional Hour	\$ 810.00	\$ 810.00						

*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 returning in Summer 2025 after a leave of absence or other lapse in enrollment, or entering in Summer 2025 from an uninsured program will be charged \$1,776.01 (Major Medical) and \$89.93 (Dental) for Summer 2025 coverage. Coverage ends 9/21/2026 for Nutrition and Dietetic Intern students insured during Spring 2026.

MS in Food Systems & Society
2025-2026 Tuition & Fee Charges By Term

Draft

6/27/2025

9 credit hours

Resident Tuition	Non-Resident Tuition	University Fee	Student Council Fee	Total Charges (Resident Tuition)	Total Charges (Non-Resident Tuition)
\$ 6,813.00	\$ 6,813.00	\$ 346.00	\$ 17.00	\$ 7,176.00	\$ 7,176.00

1 credit hour

\$ 757.00	\$ 757.00	\$ 346.00	\$ 0.00	\$ 1,103.00	\$ 1,103.00
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2 credit hours

\$ 1,514.00	\$ 1,514.00	\$ 346.00	\$ 0.00	\$ 1,860.00	\$ 1,860.00
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3 credit hours

\$ 2,271.00	\$ 2,271.00	\$ 346.00	\$ 0.00	\$ 2,617.00	\$ 2,617.00
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4 credit hours

\$ 3,028.00	\$ 3,028.00	\$ 346.00	\$ 0.00	\$ 3,374.00	\$ 3,374.00
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5 credit hours

\$ 3,785.00	\$ 3,785.00	\$ 346.00	\$ 0.00	\$ 4,131.00	\$ 4,131.00
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6 credit hours

\$ 4,542.00	\$ 4,542.00	\$ 346.00	\$ 0.00	\$ 4,888.00	\$ 4,888.00
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7 credit hours

\$ 5,299.00	\$ 5,299.00	\$ 346.00	\$ 0.00	\$ 5,645.00	\$ 5,645.00
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8 credit hours

\$ 6,056.00	\$ 6,056.00	\$ 346.00	\$ 0.00	\$ 6,402.00	\$ 6,402.00
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Each Additional Hour

\$ 757.00	\$ 757.00
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Physician Assistant
2025-2026 Tuition and Fee Charges by Term

Draft 6/27/2025

Students Qualifying for the 2025-26 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	\$ 11,250.00	\$ 11,250.00	\$ 583.00	\$ 17.00	\$ 111.00	\$ 2,302.00	\$ 14,263.00	\$ 14,263.00
1 credit hour	\$ 1,250.00	\$ 1,250.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,302.00	\$ 4,009.00	\$ 4,009.00
2 credit hours	\$ 2,500.00	\$ 2,500.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,302.00	\$ 5,259.00	\$ 5,259.00
3 credit hours	\$ 3,750.00	\$ 3,750.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,302.00	\$ 6,509.00	\$ 6,509.00
4 credit hours	\$ 5,000.00	\$ 5,000.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,302.00	\$ 7,759.00	\$ 7,759.00
5 credit hours	\$ 6,250.00	\$ 6,250.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,302.00	\$ 9,009.00	\$ 9,009.00
6 credit hours	\$ 7,500.00	\$ 7,500.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,302.00	\$ 10,259.00	\$ 10,259.00
7 credit hours	\$ 8,750.00	\$ 8,750.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,302.00	\$ 11,509.00	\$ 11,509.00
8 credit hours	\$ 10,000.00	\$ 10,000.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,302.00	\$ 12,759.00	\$ 12,759.00
Per Credit Hour	\$ 1,250.00	\$ 1,250.00						

Students Qualifying for the 2024-25 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	\$ 11,034.00	\$ 11,034.00	\$ 583.00	\$ 17.00	\$ 111.00	\$ 2,302.00	\$ 14,047.00	\$ 14,047.00
1 credit hour	\$ 1,226.00	\$ 1,226.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,302.00	\$ 3,985.00	\$ 3,985.00
2 credit hours	\$ 2,452.00	\$ 2,452.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,302.00	\$ 5,211.00	\$ 5,211.00
3 credit hours	\$ 3,678.00	\$ 3,678.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,302.00	\$ 6,437.00	\$ 6,437.00
4 credit hours	\$ 4,904.00	\$ 4,904.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,302.00	\$ 7,663.00	\$ 7,663.00
5 credit hours	\$ 6,130.00	\$ 6,130.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,302.00	\$ 8,889.00	\$ 8,889.00
6 credit hours	\$ 7,356.00	\$ 7,356.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,302.00	\$ 10,115.00	\$ 10,115.00
7 credit hours	\$ 8,582.00	\$ 8,582.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,302.00	\$ 11,341.00	\$ 11,341.00
8 credit hours	\$ 9,808.00	\$ 9,808.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,302.00	\$ 12,567.00	\$ 12,567.00
Per Credit Hour	\$ 1,226.00	\$ 1,226.00						

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	\$ 17.00	\$ 111.00	\$ 2,302.00	\$ 13,831.00	\$ 13,831.00
1 credit hour	\$ 1,202.00	\$ 1,202.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,302.00	\$ 3,961.00	\$ 3,961.00
2 credit hours	\$ 2,404.00	\$ 2,404.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,302.00	\$ 5,163.00	\$ 5,163.00
3 credit hours	\$ 3,606.00	\$ 3,606.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,302.00	\$ 6,365.00	\$ 6,365.00
4 credit hours	\$ 4,808.00	\$ 4,808.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,302.00	\$ 7,567.00	\$ 7,567.00
5 credit hours	\$ 6,010.00	\$ 6,010.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,302.00	\$ 8,769.00	\$ 8,769.00
6 credit hours	\$ 7,212.00	\$ 7,212.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,302.00	\$ 9,971.00	\$ 9,971.00
7 credit hours	\$ 8,414.00	\$ 8,414.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,302.00	\$ 11,173.00	\$ 11,173.00
8 credit hours	\$ 9,616.00	\$ 9,616.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,302.00	\$ 12,375.00	\$ 12,375.00
Per Credit Hour	\$ 1,202.00	\$ 1,202.00						

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 2025, students returning in Summer 2025 after a leave of absence or other lapse in enrollment, and students entering in Summer 2025 from an uninsured program will be charged \$1,776.01 (Major Medical) and \$89.93 (Dental) for Summer 2025 coverage. Coverage ends 9/21/2026 for students insured during Spring 2026.

Radiation Therapy Technology
2025-2026 Tuition & Fee Charges By Term

Draft 6/27/2025

Students Qualifying for the 2025-26 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	\$ 6,312.00	\$ 7,596.00	\$ 583.00	\$ 17.00	\$ 111.00	\$ 2,302.00	\$ 9,325.00	\$ 10,609.00
1 credit hour	\$ 526.00	\$ 633.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,302.00	\$ 3,285.00	\$ 3,392.00
2 credit hours	\$ 1,052.00	\$ 1,266.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,302.00	\$ 3,811.00	\$ 4,025.00
3 credit hours	\$ 1,578.00	\$ 1,899.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,302.00	\$ 4,337.00	\$ 4,658.00
4 credit hours	\$ 2,104.00	\$ 2,532.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,302.00	\$ 4,863.00	\$ 5,291.00
5 credit hours	\$ 2,630.00	\$ 3,165.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,302.00	\$ 5,389.00	\$ 5,924.00
6 credit hours	\$ 3,156.00	\$ 3,798.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,302.00	\$ 5,915.00	\$ 6,557.00
7 credit hours	\$ 3,682.00	\$ 4,431.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,302.00	\$ 6,441.00	\$ 7,190.00
8 credit hours	\$ 4,208.00	\$ 5,064.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,302.00	\$ 6,967.00	\$ 7,823.00
9 credit hours	\$ 4,734.00	\$ 5,697.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,302.00	\$ 7,493.00	\$ 8,456.00
10 credit hours	\$ 5,260.00	\$ 6,330.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,302.00	\$ 8,019.00	\$ 9,089.00
11 credit hours	\$ 5,786.00	\$ 6,963.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,302.00	\$ 8,545.00	\$ 9,722.00
Each Additional Hour	\$ 526.00	\$ 633.00						

Students Qualifying for the 2024-25 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	\$ 6,192.00	\$ 7,452.00	\$ 583.00	\$ 17.00	\$ 111.00	\$ 2,302.00	\$ 9,205.00	\$ 10,465.00
1 credit hour	\$ 516.00	\$ 621.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,302.00	\$ 3,275.00	\$ 3,380.00
2 credit hours	\$ 1,032.00	\$ 1,242.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,302.00	\$ 3,791.00	\$ 4,001.00
3 credit hours	\$ 1,548.00	\$ 1,863.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,302.00	\$ 4,307.00	\$ 4,622.00
4 credit hours	\$ 2,064.00	\$ 2,484.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,302.00	\$ 4,823.00	\$ 5,243.00
5 credit hours	\$ 2,580.00	\$ 3,105.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,302.00	\$ 5,339.00	\$ 5,864.00
6 credit hours	\$ 3,096.00	\$ 3,726.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,302.00	\$ 5,855.00	\$ 6,485.00
7 credit hours	\$ 3,612.00	\$ 4,347.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,302.00	\$ 6,371.00	\$ 7,106.00
8 credit hours	\$ 4,128.00	\$ 4,968.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,302.00	\$ 6,887.00	\$ 7,727.00
9 credit hours	\$ 4,644.00	\$ 5,589.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,302.00	\$ 7,403.00	\$ 8,348.00
10 credit hours	\$ 5,160.00	\$ 6,210.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,302.00	\$ 7,919.00	\$ 8,969.00
11 credit hours	\$ 5,676.00	\$ 6,831.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,302.00	\$ 8,435.00	\$ 9,590.00
Each Additional Hour	\$ 516.00	\$ 621.00						

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	\$ 17.00	\$ 111.00	\$ 2,302.00	\$ 9,085.00	\$ 10,321.00
1 credit hour	\$ 506.00	\$ 609.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,302.00	\$ 3,265.00	\$ 3,368.00
2 credit hours	\$ 1,012.00	\$ 1,218.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,302.00	\$ 3,771.00	\$ 3,977.00
3 credit hours	\$ 1,518.00	\$ 1,827.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,302.00	\$ 4,277.00	\$ 4,586.00
4 credit hours	\$ 2,024.00	\$ 2,436.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,302.00	\$ 4,783.00	\$ 5,195.00
5 credit hours	\$ 2,530.00	\$ 3,045.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,302.00	\$ 5,289.00	\$ 5,804.00
6 credit hours	\$ 3,036.00	\$ 3,654.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,302.00	\$ 5,795.00	\$ 6,413.00
7 credit hours	\$ 3,542.00	\$ 4,263.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,302.00	\$ 6,301.00	\$ 7,022.00
8 credit hours	\$ 4,048.00	\$ 4,872.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,302.00	\$ 6,807.00	\$ 7,631.00
9 credit hours	\$ 4,554.00	\$ 5,481.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,302.00	\$ 7,313.00	\$ 8,240.00
10 credit hours	\$ 5,060.00	\$ 6,090.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,302.00	\$ 7,819.00	\$ 8,849.00
11 credit hours	\$ 5,566.00	\$ 6,699.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,302.00	\$ 8,325.00	\$ 9,458.00
Each Additional Hour	\$ 506.00	\$ 609.00						

*Insurance is charged Fall, Winter, and Spring for continuing students and students admitted in those terms. Students returning in Summer 2025 after a leave of absence or other lapse in enrollment, or entering in Summer 2025 from an uninsured program will be charged \$1,776.01 (Major Medical) and \$89.93 (Dental) for Summer 2025 coverage. Coverage ends 9/21/2026 for students insured during Spring 2026.

DMD or Graduate Dental
2025-2026 Tuition & Fee Charges by Term

Draft

6/27/2025

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	\$ 12,731.00	\$ 20,547.00	\$ 583.00	\$ 17.00	\$ 3,431.00	\$ 111.00	\$ 2,302.00	\$ 19,175.00	\$ 26,991.00
2nd Year	\$ 12,481.00	\$ 20,144.00	\$ 583.00	\$ 17.00	\$ 3,299.00	\$ 111.00	\$ 2,302.00	\$ 18,793.00	\$ 26,456.00
3rd Year	\$ 12,236.00	\$ 19,749.00	\$ 583.00	\$ 17.00	\$ 3,172.00	\$ 111.00	\$ 2,302.00	\$ 18,421.00	\$ 25,934.00
4th Year	\$ 11,996.00	\$ 19,361.00	\$ 583.00	\$ 17.00	\$ 3,050.00	\$ 111.00	\$ 2,302.00	\$ 18,059.00	\$ 25,424.00

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	\$ 12,494.00	\$ 14,882.00	\$ 583.00	\$ 17.00	\$ 3,313.00	\$ 111.00	\$ 2,302.00	\$ 18,820.00	\$ 21,208.00
Endo 2nd Year	\$ 12,494.00	\$ 14,882.00	\$ 583.00	\$ 17.00	\$ 3,185.00	\$ 111.00	\$ 2,302.00	\$ 18,692.00	\$ 21,080.00
Ortho 1st Year	\$ 12,494.00	\$ 14,882.00	\$ 583.00	\$ 17.00	\$ 3,313.00	\$ 111.00	\$ 2,302.00	\$ 18,820.00	\$ 21,208.00
Ortho 2nd Year	\$ 12,494.00	\$ 14,882.00	\$ 583.00	\$ 17.00	\$ 3,185.00	\$ 111.00	\$ 2,302.00	\$ 18,692.00	\$ 21,080.00
Ortho 3rd Year	\$ 12,494.00	\$ 14,882.00	\$ 583.00	\$ 17.00	\$ 4,594.00	\$ 111.00	\$ 2,302.00	\$ 20,101.00	\$ 22,489.00
Perio 1st Year	\$ 12,494.00	\$ 14,882.00	\$ 583.00	\$ 17.00	\$ 3,313.00	\$ 111.00	\$ 2,302.00	\$ 18,820.00	\$ 21,208.00
Perio 2nd Year	\$ 12,494.00	\$ 14,882.00	\$ 583.00	\$ 17.00	\$ 3,185.00	\$ 111.00	\$ 2,302.00	\$ 18,692.00	\$ 21,080.00
Perio 3rd Year	\$ 12,494.00	\$ 14,882.00	\$ 583.00	\$ 17.00	\$ 3,063.00	\$ 111.00	\$ 2,302.00	\$ 18,570.00	\$ 20,958.00

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 2025 will be charged \$983.66 (Major Medical) and \$47.69 (Dental) for Summer 2025 coverage. Students returning in Summer 2025 after a leave of absence or other lapse in enrollment, students entering in Summer 2025 from an uninsured program, and Graduate Dental students admitted Summer 2025 will be charged for \$1,776.01 (Major Medical) and \$89.93 (Dental) for Summer 2025 coverage. Coverage ends 9/21/2026 for students insured during Spring 2026.

MD or MD/MPH
2025-2026 Tuition & Fee Charges By Term

Draft 6/27/2025

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	\$ 12,243.00	18,820.00	\$ 583.00	\$ 17.00	\$ 111.00	\$ 2,302.00	\$ 15,256.00	\$ 21,833.00
2nd Year	\$ 12,003.00	18,451.00	\$ 583.00	\$ 17.00	\$ 111.00	\$ 2,302.00	\$ 15,016.00	\$ 21,464.00
3rd Year	\$ 11,768.00	18,089.00	\$ 583.00	\$ 17.00	\$ 111.00	\$ 2,302.00	\$ 14,781.00	\$ 21,102.00
4th Year	\$ 11,537.00	17,734.00	\$ 583.00	\$ 17.00	\$ 111.00	\$ 2,302.00	\$ 14,550.00	\$ 20,747.00

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	\$ 11,254.00	\$ 17,281.00	\$ 583.00	\$ 17.00	\$ 111.00	\$ 2,302.00	\$ 14,267.00	\$ 20,294.00
2nd Year	\$ 11,033.00	\$ 16,942.00	\$ 583.00	\$ 17.00	\$ 111.00	\$ 2,302.00	\$ 14,046.00	\$ 19,955.00
3rd Year	\$ 10,831.00	\$ 16,623.00	\$ 583.00	\$ 17.00	\$ 111.00	\$ 2,302.00	\$ 13,844.00	\$ 19,636.00
4th Year	\$ 10,619.00	\$ 16,297.00	\$ 583.00	\$ 17.00	\$ 111.00	\$ 2,302.00	\$ 13,632.00	\$ 19,310.00
5th Year	\$ 10,411.00	\$ 15,980.00	\$ 583.00	\$ 17.00	\$ 111.00	\$ 2,302.00	\$ 13,424.00	\$ 18,993.00

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 2025 will be charged \$983.66 (Major Medical) and \$47.69 (Dental) for Summer 2025 coverage. Students returning in Summer 2025 after a leave of absence or other lapse in enrollment, students entering in Summer 2025 from an uninsured program, and MD/MPH students admitted Summer 2025 will be charged for \$1,776.01 (Major Medical) and \$89.93 (Dental) for Summer 2025 coverage. Students graduating from the MD program in Spring 2026 will be charged \$1,797.51 (Major Medical) and \$86.57 (Dental) in Spring 2026, with coverage ending on 6/30/2026. Coverage ends 9/21/2026 for all other students insured during Spring 2026.

School of Medicine PhD
2025-2026 Tuition & Fee Charges By Term

Draft 6/27/2025

	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	\$ 7,406.00	\$ 7,406.00	\$ 583.00	\$ 17.00	\$ 111.00	\$ 2,302.00	\$ 10,419.00	\$ 10,419.00
1 credit hour	\$ 821.00	\$ 821.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,302.00	\$ 3,580.00	\$ 3,580.00
2 credit hours	\$ 1,642.00	\$ 1,642.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,302.00	\$ 4,401.00	\$ 4,401.00
3 credit hours	\$ 2,463.00	\$ 2,463.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,302.00	\$ 5,222.00	\$ 5,222.00
4 credit hours	\$ 3,284.00	\$ 3,284.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,302.00	\$ 6,043.00	\$ 6,043.00
5 credit hours	\$ 4,105.00	\$ 4,105.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,302.00	\$ 6,864.00	\$ 6,864.00
6 credit hours	\$ 4,926.00	\$ 4,926.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,302.00	\$ 7,685.00	\$ 7,685.00
7 credit hours	\$ 5,747.00	\$ 5,747.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,302.00	\$ 8,506.00	\$ 8,506.00
8 credit hours	\$ 6,568.00	\$ 6,568.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,302.00	\$ 9,327.00	\$ 9,327.00
Each additional hour*	\$ 821.00	\$ 821.00						

*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 for students who are not members of Graduate Researchers United (GRU) is charged Fall, Winter, and Spring for continuing students and students admitted in those terms. Non-GRU students admitted Summer 2025, non-GRU students returning in Summer 2025 after a leave of absence or other lapse in enrollment, and non-GRU students entering in Summer 2025 from an uninsured program will be charged \$1,776.01 (Major Medical) and \$89.93 (Dental) for Summer 2025 coverage. Coverage ends 9/21/2026 for non-GRU students insured during Spring 2026.

**Insurance charges for GRU students are different than the amounts listed above and can be found on the Budgeting for a GR intranet page. Insurance for GRU students will be charged Fall, Winter, and Spring on a semi-monthly basis (24 pay periods) while coverage goes year-round. The new benefit year for GRU students starts Fall term annually. For GRU students starting Summer, charges will be pro-rated for any partial term during the Summer.

Medical Physics
2025-2026 Tuition & Fee Charges By Term

Draft 6/27/2025

	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	\$ 9,675.00	\$ 583.00	\$ 17.00	\$ 111.00	\$ 2,302.00	\$ 9,070.00	\$ 12,688.00
1 credit hour	\$ 673.00	\$ 1,075.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,302.00	\$ 3,432.00	\$ 3,834.00
2 credit hours	\$ 1,346.00	\$ 2,150.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,302.00	\$ 4,105.00	\$ 4,909.00
3 credit hours	\$ 2,019.00	\$ 3,225.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,302.00	\$ 4,778.00	\$ 5,984.00
4 credit hours	\$ 2,692.00	\$ 4,300.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,302.00	\$ 5,451.00	\$ 7,059.00
5 credit hours	\$ 3,365.00	\$ 5,375.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,302.00	\$ 6,124.00	\$ 8,134.00
6 credit hours	\$ 4,038.00	\$ 6,450.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,302.00	\$ 6,797.00	\$ 9,209.00
7 credit hours	\$ 4,711.00	\$ 7,525.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,302.00	\$ 7,470.00	\$ 10,284.00
8 credit hours	\$ 5,384.00	\$ 8,600.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,302.00	\$ 8,143.00	\$ 11,359.00
Each additional hour	\$ 673.00	\$ 1,075.00						

*Insurance for students who are not members of Graduate Researchers United (GRU) is charged Fall, Winter, and Spring for continuing students and students admitted in those terms. Non-GRU students admitted Summer 2025, non-GRU students returning in Summer 2025 after a leave of absence or other lapse in enrollment, and non-GRU students entering in Summer 2025 from an uninsured program will be charged \$1,776.01 (Major Medical) and \$89.93 (Dental) for Summer 2025 coverage. Coverage ends 9/21/2026 for non-GRU students insured during Spring 2026.

*Insurance charges for GRU students are different than the amounts listed above and can be found on the Budgeting for a GR intranet page. Insurance for GRU students will be charged Fall, Winter, and Spring on a semi-monthly basis (24 pay periods) while coverage goes year-round. The new benefit year for GRU students starts Fall term annually. For GRU students starting Summer, charges will be pro-rated for any partial term during the Summer.

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

2025-2026 Tuition & Fee Charges By Term

Draft

6/27/2025

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	\$ 6,930.00	\$ 8,289.00	\$ 583.00	\$ 17.00	\$ 111.00	\$ 2,302.00	\$ 9,943.00	\$ 11,302.00
1 credit hour	\$ 770.00	\$ 921.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,302.00	\$ 3,529.00	\$ 3,680.00
2 credit hours	\$ 1,540.00	\$ 1,842.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,302.00	\$ 4,299.00	\$ 4,601.00
3 credit hours	\$ 2,310.00	\$ 2,763.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,302.00	\$ 5,069.00	\$ 5,522.00
4 credit hours	\$ 3,080.00	\$ 3,684.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,302.00	\$ 5,839.00	\$ 6,443.00
5 credit hours	\$ 3,850.00	\$ 4,605.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,302.00	\$ 6,609.00	\$ 7,364.00
6 credit hours	\$ 4,620.00	\$ 5,526.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,302.00	\$ 7,379.00	\$ 8,285.00
7 credit hours	\$ 5,390.00	\$ 6,447.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,302.00	\$ 8,149.00	\$ 9,206.00
8 credit hours	\$ 6,160.00	\$ 7,368.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,302.00	\$ 8,919.00	\$ 10,127.00
Each additional hour	\$ 770.00	\$ 921.00						

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	\$ 7,700.00	\$ 9,085.00	\$ 346.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 8,046.00	\$ 9,431.00
1 credit hour	\$ 1,020.00	\$ 1,181.00	\$ 346.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 1,366.00	\$ 1,527.00
2 credit hours	\$ 1,855.00	\$ 2,169.00	\$ 346.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 2,201.00	\$ 2,515.00
3 credit hours	\$ 2,690.00	\$ 3,157.00	\$ 346.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 3,036.00	\$ 3,503.00
4 credit hours	\$ 3,525.00	\$ 4,145.00	\$ 346.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 3,871.00	\$ 4,491.00
5 credit hours	\$ 4,360.00	\$ 5,133.00	\$ 346.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 4,706.00	\$ 5,479.00
6 credit hours	\$ 5,195.00	\$ 6,121.00	\$ 346.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 5,541.00	\$ 6,467.00
7 credit hours	\$ 6,030.00	\$ 7,109.00	\$ 346.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 6,376.00	\$ 7,455.00
8 credit hours	\$ 6,865.00	\$ 8,097.00	\$ 346.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 7,211.00	\$ 8,443.00
Each additional hour	\$ 835.00	\$ 988.00						

*Insurance for students who are not members of Graduate Researchers United (GRU) is charged Fall, Winter, and Spring for continuing students and students admitted in those terms. Non-GRU students admitted Summer 2025, non-GRU students returning in Summer 2025 after a leave of absence or other lapse in enrollment, and non-GRU students entering in Summer 2025 from an uninsured program will be charged \$1,776.01 (Major Medical) and \$89.93 (Dental) for Summer 2025 coverage. Coverage ends 9/21/2026 for non-GRU students insured during Spring 2026.

*Insurance charges for GRU students are different than the amounts listed above and can be found on the Budgeting for a GR intranet page. Insurance for GRU students will be charged Fall, Winter, and Spring on a semi-monthly basis (24 pay periods) while coverage goes year-round. The new benefit year for GRU students starts Fall term annually. For GRU students starting Summer, charges will be pro-rated for any partial term during the Summer.

Master of Clinical Research, Certificate in Human Investigations
2025-2026 Tuition & Fee Charges By Term

Draft

6/27/2025

	Resident Tuition	Non-Resident Tuition	University Fee	Student Council Fee	Total Charges (Resident Tuition)	Total Charges (Non-Resident Tuition)
9 credit hours	\$ 5,292.00	\$ 5,292.00	\$ 346.00	\$ 17.00	\$ 5,655.00	\$ 5,655.00
1 credit hour	\$ 588.00	\$ 588.00	\$ 346.00	\$ 0.00	\$ 934.00	\$ 934.00
2 credit hours	\$ 1,176.00	\$ 1,176.00	\$ 346.00	\$ 0.00	\$ 1,522.00	\$ 1,522.00
3 credit hours	\$ 1,764.00	\$ 1,764.00	\$ 346.00	\$ 0.00	\$ 2,110.00	\$ 2,110.00
4 credit hours	\$ 2,352.00	\$ 2,352.00	\$ 346.00	\$ 0.00	\$ 2,698.00	\$ 2,698.00
5 credit hours	\$ 2,940.00	\$ 2,940.00	\$ 346.00	\$ 0.00	\$ 3,286.00	\$ 3,286.00
6 credit hours	\$ 3,528.00	\$ 3,528.00	\$ 346.00	\$ 0.00	\$ 3,874.00	\$ 3,874.00
7 credit hours	\$ 4,116.00	\$ 4,116.00	\$ 346.00	\$ 0.00	\$ 4,462.00	\$ 4,462.00
8 credit hours	\$ 4,704.00	\$ 4,704.00	\$ 346.00	\$ 0.00	\$ 5,050.00	\$ 5,050.00
Each additional hour	\$ 588.00	\$ 588.00				

**Master of Science in Healthcare Administration
or Master of Business Administration in Healthcare Management**

2025-2026 Tuition & Fee Charges By Term

Draft

6/27/2025

	Resident Tuition	Non-Resident Tuition	University Fee	Student Council Fee	Total Charges (Resident Tuition)	Total Charges (Non-Resident Tuition)
9 credit hours	\$ 6,048.00	\$ 6,048.00	\$ 346.00	\$ 17.00	\$ 6,411.00	\$ 6,411.00
1 credit hour	\$ 672.00	\$ 672.00	\$ 346.00	\$ 0.00	\$ 1,018.00	\$ 1,018.00
2 credit hours	\$ 1,344.00	\$ 1,344.00	\$ 346.00	\$ 0.00	\$ 1,690.00	\$ 1,690.00
3 credit hours	\$ 2,016.00	\$ 2,016.00	\$ 346.00	\$ 0.00	\$ 2,362.00	\$ 2,362.00
4 credit hours	\$ 2,688.00	\$ 2,688.00	\$ 346.00	\$ 0.00	\$ 3,034.00	\$ 3,034.00
5 credit hours	\$ 3,360.00	\$ 3,360.00	\$ 346.00	\$ 0.00	\$ 3,706.00	\$ 3,706.00
6 credit hours	\$ 4,032.00	\$ 4,032.00	\$ 346.00	\$ 0.00	\$ 4,378.00	\$ 4,378.00
7 credit hours	\$ 4,704.00	\$ 4,704.00	\$ 346.00	\$ 0.00	\$ 5,050.00	\$ 5,050.00
8 credit hours	\$ 5,376.00	\$ 5,376.00	\$ 346.00	\$ 0.00	\$ 5,722.00	\$ 5,722.00
Each additional hour	\$ 672.00	\$ 672.00				

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

2025-2026 Tuition & Fee Charges By Term

Draft

6/27/2025

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	\$ 4,374.00	\$ 6,669.00	\$ 583.00	\$ 17.00	\$ 111.00	\$ 2,302.00	\$ 7,387.00	\$ 9,682.00
1 credit hour	\$ 486.00	\$ 741.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,302.00	\$ 3,245.00	\$ 3,500.00
2 credit hours	\$ 972.00	\$ 1,482.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,302.00	\$ 3,731.00	\$ 4,241.00
3 credit hours	\$ 1,458.00	\$ 2,223.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,302.00	\$ 4,217.00	\$ 4,982.00
4 credit hours	\$ 1,944.00	\$ 2,964.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,302.00	\$ 4,703.00	\$ 5,723.00
5 credit hours	\$ 2,430.00	\$ 3,705.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,302.00	\$ 5,189.00	\$ 6,464.00
6 credit hours	\$ 2,916.00	\$ 4,446.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,302.00	\$ 5,675.00	\$ 7,205.00
7 credit hours	\$ 3,402.00	\$ 5,187.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,302.00	\$ 6,161.00	\$ 7,946.00
8 credit hours	\$ 3,888.00	\$ 5,928.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,302.00	\$ 6,647.00	\$ 8,687.00

Each additional hour \$ 486.00 \$ 741.00

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	\$ 5,661.00	\$ 6,606.00	\$ 583.00	\$ 17.00	\$ 111.00	\$ 2,302.00	\$ 8,674.00	\$ 9,619.00
1 credit hour	\$ 629.00	\$ 734.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,302.00	\$ 3,388.00	\$ 3,493.00
2 credit hours	\$ 1,258.00	\$ 1,468.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,302.00	\$ 4,017.00	\$ 4,227.00
3 credit hours	\$ 1,887.00	\$ 2,202.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,302.00	\$ 4,646.00	\$ 4,961.00
4 credit hours	\$ 2,516.00	\$ 2,936.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,302.00	\$ 5,275.00	\$ 5,695.00
5 credit hours	\$ 3,145.00	\$ 3,670.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,302.00	\$ 5,904.00	\$ 6,429.00
6 credit hours	\$ 3,774.00	\$ 4,404.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,302.00	\$ 6,533.00	\$ 7,163.00
7 credit hours	\$ 4,403.00	\$ 5,138.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,302.00	\$ 7,162.00	\$ 7,897.00
8 credit hours	\$ 5,032.00	\$ 5,872.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,302.00	\$ 7,791.00	\$ 8,631.00

Each additional hour \$ 629.00 \$ 734.00

*Insurance for students who are not members of Graduate Researchers United (GRU) is charged Fall, Winter, and Spring for continuing students and students admitted in those terms. Non-GRU students admitted Summer 2025, non-GRU students returning in Summer 2025 after a leave of absence or other lapse in enrollment, and non-GRU students entering in Summer 2025 from an uninsured program will be charged \$1,776.01 (Major Medical) and \$89.93 (Dental) for Summer 2025 coverage. Coverage ends 9/21/2026 for non-GRU students insured during Spring 2026.

*Insurance charges for GRU students are different than the amounts listed above and can be found on the Budgeting for a GR intranet page. Insurance for GRU students will be charged Fall, Winter, and Spring on a semi-monthly basis (24 pay periods) while coverage goes year-round. The new benefit year for GRU students starts Fall term annually. For GRU students starting Summer, charges will be pro-rated for any partial term during the Summer.

Master of Public Health or Certificate in Public Health - Online

2025-2026 Tuition & Fee Charges By Term

Draft

6/27/2025

Online Master of Public Health in Public Health Practice

	Resident Tuition	Non-Resident Tuition	University Fee	Dental Insurance*	Major Medical Insurance*	Total Charges (Resident Tuition)	Total Charges (Non-Resident Tuition)
9 credit hours	\$ 5,778.00	\$ 7,479.00	\$ 346.00	\$ 111.00	\$ 2,302.00	\$ 8,537.00	\$ 10,238.00
1 credit hour	\$ 642.00	\$ 831.00	\$ 346.00	\$ 111.00	\$ 2,302.00	\$ 3,401.00	\$ 3,590.00
2 credit hours	\$ 1,284.00	\$ 1,662.00	\$ 346.00	\$ 111.00	\$ 2,302.00	\$ 4,043.00	\$ 4,421.00
3 credit hours	\$ 1,926.00	\$ 2,493.00	\$ 346.00	\$ 111.00	\$ 2,302.00	\$ 4,685.00	\$ 5,252.00
4 credit hours	\$ 2,568.00	\$ 3,324.00	\$ 346.00	\$ 111.00	\$ 2,302.00	\$ 5,327.00	\$ 6,083.00
5 credit hours	\$ 3,210.00	\$ 4,155.00	\$ 346.00	\$ 111.00	\$ 2,302.00	\$ 5,969.00	\$ 6,914.00
6 credit hours	\$ 3,852.00	\$ 4,986.00	\$ 346.00	\$ 111.00	\$ 2,302.00	\$ 6,611.00	\$ 7,745.00
7 credit hours	\$ 4,494.00	\$ 5,817.00	\$ 346.00	\$ 111.00	\$ 2,302.00	\$ 7,253.00	\$ 8,576.00
8 credit hours	\$ 5,136.00	\$ 6,648.00	\$ 346.00	\$ 111.00	\$ 2,302.00	\$ 7,895.00	\$ 9,407.00

Each Additional Hour	\$ 642.00	\$ 831.00
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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	\$ 5,778.00	\$ 7,479.00	\$ 346.00	\$ 0.00	\$ 0.00	\$ 6,124.00	\$ 7,825.00
1 credit hour	\$ 642.00	\$ 831.00	\$ 346.00	\$ 0.00	\$ 0.00	\$ 988.00	\$ 1,177.00
2 credit hours	\$ 1,284.00	\$ 1,662.00	\$ 346.00	\$ 0.00	\$ 0.00	\$ 1,630.00	\$ 2,008.00
3 credit hours	\$ 1,926.00	\$ 2,493.00	\$ 346.00	\$ 0.00	\$ 0.00	\$ 2,272.00	\$ 2,839.00
4 credit hours	\$ 2,568.00	\$ 3,324.00	\$ 346.00	\$ 0.00	\$ 0.00	\$ 2,914.00	\$ 3,670.00
5 credit hours	\$ 3,210.00	\$ 4,155.00	\$ 346.00	\$ 0.00	\$ 0.00	\$ 3,556.00	\$ 4,501.00
6 credit hours	\$ 3,852.00	\$ 4,986.00	\$ 346.00	\$ 0.00	\$ 0.00	\$ 4,198.00	\$ 5,332.00
7 credit hours	\$ 4,494.00	\$ 5,817.00	\$ 346.00	\$ 0.00	\$ 0.00	\$ 4,840.00	\$ 6,163.00
8 credit hours	\$ 5,136.00	\$ 6,648.00	\$ 346.00	\$ 0.00	\$ 0.00	\$ 5,482.00	\$ 6,994.00

Each Additional Hour	\$ 642.00	\$ 831.00
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*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 2025, online MPH students returning in Summer 2025 after a leave of absence or other lapse in enrollment, and online MPH students entering in Summer 2025 from an uninsured program will be charged \$1,776.01 (Major Medical) and \$89.93 (Dental) for Summer 2025 coverage. Coverage ends 9/21/2026 for online MPH students insured during Spring 2026.

Undergraduate Nursing Accelerated Bachelor of Science - Ashland

2025-2026 Tuition & Fee Charges By Term

Draft

6/27/2025

Students Qualifying for the 2025-26 Tuition Promise

	Resident Tuition*	Non-Resident Tuition*	Dental Insurance**	Major Medical Insurance**	Total Charges (Resident Tuition)	Total Charges (Non-Resident Tuition)
12 credit hours	\$ 7,332.00	\$ 9,792.00	\$ 111.00	\$ 2,302.00	\$ 9,745.00	\$ 12,205.00
1 credit hour	\$ 611.00	\$ 816.00	\$ 111.00	\$ 2,302.00	\$ 3,024.00	\$ 3,229.00
2 credit hours	\$ 1,222.00	\$ 1,632.00	\$ 111.00	\$ 2,302.00	\$ 3,635.00	\$ 4,045.00
3 credit hours	\$ 1,833.00	\$ 2,448.00	\$ 111.00	\$ 2,302.00	\$ 4,246.00	\$ 4,861.00
4 credit hours	\$ 2,444.00	\$ 3,264.00	\$ 111.00	\$ 2,302.00	\$ 4,857.00	\$ 5,677.00
5 credit hours	\$ 3,055.00	\$ 4,080.00	\$ 111.00	\$ 2,302.00	\$ 5,468.00	\$ 6,493.00
6 credit hours	\$ 3,666.00	\$ 4,896.00	\$ 111.00	\$ 2,302.00	\$ 6,079.00	\$ 7,309.00
7 credit hours	\$ 4,277.00	\$ 5,712.00	\$ 111.00	\$ 2,302.00	\$ 6,690.00	\$ 8,125.00
8 credit hours	\$ 4,888.00	\$ 6,528.00	\$ 111.00	\$ 2,302.00	\$ 7,301.00	\$ 8,941.00
9 credit hours	\$ 5,499.00	\$ 7,344.00	\$ 111.00	\$ 2,302.00	\$ 7,912.00	\$ 9,757.00
10 credit hours	\$ 6,110.00	\$ 8,160.00	\$ 111.00	\$ 2,302.00	\$ 8,523.00	\$ 10,573.00
11 credit hours	\$ 6,721.00	\$ 8,976.00	\$ 111.00	\$ 2,302.00	\$ 9,134.00	\$ 11,389.00
Each Additional Hour	\$ 611.00	\$ 816.00				

Students Qualifying for the 2024-25 Tuition Promise

	Resident Tuition*	Non-Resident Tuition*	Dental Insurance**	Major Medical Insurance**	Total Charges (Resident Tuition)	Total Charges (Non-Resident Tuition)
12 credit hours	\$ 7,188.00	\$ 9,600.00	\$ 111.00	\$ 2,302.00	\$ 9,601.00	\$ 12,013.00
1 credit hour	\$ 599.00	\$ 800.00	\$ 111.00	\$ 2,302.00	\$ 3,012.00	\$ 3,213.00
2 credit hours	\$ 1,198.00	\$ 1,600.00	\$ 111.00	\$ 2,302.00	\$ 3,611.00	\$ 4,013.00
3 credit hours	\$ 1,797.00	\$ 2,400.00	\$ 111.00	\$ 2,302.00	\$ 4,210.00	\$ 4,813.00
4 credit hours	\$ 2,396.00	\$ 3,200.00	\$ 111.00	\$ 2,302.00	\$ 4,809.00	\$ 5,613.00
5 credit hours	\$ 2,995.00	\$ 4,000.00	\$ 111.00	\$ 2,302.00	\$ 5,408.00	\$ 6,413.00
6 credit hours	\$ 3,594.00	\$ 4,800.00	\$ 111.00	\$ 2,302.00	\$ 6,007.00	\$ 7,213.00
7 credit hours	\$ 4,193.00	\$ 5,600.00	\$ 111.00	\$ 2,302.00	\$ 6,606.00	\$ 8,013.00
8 credit hours	\$ 4,792.00	\$ 6,400.00	\$ 111.00	\$ 2,302.00	\$ 7,205.00	\$ 8,813.00
9 credit hours	\$ 5,391.00	\$ 7,200.00	\$ 111.00	\$ 2,302.00	\$ 7,804.00	\$ 9,613.00
10 credit hours	\$ 5,990.00	\$ 8,000.00	\$ 111.00	\$ 2,302.00	\$ 8,403.00	\$ 10,413.00
11 credit hours	\$ 6,589.00	\$ 8,800.00	\$ 111.00	\$ 2,302.00	\$ 9,002.00	\$ 11,213.00
Each Additional Hour	\$ 599.00	\$ 800.00				

Refer to Section III.B.10 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 2025, students returning in Summer 2025 after a leave of absence or other lapse in enrollment, and students entering in Summer 2025 from an uninsured program will be charged \$1,776.01 (Major Medical) and \$89.93 (Dental) for Summer 2025 coverage. Coverage ends 9/21/2026 for students insured during Spring 2026.

Undergraduate Nursing Accelerated Bachelor of Science - Bend

2025-2026 Tuition & Fee Charges By Term

Draft

6/27/2025

Students Qualifying for the 2025-26 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	\$ 7,332.00	\$ 9,792.00	\$ 346.00	\$ 17.00	\$ 111.00	\$ 2,302.00	\$ 10,108.00	\$ 12,568.00
1 credit hour	\$ 611.00	\$ 816.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,302.00	\$ 3,370.00	\$ 3,575.00
2 credit hours	\$ 1,222.00	\$ 1,632.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,302.00	\$ 3,981.00	\$ 4,391.00
3 credit hours	\$ 1,833.00	\$ 2,448.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,302.00	\$ 4,592.00	\$ 5,207.00
4 credit hours	\$ 2,444.00	\$ 3,264.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,302.00	\$ 5,203.00	\$ 6,023.00
5 credit hours	\$ 3,055.00	\$ 4,080.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,302.00	\$ 5,814.00	\$ 6,839.00
6 credit hours	\$ 3,666.00	\$ 4,896.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,302.00	\$ 6,425.00	\$ 7,655.00
7 credit hours	\$ 4,277.00	\$ 5,712.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,302.00	\$ 7,036.00	\$ 8,471.00
8 credit hours	\$ 4,888.00	\$ 6,528.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,302.00	\$ 7,647.00	\$ 9,287.00
9 credit hours	\$ 5,499.00	\$ 7,344.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,302.00	\$ 8,258.00	\$ 10,103.00
10 credit hours	\$ 6,110.00	\$ 8,160.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,302.00	\$ 8,869.00	\$ 10,919.00
11 credit hours	\$ 6,721.00	\$ 8,976.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,302.00	\$ 9,480.00	\$ 11,735.00
Each Additional Hour	\$ 611.00	\$ 816.00						

Students Qualifying for the 2024-25 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	\$ 7,188.00	\$ 9,600.00	\$ 346.00	\$ 17.00	\$ 111.00	\$ 2,302.00	\$ 9,964.00	\$ 12,568.00
1 credit hour	\$ 599.00	\$ 800.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,302.00	\$ 3,358.00	\$ 3,559.00
2 credit hours	\$ 1,198.00	\$ 1,600.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,302.00	\$ 3,957.00	\$ 4,359.00
3 credit hours	\$ 1,797.00	\$ 2,400.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,302.00	\$ 4,556.00	\$ 5,159.00
4 credit hours	\$ 2,396.00	\$ 3,200.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,302.00	\$ 5,155.00	\$ 5,959.00
5 credit hours	\$ 2,995.00	\$ 4,000.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,302.00	\$ 5,754.00	\$ 6,759.00
6 credit hours	\$ 3,594.00	\$ 4,800.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,302.00	\$ 6,353.00	\$ 7,559.00
7 credit hours	\$ 4,193.00	\$ 5,600.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,302.00	\$ 6,952.00	\$ 8,359.00
8 credit hours	\$ 4,792.00	\$ 6,400.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,302.00	\$ 7,551.00	\$ 9,159.00
9 credit hours	\$ 5,391.00	\$ 7,200.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,302.00	\$ 8,150.00	\$ 9,959.00
10 credit hours	\$ 5,990.00	\$ 8,000.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,302.00	\$ 8,749.00	\$ 10,759.00
11 credit hours	\$ 6,589.00	\$ 8,800.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,302.00	\$ 9,348.00	\$ 11,559.00
Each Additional Hour	\$ 599.00	\$ 800.00						

*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 2025, students returning in Summer 2025 after a leave of absence or other lapse in enrollment, and students entering in Summer 2025 from an uninsured program will be charged \$1,776.01 (Major Medical) and \$89.93 (Dental) for Summer 2025 coverage. Coverage ends 9/21/2026 for students insured during Spring 2026.

Undergraduate Nursing Accelerated Bachelor of Science - Portland

2025-2026 Tuition & Fee Charges By Term

Draft

6/27/2025

Students Qualifying for the 2025-26 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	\$ 7,332.00	\$ 9,792.00	\$ 583.00	\$ 17.00	\$ 111.00	\$ 2,302.00	\$ 10,345.00	\$ 12,805.00
1 credit hour	\$ 611.00	\$ 816.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,302.00	\$ 3,370.00	\$ 3,575.00
2 credit hours	\$ 1,222.00	\$ 1,632.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,302.00	\$ 3,981.00	\$ 4,391.00
3 credit hours	\$ 1,833.00	\$ 2,448.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,302.00	\$ 4,592.00	\$ 5,207.00
4 credit hours	\$ 2,444.00	\$ 3,264.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,302.00	\$ 5,203.00	\$ 6,023.00
5 credit hours	\$ 3,055.00	\$ 4,080.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,302.00	\$ 5,814.00	\$ 6,839.00
6 credit hours	\$ 3,666.00	\$ 4,896.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,302.00	\$ 6,425.00	\$ 7,655.00
7 credit hours	\$ 4,277.00	\$ 5,712.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,302.00	\$ 7,036.00	\$ 8,471.00
8 credit hours	\$ 4,888.00	\$ 6,528.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,302.00	\$ 7,647.00	\$ 9,287.00
9 credit hours	\$ 5,499.00	\$ 7,344.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,302.00	\$ 8,258.00	\$ 10,103.00
10 credit hours	\$ 6,110.00	\$ 8,160.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,302.00	\$ 8,869.00	\$ 10,919.00
11 credit hours	\$ 6,721.00	\$ 8,976.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,302.00	\$ 9,480.00	\$ 11,735.00
Each Additional Hour	\$ 611.00	\$ 816.00						

Students Qualifying for the 2024-25 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	\$ 7,188.00	\$ 9,600.00	\$ 583.00	\$ 17.00	\$ 111.00	\$ 2,302.00	\$ 10,201.00	\$ 12,613.00
1 credit hour	\$ 599.00	\$ 800.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,302.00	\$ 3,358.00	\$ 3,559.00
2 credit hours	\$ 1,198.00	\$ 1,600.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,302.00	\$ 3,957.00	\$ 4,359.00
3 credit hours	\$ 1,797.00	\$ 2,400.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,302.00	\$ 4,556.00	\$ 5,159.00
4 credit hours	\$ 2,396.00	\$ 3,200.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,302.00	\$ 5,155.00	\$ 5,959.00
5 credit hours	\$ 2,995.00	\$ 4,000.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,302.00	\$ 5,754.00	\$ 6,759.00
6 credit hours	\$ 3,594.00	\$ 4,800.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,302.00	\$ 6,353.00	\$ 7,559.00
7 credit hours	\$ 4,193.00	\$ 5,600.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,302.00	\$ 6,952.00	\$ 8,359.00
8 credit hours	\$ 4,792.00	\$ 6,400.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,302.00	\$ 7,551.00	\$ 9,159.00
9 credit hours	\$ 5,391.00	\$ 7,200.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,302.00	\$ 8,150.00	\$ 9,959.00
10 credit hours	\$ 5,990.00	\$ 8,000.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,302.00	\$ 8,749.00	\$ 10,759.00
11 credit hours	\$ 6,589.00	\$ 8,800.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,302.00	\$ 9,348.00	\$ 11,559.00
Each Additional Hour	\$ 599.00	\$ 800.00						

*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 2025, students returning in Summer 2025 after a leave of absence or other lapse in enrollment, and students entering in Summer 2025 from an uninsured program will be charged \$1,776.01 (Major Medical) and \$89.93 (Dental) for Summer 2025 coverage. Coverage ends 9/21/2026 for students insured during Spring 2026.

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

2025-2026 Tuition & Fee Charges By Term

Draft

6/27/2025

Students Qualifying for the 2025-26 Tuition Promise

	Resident Tuition	Non-Resident Tuition	Dental Insurance*	Major Medical Insurance*	Total Charges (Resident Tuition)	Total Charges (Non-Resident Tuition)
12 credit hours	\$ 5,304.00	\$ 9,732.00	\$ 111.00	\$ 2,302.00	\$ 7,717.00	\$ 12,145.00
1 credit hour	\$ 442.00	\$ 811.00	\$ 111.00	\$ 2,302.00	\$ 2,855.00	\$ 3,224.00
2 credit hours	\$ 884.00	\$ 1,622.00	\$ 111.00	\$ 2,302.00	\$ 3,297.00	\$ 4,035.00
3 credit hours	\$ 1,326.00	\$ 2,433.00	\$ 111.00	\$ 2,302.00	\$ 3,739.00	\$ 4,846.00
4 credit hours	\$ 1,768.00	\$ 3,244.00	\$ 111.00	\$ 2,302.00	\$ 4,181.00	\$ 5,657.00
5 credit hours	\$ 2,210.00	\$ 4,055.00	\$ 111.00	\$ 2,302.00	\$ 4,623.00	\$ 6,468.00
6 credit hours	\$ 2,652.00	\$ 4,866.00	\$ 111.00	\$ 2,302.00	\$ 5,065.00	\$ 7,279.00
7 credit hours	\$ 3,094.00	\$ 5,677.00	\$ 111.00	\$ 2,302.00	\$ 5,507.00	\$ 8,090.00
8 credit hours	\$ 3,536.00	\$ 6,488.00	\$ 111.00	\$ 2,302.00	\$ 5,949.00	\$ 8,901.00
9 credit hours	\$ 3,978.00	\$ 7,299.00	\$ 111.00	\$ 2,302.00	\$ 6,391.00	\$ 9,712.00
10 credit hours	\$ 4,420.00	\$ 8,110.00	\$ 111.00	\$ 2,302.00	\$ 6,833.00	\$ 10,523.00
11 credit hours	\$ 4,862.00	\$ 8,921.00	\$ 111.00	\$ 2,302.00	\$ 7,275.00	\$ 11,334.00
Each Additional Hour	\$ 442.00	\$ 811.00				

Students Qualifying for the 2024-25 Tuition Promise

	Resident Tuition	Non-Resident Tuition	Dental Insurance*	Major Medical Insurance*	Total Charges (Resident Tuition)	Total Charges (Non-Resident Tuition)
12 credit hours	\$ 5,208.00	\$ 9,552.00	\$ 111.00	\$ 2,302.00	\$ 7,621.00	\$ 11,965.00
1 credit hour	\$ 434.00	\$ 796.00	\$ 111.00	\$ 2,302.00	\$ 2,847.00	\$ 3,209.00
2 credit hours	\$ 868.00	\$ 1,592.00	\$ 111.00	\$ 2,302.00	\$ 3,281.00	\$ 4,005.00
3 credit hours	\$ 1,302.00	\$ 2,388.00	\$ 111.00	\$ 2,302.00	\$ 3,715.00	\$ 4,801.00
4 credit hours	\$ 1,736.00	\$ 3,184.00	\$ 111.00	\$ 2,302.00	\$ 4,149.00	\$ 5,597.00
5 credit hours	\$ 2,170.00	\$ 3,980.00	\$ 111.00	\$ 2,302.00	\$ 4,583.00	\$ 6,393.00
6 credit hours	\$ 2,604.00	\$ 4,776.00	\$ 111.00	\$ 2,302.00	\$ 5,017.00	\$ 7,189.00
7 credit hours	\$ 3,038.00	\$ 5,572.00	\$ 111.00	\$ 2,302.00	\$ 5,451.00	\$ 7,985.00
8 credit hours	\$ 3,472.00	\$ 6,368.00	\$ 111.00	\$ 2,302.00	\$ 5,885.00	\$ 8,781.00
9 credit hours	\$ 3,906.00	\$ 7,164.00	\$ 111.00	\$ 2,302.00	\$ 6,319.00	\$ 9,577.00
10 credit hours	\$ 4,340.00	\$ 7,960.00	\$ 111.00	\$ 2,302.00	\$ 6,753.00	\$ 10,373.00
11 credit hours	\$ 4,774.00	\$ 8,756.00	\$ 111.00	\$ 2,302.00	\$ 7,187.00	\$ 11,169.00
Each Additional Hour	\$ 434.00	\$ 796.00				

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	\$ 2,302.00	\$ 7,525.00	\$ 11,785.00
1 credit hour	\$ 426.00	\$ 781.00	\$ 111.00	\$ 2,302.00	\$ 2,839.00	\$ 3,194.00
2 credit hours	\$ 852.00	\$ 1,562.00	\$ 111.00	\$ 2,302.00	\$ 3,265.00	\$ 3,975.00
3 credit hours	\$ 1,278.00	\$ 2,343.00	\$ 111.00	\$ 2,302.00	\$ 3,691.00	\$ 4,756.00
4 credit hours	\$ 1,704.00	\$ 3,124.00	\$ 111.00	\$ 2,302.00	\$ 4,117.00	\$ 5,537.00
5 credit hours	\$ 2,130.00	\$ 3,905.00	\$ 111.00	\$ 2,302.00	\$ 4,543.00	\$ 6,318.00
6 credit hours	\$ 2,556.00	\$ 4,686.00	\$ 111.00	\$ 2,302.00	\$ 4,969.00	\$ 7,099.00
7 credit hours	\$ 2,982.00	\$ 5,467.00	\$ 111.00	\$ 2,302.00	\$ 5,395.00	\$ 7,880.00
8 credit hours	\$ 3,408.00	\$ 6,248.00	\$ 111.00	\$ 2,302.00	\$ 5,821.00	\$ 8,661.00
9 credit hours	\$ 3,834.00	\$ 7,029.00	\$ 111.00	\$ 2,302.00	\$ 6,247.00	\$ 9,442.00
10 credit hours	\$ 4,260.00	\$ 7,810.00	\$ 111.00	\$ 2,302.00	\$ 6,673.00	\$ 10,223.00
11 credit hours	\$ 4,686.00	\$ 8,591.00	\$ 111.00	\$ 2,302.00	\$ 7,099.00	\$ 11,004.00
Each Additional Hour	\$ 426.00	\$ 781.00				

Refer to Section III.B.10 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 2025 after a leave of absence or other lapse in enrollment, and students entering in Summer 2025 from an uninsured program will be charged \$1,776.01 (Major Medical) and \$89.93 (Dental) for Summer 2025 coverage. Coverage ends 9/21/2026 for students insured during Spring 2026.

Undergraduate Nursing - Portland
2025-2026 Tuition & Fee Charges By Term

Draft

6/27/2025

Students Qualifying for the 2025-26 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	\$ 5,304.00	\$ 9,732.00	\$ 583.00	\$ 17.00	\$ 111.00	\$ 2,302.00	\$ 8,317.00	\$ 12,745.00
1 credit hour	\$ 442.00	\$ 811.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,302.00	\$ 3,201.00	\$ 3,570.00
2 credit hours	\$ 884.00	\$ 1,622.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,302.00	\$ 3,643.00	\$ 4,381.00
3 credit hours	\$ 1,326.00	\$ 2,433.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,302.00	\$ 4,085.00	\$ 5,192.00
4 credit hours	\$ 1,768.00	\$ 3,244.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,302.00	\$ 4,527.00	\$ 6,003.00
5 credit hours	\$ 2,210.00	\$ 4,055.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,302.00	\$ 4,969.00	\$ 6,814.00
6 credit hours	\$ 2,652.00	\$ 4,866.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,302.00	\$ 5,411.00	\$ 7,625.00
7 credit hours	\$ 3,094.00	\$ 5,677.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,302.00	\$ 5,853.00	\$ 8,436.00
8 credit hours	\$ 3,536.00	\$ 6,488.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,302.00	\$ 6,295.00	\$ 9,247.00
9 credit hours	\$ 3,978.00	\$ 7,299.00	\$ 346.00	\$ 17.00	\$ 111.00	\$ 2,302.00	\$ 6,754.00	\$ 10,075.00
10 credit hours	\$ 4,420.00	\$ 8,110.00	\$ 346.00	\$ 17.00	\$ 111.00	\$ 2,302.00	\$ 7,196.00	\$ 10,886.00
11 credit hours	\$ 4,862.00	\$ 8,921.00	\$ 346.00	\$ 17.00	\$ 111.00	\$ 2,302.00	\$ 7,638.00	\$ 11,697.00
Each Additional Hour	\$ 442.00	\$ 811.00						

Students Qualifying for the 2024-25 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	\$ 5,208.00	\$ 9,552.00	\$ 583.00	\$ 17.00	\$ 111.00	\$ 2,302.00	\$ 8,221.00	\$ 12,565.00
1 credit hour	\$ 434.00	\$ 796.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,302.00	\$ 3,193.00	\$ 3,555.00
2 credit hours	\$ 868.00	\$ 1,592.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,302.00	\$ 3,627.00	\$ 4,351.00
3 credit hours	\$ 1,302.00	\$ 2,388.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,302.00	\$ 4,061.00	\$ 5,147.00
4 credit hours	\$ 1,736.00	\$ 3,184.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,302.00	\$ 4,495.00	\$ 5,943.00
5 credit hours	\$ 2,170.00	\$ 3,980.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,302.00	\$ 4,929.00	\$ 6,739.00
6 credit hours	\$ 2,604.00	\$ 4,776.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,302.00	\$ 5,363.00	\$ 7,535.00
7 credit hours	\$ 3,038.00	\$ 5,572.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,302.00	\$ 5,797.00	\$ 8,331.00
8 credit hours	\$ 3,472.00	\$ 6,368.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,302.00	\$ 6,231.00	\$ 9,127.00
9 credit hours	\$ 3,906.00	\$ 7,164.00	\$ 346.00	\$ 17.00	\$ 111.00	\$ 2,302.00	\$ 6,682.00	\$ 9,940.00
10 credit hours	\$ 4,340.00	\$ 7,960.00	\$ 346.00	\$ 17.00	\$ 111.00	\$ 2,302.00	\$ 7,116.00	\$ 10,736.00
11 credit hours	\$ 4,774.00	\$ 8,756.00	\$ 346.00	\$ 17.00	\$ 111.00	\$ 2,302.00	\$ 7,550.00	\$ 11,532.00
Each Additional Hour	\$ 434.00	\$ 796.00						

Students Qualifying for the 2023-24 Tuition Promise & Post-AAS 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)
12 credit hours	\$ 5,112.00	\$ 9,372.00	\$ 583.00	\$ 17.00	\$ 111.00	\$ 2,302.00	\$ 8,125.00	\$ 12,385.00
1 credit hour	\$ 426.00	\$ 781.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,302.00	\$ 3,185.00	\$ 3,540.00
2 credit hours	\$ 852.00	\$ 1,562.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,302.00	\$ 3,611.00	\$ 4,321.00
3 credit hours	\$ 1,278.00	\$ 2,343.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,302.00	\$ 4,037.00	\$ 5,102.00
4 credit hours	\$ 1,704.00	\$ 3,124.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,302.00	\$ 4,463.00	\$ 5,883.00
5 credit hours	\$ 2,130.00	\$ 3,905.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,302.00	\$ 4,889.00	\$ 6,664.00
6 credit hours	\$ 2,556.00	\$ 4,686.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,302.00	\$ 5,315.00	\$ 7,445.00
7 credit hours	\$ 2,982.00	\$ 5,467.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,302.00	\$ 5,741.00	\$ 8,226.00
8 credit hours	\$ 3,408.00	\$ 6,248.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,302.00	\$ 6,167.00	\$ 9,007.00
9 credit hours	\$ 3,834.00	\$ 7,029.00	\$ 346.00	\$ 17.00	\$ 111.00	\$ 2,302.00	\$ 6,610.00	\$ 9,805.00
10 credit hours	\$ 4,260.00	\$ 7,810.00	\$ 346.00	\$ 17.00	\$ 111.00	\$ 2,302.00	\$ 7,036.00	\$ 10,586.00
11 credit hours	\$ 4,686.00	\$ 8,591.00	\$ 346.00	\$ 17.00	\$ 111.00	\$ 2,302.00	\$ 7,462.00	\$ 11,367.00
Each Additional Hour	\$ 426.00	\$ 781.00						

*Insurance is charged Fall, Winter, and Spring for continuing students and students admitted in those terms. Students returning in Summer 2025 after a leave of absence or other lapse in enrollment, and students entering in Summer 2025 from an uninsured program will be charged \$1,776.01 (Major Medical) and \$89.93 (Dental) for Summer 2025 coverage. Coverage ends 9/21/2026 for students insured during Spring 2026.

Undergraduate Nursing RN/BS
2025-2026 Tuition & Fee Charges By Term

Draft

6/27/2025

	Resident Tuition*	Non-Resident Tuition*	University Fee	Total Charges (Resident Tuition)	Total Charges (Non-Resident Tuition)
12 credit hours	\$ 3,852.00	\$ 3,852.00	\$ 346.00	\$ 4,198.00	\$ 4,198.00
1 credit hour	\$ 321.00	\$ 321.00	\$ 346.00	\$ 667.00	\$ 667.00
2 credit hours	\$ 642.00	\$ 642.00	\$ 346.00	\$ 988.00	\$ 988.00
3 credit hours	\$ 963.00	\$ 963.00	\$ 346.00	\$ 1,309.00	\$ 1,309.00
4 credit hours	\$ 1,284.00	\$ 1,284.00	\$ 346.00	\$ 1,630.00	\$ 1,630.00
5 credit hours	\$ 1,605.00	\$ 1,605.00	\$ 346.00	\$ 1,951.00	\$ 1,951.00
6 credit hours	\$ 1,926.00	\$ 1,926.00	\$ 346.00	\$ 2,272.00	\$ 2,272.00
7 credit hours	\$ 2,247.00	\$ 2,247.00	\$ 346.00	\$ 2,593.00	\$ 2,593.00
8 credit hours	\$ 2,568.00	\$ 2,568.00	\$ 346.00	\$ 2,914.00	\$ 2,914.00
9 credit hours	\$ 2,889.00	\$ 2,889.00	\$ 346.00	\$ 3,235.00	\$ 3,235.00
10 credit hours	\$ 3,210.00	\$ 3,210.00	\$ 346.00	\$ 3,556.00	\$ 3,556.00
11 credit hours	\$ 3,531.00	\$ 3,531.00	\$ 346.00	\$ 3,877.00	\$ 3,877.00
Each Additional Hour	\$ 321.00	\$ 321.00			

Doctor of Nursing Practice in an Advanced Practice Nursing Specialty
2025-2026 Tuition & Fee Charges By Term

Draft

6/27/2025

Students Qualifying for the 2025-26 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	\$ 6,417.00	\$ 8,334.00	\$ 583.00	\$ 17.00	\$ 111.00	\$ 2,302.00	\$ 9,430.00	\$ 11,347.00
1 credit hour	\$ 713.00	\$ 926.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,302.00	\$ 3,472.00	\$ 3,685.00
2 credit hours	\$ 1,426.00	\$ 1,852.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,302.00	\$ 4,185.00	\$ 4,611.00
3 credit hours	\$ 2,139.00	\$ 2,778.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,302.00	\$ 4,898.00	\$ 5,537.00
4 credit hours	\$ 2,852.00	\$ 3,704.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,302.00	\$ 5,611.00	\$ 6,463.00
5 credit hours	\$ 3,565.00	\$ 4,630.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,302.00	\$ 6,324.00	\$ 7,389.00
6 credit hours	\$ 4,278.00	\$ 5,556.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,302.00	\$ 7,037.00	\$ 8,315.00
7 credit hours	\$ 4,991.00	\$ 6,482.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,302.00	\$ 7,750.00	\$ 9,241.00
8 credit hours	\$ 5,704.00	\$ 7,408.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,302.00	\$ 8,463.00	\$ 10,167.00
Each Additional Hour	\$ 713.00	\$ 926.00						

Students Qualifying for the 2024-25 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	\$ 6,291.00	\$ 8,172.00	\$ 583.00	\$ 17.00	\$ 111.00	\$ 2,302.00	\$ 9,304.00	\$ 11,185.00
1 credit hour	\$ 699.00	\$ 908.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,302.00	\$ 3,458.00	\$ 3,667.00
2 credit hours	\$ 1,398.00	\$ 1,816.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,302.00	\$ 4,157.00	\$ 4,575.00
3 credit hours	\$ 2,097.00	\$ 2,724.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,302.00	\$ 4,856.00	\$ 5,483.00
4 credit hours	\$ 2,796.00	\$ 3,632.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,302.00	\$ 5,555.00	\$ 6,391.00
5 credit hours	\$ 3,495.00	\$ 4,540.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,302.00	\$ 6,254.00	\$ 7,299.00
6 credit hours	\$ 4,194.00	\$ 5,448.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,302.00	\$ 6,953.00	\$ 8,207.00
7 credit hours	\$ 4,893.00	\$ 6,356.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,302.00	\$ 7,652.00	\$ 9,115.00
8 credit hours	\$ 5,592.00	\$ 7,264.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,302.00	\$ 8,351.00	\$ 10,023.00
Each Additional Hour	\$ 699.00	\$ 908.00						

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	\$ 17.00	\$ 111.00	\$ 2,302.00	\$ 9,187.00	\$ 11,032.00
1 credit hour	\$ 686.00	\$ 891.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,302.00	\$ 3,445.00	\$ 3,650.00
2 credit hours	\$ 1,372.00	\$ 1,782.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,302.00	\$ 4,131.00	\$ 4,541.00
3 credit hours	\$ 2,058.00	\$ 2,673.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,302.00	\$ 4,817.00	\$ 5,432.00
4 credit hours	\$ 2,744.00	\$ 3,564.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,302.00	\$ 5,503.00	\$ 6,323.00
5 credit hours	\$ 3,430.00	\$ 4,455.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,302.00	\$ 6,189.00	\$ 7,214.00
6 credit hours	\$ 4,116.00	\$ 5,346.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,302.00	\$ 6,875.00	\$ 8,105.00
7 credit hours	\$ 4,802.00	\$ 6,237.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,302.00	\$ 7,561.00	\$ 8,996.00
8 credit hours	\$ 5,488.00	\$ 7,128.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,302.00	\$ 8,247.00	\$ 9,887.00
Each Additional Hour	\$ 686.00	\$ 891.00						

*Insurance is charged Fall, Winter, and Spring for continuing students and students admitted in those terms. Students admitted Summer 2025, students returning in Summer 2025 after a leave of absence or other lapse in enrollment, and students entering in Summer 2025 from an uninsured program will be charged \$1,776.01 (Major Medical) and \$89.93 (Dental) for Summer 2025 coverage. Coverage ends 9/21/2026 for students insured during Spring 2026.

PhD or Doctor of Nursing Practice in Nursing
2025-2026 Tuition & Fee Charges By Term

Draft

6/27/2025

	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	\$ 6,300.00	\$ 8,172.00	\$ 583.00	\$ 17.00	\$ 111.00	\$ 2,302.00	\$ 9,313.00	\$ 11,185.00
1 credit hour	\$ 700.00	\$ 908.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,302.00	\$ 3,459.00	\$ 3,667.00
2 credit hours	\$ 1,400.00	\$ 1,816.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,302.00	\$ 4,159.00	\$ 4,575.00
3 credit hours	\$ 2,100.00	\$ 2,724.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,302.00	\$ 4,859.00	\$ 5,483.00
4 credit hours	\$ 2,800.00	\$ 3,632.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,302.00	\$ 5,559.00	\$ 6,391.00
5 credit hours	\$ 3,500.00	\$ 4,540.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,302.00	\$ 6,259.00	\$ 7,299.00
6 credit hours	\$ 4,200.00	\$ 5,448.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,302.00	\$ 6,959.00	\$ 8,207.00
7 credit hours	\$ 4,900.00	\$ 6,356.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,302.00	\$ 7,659.00	\$ 9,115.00
8 credit hours	\$ 5,600.00	\$ 7,264.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,302.00	\$ 8,359.00	\$ 10,023.00
Each Additional Hour	\$ 700.00	\$ 908.00						

*Insurance for students who are not members of Graduate Researchers United (GRU) is charged Fall, Winter, and Spring for continuing students and students admitted in those terms. Non-GRU students admitted Summer 2025, non-GRU students returning in Summer 2025 after a leave of absence or other lapse in enrollment, and non-GRU students entering in Summer 2025 from an uninsured program will be charged \$1,776.01 (Major Medical) and \$89.93 (Dental) for Summer 2025 coverage. Coverage ends 9/21/2026 for non-GRU students insured during Spring 2026.

*Insurance charges for GRU students are different than the amounts listed above and can be found on the Budgeting for a GR intranet page. Insurance for GRU students will be charged Fall, Winter, and Spring on a semi-monthly basis (24 pay periods) while coverage goes year-round. The new benefit year for GRU students starts Fall term annually. For GRU students starting Summer, charges will be pro-rated for any partial term during the Summer.

Nurse Anesthesia
2025-2026 Tuition & Fee Charges By Term

Draft

6/27/2025

Students Qualifying for the 2025-26 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	\$ 8,001.00	\$ 8,334.00	\$ 583.00	\$ 17.00	\$ 111.00	\$ 2,302.00	\$ 11,014.00	\$ 11,347.00
1 credit hour	\$ 889.00	\$ 926.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,302.00	\$ 3,648.00	\$ 3,685.00
2 credit hours	\$ 1,778.00	\$ 1,852.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,302.00	\$ 4,537.00	\$ 4,611.00
3 credit hours	\$ 2,667.00	\$ 2,778.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,302.00	\$ 5,426.00	\$ 5,537.00
4 credit hours	\$ 3,556.00	\$ 3,704.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,302.00	\$ 6,315.00	\$ 6,463.00
5 credit hours	\$ 4,445.00	\$ 4,630.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,302.00	\$ 7,204.00	\$ 7,389.00
6 credit hours	\$ 5,334.00	\$ 5,556.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,302.00	\$ 8,093.00	\$ 8,315.00
7 credit hours	\$ 6,223.00	\$ 6,482.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,302.00	\$ 8,982.00	\$ 9,241.00
8 credit hours	\$ 7,112.00	\$ 7,408.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,302.00	\$ 9,871.00	\$ 10,167.00
Each Additional Hour	\$ 889.00	\$ 926.00						

Students Qualifying for the 2024-25 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	\$ 7,848.00	\$ 8,172.00	\$ 583.00	\$ 17.00	\$ 111.00	\$ 2,302.00	\$ 10,861.00	\$ 11,185.00
1 credit hour	\$ 872.00	\$ 908.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,302.00	\$ 3,631.00	\$ 3,667.00
2 credit hours	\$ 1,744.00	\$ 1,816.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,302.00	\$ 4,503.00	\$ 4,575.00
3 credit hours	\$ 2,616.00	\$ 2,724.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,302.00	\$ 5,375.00	\$ 5,483.00
4 credit hours	\$ 3,488.00	\$ 3,632.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,302.00	\$ 6,247.00	\$ 6,391.00
5 credit hours	\$ 4,360.00	\$ 4,540.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,302.00	\$ 7,119.00	\$ 7,299.00
6 credit hours	\$ 5,232.00	\$ 5,448.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,302.00	\$ 7,991.00	\$ 8,207.00
7 credit hours	\$ 6,104.00	\$ 6,356.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,302.00	\$ 8,863.00	\$ 9,115.00
8 credit hours	\$ 6,976.00	\$ 7,264.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,302.00	\$ 9,735.00	\$ 10,023.00
Each Additional Hour	\$ 872.00	\$ 908.00						

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	\$ 17.00	\$ 111.00	\$ 2,302.00	\$ 10,708.00	\$ 11,032.00
1 credit hour	\$ 855.00	\$ 891.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,302.00	\$ 3,614.00	\$ 3,650.00
2 credit hours	\$ 1,710.00	\$ 1,782.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,302.00	\$ 4,469.00	\$ 4,541.00
3 credit hours	\$ 2,565.00	\$ 2,673.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,302.00	\$ 5,324.00	\$ 5,432.00
4 credit hours	\$ 3,420.00	\$ 3,564.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,302.00	\$ 6,179.00	\$ 6,323.00
5 credit hours	\$ 4,275.00	\$ 4,455.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,302.00	\$ 7,034.00	\$ 7,214.00
6 credit hours	\$ 5,130.00	\$ 5,346.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,302.00	\$ 7,889.00	\$ 8,105.00
7 credit hours	\$ 5,985.00	\$ 6,237.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,302.00	\$ 8,744.00	\$ 8,996.00
8 credit hours	\$ 6,840.00	\$ 7,128.00	\$ 346.00	\$ 0.00	\$ 111.00	\$ 2,302.00	\$ 9,599.00	\$ 9,887.00
Each Additional Hour	\$ 855.00	\$ 891.00						

*Insurance is charged Fall, Winter, and Spring for continuing students and students admitted in those terms. Students admitted Summer 2025, students returning in Summer 2025 after a leave of absence or other lapse in enrollment, and students entering in Summer 2025 from an uninsured program will be charged \$1,776.01 (Major Medical) and \$89.93 (Dental) for Summer 2025 coverage. Coverage ends 9/21/2026 for students insured during Spring 2026.

Nursing Education and Health Systems & Organizational Leadership

2025-2026 Tuition & Fee Charges By Term

Draft

6/27/2025

	Resident Tuition	Non-Resident Tuition	University Fee	Total Charges (Resident Tuition)	Total Charges (Non-Resident Tuition)
9 credit hours	\$ 6,300.00	\$ 8,172.00	\$ 346.00	\$ 6,646.00	\$ 8,518.00
Per Credit					
1 credit hour	\$ 700.00	\$ 908.00	\$ 346.00	\$ 1,046.00	\$ 1,254.00
2 credit hours	\$ 1,400.00	\$ 1,816.00	\$ 346.00	\$ 1,746.00	\$ 2,162.00
3 credit hours	\$ 2,100.00	\$ 2,724.00	\$ 346.00	\$ 2,446.00	\$ 3,070.00
4 credit hours	\$ 2,800.00	\$ 3,632.00	\$ 346.00	\$ 3,146.00	\$ 3,978.00
5 credit hours	\$ 3,500.00	\$ 4,540.00	\$ 346.00	\$ 3,846.00	\$ 4,886.00
6 credit hours	\$ 4,200.00	\$ 5,448.00	\$ 346.00	\$ 4,546.00	\$ 5,794.00
7 credit hours	\$ 4,900.00	\$ 6,356.00	\$ 346.00	\$ 5,246.00	\$ 6,702.00
8 credit hours	\$ 5,600.00	\$ 7,264.00	\$ 346.00	\$ 5,946.00	\$ 7,610.00
Each Additional Hour	\$ 700.00	\$ 908.00			

Pharm.D.
2025-2026 Tuition & Fee Charges By Term*

Draft

6/27/2025

	University Fee	Student Council Fee	Dental Insurance**	Major Medical Insurance**	Total Charges*
1st, 2nd, and 3rd Years - Corvallis	\$ 0.00	\$ 0.00	\$ 111.00	\$ 2,302.00	\$ 2,413.00
1st, 2nd, and 3rd Years - Portland	\$ 583.00	\$ 17.00	\$ 111.00	\$ 2,302.00	\$ 3,013.00
4th Years - Portland	\$ 346.00	\$ 17.00	\$ 111.00	\$ 2,302.00	\$ 2,776.00

*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 2025 after a leave of absence or other lapse in enrollment, and students entering in Summer 2025 from an uninsured program will be charged \$1,776.01 (Major Medical) and \$89.93 (Dental) for Summer 2025 coverage. Coverage ends 9/21/2026 for students insured during Spring 2026.



**RESOLUTION NO. 2025-06-05
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 2025-26, including the tuition and fees for the academic year 2025-26 and operating support for Hillsboro Medical Center pursuant to the Management Agreement between OHSU and Tuality Healthcare ("FY 25-26 Operating Budget");

WHEREAS, Management has developed and has provided to the Board for its review the Capital Budget for OHSU for fiscal year 2025-26 including capital budget funding for Hillsboro Medical Center pursuant to the Management Agreement between OHSU and Tuality Healthcare ("FY 25-26 Capital Budget"); and

WHEREAS, the Board believes that OHSU's adoption of the FY 25-26 Operating Budget and the FY 25-26 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 25-26 Operating Budget for OHSU for fiscal year 2025-26 included in the June 27, 2025 Board docket accompanying this Resolution, including the tuition and fees for the academic year 2024-25 as shown in the OHSU Academic Year Tuition and Fee Book 2025-26, is hereby approved and adopted.
2. The FY 25-26 Capital Budget for OHSU for fiscal year 2024-25 included in the June 27, 2025 Board docket accompanying this Resolution is hereby approved and adopted.

This Resolution is adopted this 27th day of June, 2025.

_____ Yeas
_____ Nays
_____ Abstentions

Signed by the Secretary of the Board on June 27, 2025.

Connie Seeley
Board Secretary



Report from the Research Restructuring Commission

1. Introduction

On February 10, 2025, in response to an announcement from the National Institutes of Health (NIH) regarding the capping of all indirect costs (IDC)¹ at 15%, OHSU President Steve Stadum established a faculty-led commission to develop a plan to restructure the research mission, naming Marc Freeman, Ph.D., director of the Vollum Institute, and Susan Hayflick, M.D., Ph.D., chair of the Department of Molecular and Medical Genetics, School of Medicine, as co-chairs.

The Research Restructuring Commission (RRC) was charged with providing the President with a plan by May 24, 2025 (subsequently extended to June 16), recommending necessary changes to support a reduced research footprint given this potential funding loss. The charge to the RRC further stated that the restructured OHSU research enterprise vision should remain one of excellence, impact and financial sustainability, even at a smaller scale.

The co-chairs invited nine faculty members to serve on the RRC, each contributing expertise that reflected the breadth of research at OHSU while maintaining a small commission size to support the need for a rapid and nimble response. The commission roster, charge and related information are posted on the [RRC O2 site](#).

This report fulfills the RRC charge to develop recommendations to restructure OHSU's research mission. The report comprises four sections (including this introduction) that, taken together, broadly set the context for the commission's work. Section Five presents the commission's restructuring recommendations in four categories. The report also includes principles and metrics to help OHSU executive leadership implement the recommendations in close partnership with unit-level research leaders.

On March 31, President Stadum further requested that the RRC form the Clinical Research Infrastructure (CRI) Work Group to supplement the original charge. The CRI Work Group was charged with developing a specific plan to improve the efficiency and efficacy of clinical trial operations at OHSU and to strengthen OHSU's position as a key partner in attracting and executing this type of clinical research.

¹ Indirect costs are funds that are provided to the institution to partially support the non-scientific aspects of a research grant; for example, information technology, research administration, lab maintenance, utilities and others.

The CRI Work Group is co-chaired by Eliana Turk, M.D., M.P.H., director of operations for clinical research at the Knight Cancer Institute, and Firas Zahr, M.D., associate professor of Medicine (cardiovascular medicine), School of Medicine. The co-chairs invited ten individuals, a mix of faculty and administrators, to join the CRI Work Group. The report from the CRI WG was provided to President Stadum as part of this RRC formal submission. The CRI Work Group charge, roster and report are posted on the [RRC O2 site](#).

2. OHSU research funding overview

OHSU is Portland's largest employer and a statewide economic powerhouse. OHSU operations include multiple campuses, adult and children's hospitals, and clinics across Oregon. With its integrated missions of healing, teaching and discovery, OHSU unites some of the world's brightest minds in a singular vision: to improve the health and well-being of people in Oregon and beyond.

OHSU's research enterprise generates breakthroughs to create new cures, new standards of care, innovations to improve population health, and a deeper understanding of the basic science that drives biomedical discovery. OHSU educates the next generation of researchers and health care professionals.

In addition to research in departments of the Schools of Medicine, Dentistry, Public Health and Nursing, OHSU encompasses numerous specialized and multidisciplinary research centers and institutes located in Portland and throughout Oregon. Each brings together collaborative teams to promote excellence and advance the future of health sciences.

OHSU's research enterprise has grown substantially in the past two decades, a testament to the nationally and internationally recognized excellence of its programs and scientists. In FY 2005, OHSU received \$273 million in total research funding. By FY 2024, that number had more than doubled to \$585 million. This figure includes direct costs, indirect costs, philanthropy and other revenue streams. The research mission also receives support through Oregon's Medicaid intergovernmental transfer (IGT) mechanism.

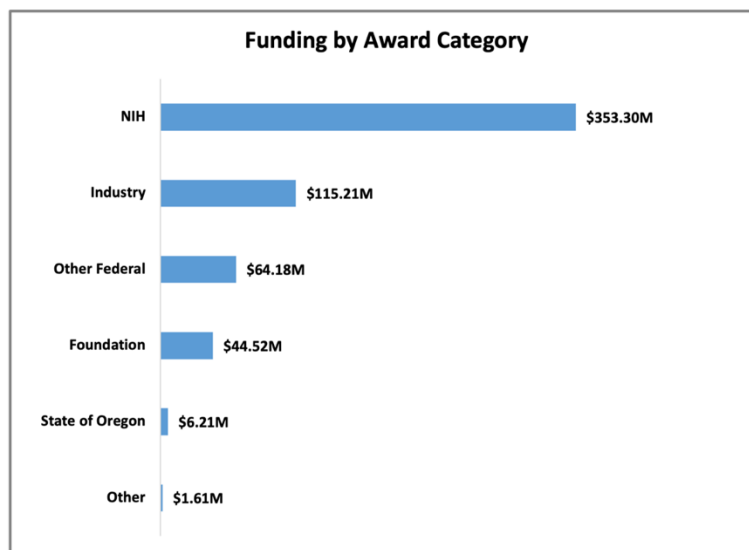
In FY 2024, OHSU received \$353 million from the NIH (Figure 1), representing about 60% of OHSU's total research funding. About 70% of the total NIH funding to the state of Oregon is awarded to OHSU. OHSU received \$64 million in research funding from other federal agencies and sources.

Every OHSU school and center makes a significant contribution to the research mission, and each receives federal grant funding (Figure 2). Seventy percent of OHSU's research funding, or \$411 million, is awarded to faculty researchers in the School of Medicine. OHSU's free-standing centers and institutes, including the Oregon National Primate Research Center, receive the next largest amount, at \$134 million.

There are more than 40 individual research units at OHSU, defined as having oversight of an independent research budget. The programmatic size, in terms of funding, faculty and staff, of these units varies significantly, ranging from schools, centers, institutes and departments to research programs embedded in clinical departments or other entities.

Within these research units, there are more than 550 full-time-equivalent (FTE)² research faculty; most of this research effort is fulfilled by faculty members working across OHSU's three missions. For example, a faculty member may spend 40% of their time working in research, 40% providing clinical care and 20% teaching in OHSU educational programs. This cross-mission distribution of FTE delivers multiple benefits, including accelerating the clinical translation (application) of new discoveries.

Figure 1. Funding award by category (FY 2024)



Source: OHSU Office of Proposal & Award Management.
This figure does not include IGT support from the State of Oregon.

² The term full-time-equivalent, or FTE, does not equate to headcount. Rather, this unit of measurement describes the number of hours relative to a standard full-time work schedule allocated to a particular category, in this case the research mission. OHSU has many more than 550 individuals working in the research mission because many work part of their time in research, and part in other missions.

Figure 2. Funding by unit (FY 2024)

Sponsored Projects and Awards by Unit FY 2024 (Dollars in Millions)	
Unit	Awards Received
School of Dentistry	\$8.7
School of Medicine	\$411.9
School of Nursing	\$8.0
School of Public Health	\$10.2
Academic Affairs	\$4.0
Research Centers/Institutes	\$134.0
Hospitals and Clinics	\$4.9
Administration	\$2.7
Total	\$584.4

Note: All figures rounded to the nearest hundred thousand dollars.
Source: OHSU Research Development & Administration, Office of Proposals & Award Management.

3. Current situation

The RRC was established in response to the NIH’s announcement that indirect costs (IDC) could potentially be capped at 15%. OHSU’s negotiated IDC rate from the NIH for research on the main campus is 56%. If nothing else changes, the financial impact to OHSU if the NIH were to cap indirect costs at 15% is estimated to be between \$65 million and \$85 million per year.

A legal challenge has provided temporary relief from the proposed NIH change to IDC rates; however, the unexpected rate cut announcement, along with subsequent notices and media reporting, suggests that significant changes at NIH may be forthcoming. Any changes are likely to reduce or reorient federal research funding, although the magnitude of this impact remains unclear.

While the initial impetus for the RRC planning process was related to the proposed change in IDC rates and the corresponding loss in research revenue, the ongoing uncertainty about research funding across the federal landscape led the RRC to develop a response plan for a range of changes in funding levels or sources that can be implemented as needed, regardless of the source of that change.

The RRC plan prepares OHSU to respond to potential shifts in the external funding landscape in ways that maintain excellence, lay the foundation for future reinvestment, ensure continued impact, and preserve, to the maximum extent possible, the impressive research portfolio and infrastructure built over decades by OHSU.

Although actions that may affect external research funding remain uncertain, no matter the outcome at the federal level, the RRC evaluation of the OHSU research enterprise has been a constructive undertaking. The knowledge gained from this self-assessment and reflection will

strengthen systems and research infrastructure, and help guide future research planning, even if external cuts are minimal.

4. Methods and limits

The RRC's first deliverable was a process plan submitted to President Stadum on March 24, 2025. Key elements of this plan are presented below; the full process plan is posted on the [RRC O2 site](#).

A directive of the RRC charge from President Stadum was to deeply engage the OHSU research community in the planning process. To accomplish this, the RRC held more than 20 listening sessions in February and March 2025 with research leaders, faculty, staff and learners. Hundreds of OHSU members attended these sessions. In addition, hundreds of ideas to reduce costs or increase revenue were submitted to the RRC in writing.

The RRC oversaw the analysis of the totality of this input, identifying patterns and using these commonalities to sort the input into specific actions and themes, and then identifying which actions or themes fell within the RRC's restructuring scope. This output, combined with financial data, projections about potential funding scenarios, and other analyses, was the basis for developing preliminary restructuring recommendations. The RRC held feedback sessions with the OHSU community on the preliminary recommendations in early June. The final restructuring recommendations contained in this report reflect and integrate that community feedback.

This RRC analysis also categorized OHSU member input falling outside the RRC scope. These wide-ranging ideas focused mainly on improving specific systems and processes. While not evaluated for restructuring, the ideas are important to enhancing the research climate and faculty satisfaction and productivity. These submissions were shared with the Office of the Chief Research Officer for evaluation and action.

4.1 Guiding Principles

The RRC developed and adopted guiding principles for undertaking its planning work, presented here:

The Research Restructuring Commission's overall guiding principle is to protect, sustain and elevate research excellence at OHSU and its transformational impact on health within OHSU, Oregon and throughout the world. The commission will rely on six supporting principles to complete its work:

1. Engage the research community in a meaningful partnership to promote decentralized decision-making, increase transparency and build trust.

2. Reimagine OHSU research infrastructure and investigator support to enhance collaboration, innovation and productivity. Prioritize early career scientists and acknowledge diverse investigator types (e.g., clinician-scientists).
3. Align with OHSU values, while acknowledging the current and evolving funding challenges and the existential importance of financial stability and sustainability.
4. Rely on evidence-based decision-making through data collection and analysis, while also recognizing the role of expert opinion.
5. Ensure accountability by defining thresholds for implementing the plan's recommendations based on specified conditions (i.e., specific external funding cuts).
6. Promote a culture of celebration in which we recognize research accomplishments and build community centered in the joy of discovery and the importance of our work.

4.2 Limitations

During the planning process, the RRC encountered some constraints that limited aspects of its ability to fully understand the complexity of OHSU's research enterprise, primarily related to financial data. In some cases, mission-level data did not align perfectly with unit-level data. This is partly because multiple intertwined funding mechanisms support research, and individual units account for various combinations of these mechanisms in different ways. Conversely, funds at the mission-level are aggregated and sorted into broader categories that don't always reflect unit-level allocations.

The practical implication of these data constraints is that the RRC could not develop and verify an independent funds flow model for research and instead relied on models already in use and verified by OHSU Central Financial Services to understand the financial impact of restructuring. Thus, additional financial modeling may be warranted before or as part of the process of implementing recommendations.

However, of note, the intensive period of collaborative work between the RRC and Central Financial Services was positive and contributed to each party's understanding of research enterprise accounting. Moving forward, it will be crucial that this collaborative partnership continues.

5. Restructuring recommendations

This RRC plan includes four categories of restructuring recommendations: 1) overarching recommendations; 2) recommendations to be considered immediately to minimize the impact of any funding reductions by decreasing costs, improving existing resource allocation and establishing a stronger organizational foundation for investment; 3) scalable recommendations to reduce the research footprint at three levels of external funding reductions; and 4) growth/reinvestment recommendations, including efforts at portfolio diversification.

The four categories of recommendations are presented below.

A note on implementation: As executive leadership decisions are made to implement the recommendations in response to external events, the tasks of sequencing, planning, and execution should be undertaken in all cases in close coordination with research leaders and faculty experts. Further, implementation planning should be conducted as transparently as possible and rely on clear and consistent metrics that align with a research unit's missions and an understanding of how these factors apply uniquely to each unit. In addition, implementation plans should define accountability metrics for unit leaders. Without this unit-level coordination, the likelihood of preserving OHSU's research excellence in a manner that supports future rebuilding or realignment will be diminished.

5.1 Overarching recommendations

The RRC developed eight overarching recommendations to guide OHSU's response to potential federal funding cuts.

1. Prioritize faculty and program excellence.
2. Prioritize the protection of junior scientists and scientists in training.
3. Reduce the research footprint as changes in funding are made, rather than preemptively.
4. Maximize efforts to maintain people and expertise, at the expense of infrastructure.
5. Rely on the expertise of research unit leaders in decision-making and implementation.
6. Maximize transparency regarding current and future research funding allocations.
7. Begin planning implementation steps as soon as possible so recommendations can be executed swiftly, if needed.
8. Immediately undertake a mission-wide planning process that outlines how OHSU research will rebuild as the external landscape shifts and sets strategic priorities to thrive in a new funding reality.

5.2 Restructuring recommendations to be considered immediately, regardless of financial pressures

This category of restructuring recommendations aims to proactively minimize the impact of changes in external funding by reducing costs, enhancing existing resource allocation, while also strengthening the foundation of the research mission for possible future reinvestment.

These are not rank-ordered.

1. Immediately create and activate an emergency research funding mechanism to support disrupted faculty salaries, with priority given to the likelihood that emergency funding will lead to programmatic growth; to maximize impact, first evaluate if faculty can temporarily pivot to alternative engagement in the broader enterprise (clinical, teaching, service, advocacy); acknowledge certain research programs may experience a more dramatic decline in federal support, requiring additional time to pivot or retool programs.
2. Discontinue contracts for faculty whose research programs/efforts consistently lack external funding support, disproportionately draw on institutional resources, and who cannot pivot to alternative engagement in the broader enterprise (clinical, teaching, service, advocacy).
3. Conduct an independent financial review of major research institutes and develop tailored restructuring recommendations aligned with external funding realities; critically assess any research unit not meeting newly determined financial metrics (e.g., operating loss, percent coverage of research expenses) to understand and address these losses.
4. Consider consolidating free-standing centers and institutes that currently report to the Chief Research Officer (CRO) into the School of Medicine, bringing them under the School of Medicine Dean's purview; scale unit-level administrative support as appropriate, with central research administration remaining under the CRO purview. Research units under the Provost's purview (those in Schools of Dentistry, Nursing and Public Health) would remain there. For clarity, the free-standing centers and institutes are:
 - Advanced Imaging Research Center; Center for Embryonic Cell and Gene Therapy; Center for Regenerative Medicine; Oregon Institute of Occupational Health; Oregon National Primate Center; Vaccine and Gene Therapy Institute; Vollum Institute.

- The Oregon Clinical & Translational Institute (OCTRI) should be evaluated separately, aligned with recommendations from the CRI Work Group and considering its unique cross-school functions.
5. Consolidate research leadership positions to reflect the reorganization of centers and institutes above and to enhance research planning and collaboration within and across schools; this should include creating a new executive vice president level position (or restructuring the CRO position) reporting to the President, with whom school-level research leaders would coordinate on vision, strategy and operations. It is important that there is an EVP-level position dedicated to advocacy for the research mission.
 6. Evaluate central research administration performance, top to bottom, including undertaking a broad and rigorous data-driven process improvement analysis of central research administration (CRO office, OPAM, others) with clear, transparent metrics describing operations and finances; refocus all centralized services to a client-centered model; redistribute and buttress research administrative support across units to address current inequities; invest in updated data systems and other tools as needed to support resulting recommendations; and critically evaluate risk tolerance impact across the research enterprise.
 7. Critically assess underperforming university shared resources and core facilities based on financial and scientific impact and streamline processes for these units to provide services to outside clients. Some units may need to be consolidated or closed.
 8. Evaluate and, as needed, reformulate current approaches to institutional research support for research FTE to ensure these are being applied/incentivized uniformly across units.
 9. Develop a standardized process to expand the type and frequency of financial data provided to research units to enhance data-driven decision-making.
 10. Initiate a review of promotion and tenure guidelines to adjust criteria to align with changes to the external funding landscape and its cascading impact on research scholarship; develop a regular post-tenure review process for all professors and consider adding new criteria for designating a distinguished professor track.
 11. Survey OHSU real estate for research activities to prepare for the need to consolidate programs, end leases, repurpose assets and coalesce faculty and programs. Most immediately, when the lease expires in 2028, relocate the research units in the 3030 Southwest Moody building to virtual settings or alternative sites.

12. Engage the OHSU research enterprise in a collaborative and forward-looking research strategic planning process that, among other outcomes, identifies areas of excellence and future investment, identifies near-term opportunities to coalesce and support these scientific areas, and supports the development of an outreach plan that describes OHSU research excellence to external audiences, including donors, policymakers, media, our community and others.
13. Develop a plan to leverage the health care system as integral to rather than adjacent with research, and facilitate research to improve health care and support high-priority health care issues identified by the local and state leaders (e.g., behavioral health, disease surveillance); engage healthcare leadership to lead this effort in partnership with scientists and other key members from the research community.

5.3 Scalable restructuring recommendations

These recommendations address the need to reduce costs in the face of a 20%, 40% or 60% reduction of external funding relative to OHSU's total research budget. These percentages are not meant as absolutes but rather provide approximate indicators of a continuum around which tiered recommendations should be considered for implementation, keeping at the forefront of planning the overarching recommendation to maximize efforts to maintain people and expertise at the expense of infrastructure and the need to involve unit-level research leaders.

Notably, if funding reductions exceed 60% of OHSU's total research budget, the institution would be compelled to consider actions beyond the recommendations proposed here, which would pose an existential threat to the research mission itself.

Note: Some recommendations will require input from leadership at the unit level. Affected research unit leaders should have a clear view of the changes to be implemented, should be prepared to help lead the unit through those changes, including when their own position is uncertain, and should be held accountable for meeting expectations set by OHSU leadership.

20% reduction in external funding:

1. Begin the implementation of some of the major restructuring items (listed at the end of Section 5.3).
2. Begin (or increase) execution of growth opportunities listed in Section 5.4.
3. Close the remaining financial gap as needed with the following:

- Reduce costs in research central administration scaled to faculty reductions (of note: this is not a recommendation to centralize all research administration); examine the Office of Proposal and Award Management, Research Integrity, research-specific human resources and other administrative offices to determine need/value, resolve redundancies, and consider closure or consolidation; ensure that unit-level administrative support is sufficient to meet basic needs and is appropriately balanced across units.
- Decrease research footprint (i.e., total research FTE and administrative support in associated units) scaled to the financial gap and considering that unit-level administrative support is not currently uniformly distributed. This recommendation will require difficult decisions for leaders at the executive and unit levels and should be premised on preserving faculty and program excellence, relying on the following guidelines.

Guidelines for preserving faculty and program excellence:

For programs:

- Demonstrated or high potential to significantly improve the health of individuals, groups or populations, or to significantly advance understanding of basic scientific processes.
- Nationally or internationally recognized, excellent scientific program (excellence is defined below).
- High potential to garner major research funding.
- Fosters and incentivizes collaboration and interdisciplinary team science.

For faculty excellence (career stage should be considered in assessing the factors below; the weight of these criteria will vary by discipline):

- *Scientific:* Is this a leader in their field or on a trajectory to be a leader? Is the research addressing a fundamental biological mechanism? Is the work likely to provide important new insights into organismal physiology, including humans, that could advance human health? Does the work contribute significantly to the understanding of human disease and its recognition, treatment and outcome? Does the work impact understanding of how to improve health at clinical or population level? Is the research aligned with OHSU's research priorities?
- *Grant portfolio:* Does the principal investigator have a sustainable research program and consistent grant submissions and success?
- *Scientific productivity:* This metric is broadly defined and should include perspectives from unit or scientific leaders, combined with data on publications, students trained or mentored, service to the university and community, seminar and meeting invitations, H-index and other relevant factors. Note: these metrics will likely differ by research field.

- *Collaboration*: Is there a substantial contribution to team science that connects units, schools, missions and communities? Does the work bring together diverse disciplinary perspectives that can better address complex, real-world problems? Does the work provide foundational methodologies to support other research across OHSU?
- *Long-term sustainability*: This evaluation should consider past funding success and evolving funding realities.
- *Cost of the research program relative to any new IDC rate*: This metric is intended to reflect that some grants already have low rates of 15% to 25% and thus may be less of a draw on declining external revenue sources.
- *Impact*: Does the research significantly advance understanding of basic scientific processes? Does the research advance population health, drive clinical excellence, or benefit the community? This includes work that informs clinical practice, influences policy decisions or involves community partnerships that translate research into practical applications in the real world.

40% reduction in external funding:

4. Initiate more aggressive implementation of major restructuring items and evaluate whether research leadership positions should be combined or eliminated.
5. Recognize the interconnected nature of the research and education missions and scale OHSU educational efforts towards the most pressing needs of the State of Oregon, cutting unsustainable or low-priority programs as needed.
6. Maximize the execution of growth/reinvestment opportunities listed in Section 5.4.
7. Continue reducing costs in research central administration and continue decreasing OHSU's research footprint (i.e., total research FTE and administrative support in associated units), scaled to the degree of the remaining financial gap after other recommendations have been implemented, relying on the guidelines for preserving research excellence previously listed.

60% reduction in external funding:

8. Implement all the major restructuring items.
9. Continue reducing costs in research central administration and continue decreasing OHSU's research footprint (i.e., total research FTE and administrative support in associated units), relying on the guidelines for preserving research excellence previously listed, and recognizing that some administrative functions are core to the functioning of the research mission and cannot be reduced beyond certain points. At this level of

funding cut, this recommendation will likely also require aggressive unit consolidation and closures.

Major restructuring actions to decrease costs:

The items below are potential major restructuring items to decrease costs, to be implemented on a tiered basis, as external financial pressures mount.

These are not rank-ordered.

1. Close the least efficiently used research buildings (for example, low occupancy or inefficient based on building age) and aggregate faculty in the remaining space; as needed, sell, re-purpose or mothball real estate assets.
2. Increase faculty salary coverage on grants and incentivize faculty to do so; harmonize expectations across similar research units.
3. Merge research units and eliminate some chair/director positions.
4. For clinical faculty with small research FTE, define guidelines for cost-sharing.
5. Reduce the number of research faculty receiving institutional support, with some exceptions for faculty on start-up funding and other special circumstances.

5.4 Growth/reinvestment recommendations

This final category of restructuring recommendations describes opportunities to diversify OHSU's research funding portfolio. It is essential to note that these efforts will require investment and will not yield an immediate financial impact; however, they are expected to have substantial long-term benefits.

These are not rank-ordered.

1. Direct the offices of Technology Transfer and Collaborations & Entrepreneurship to focus on short-term returns on investment, such as securing diversified funding streams (industry contracts) for faculty, and to strategically invest to enhance OHSU's portfolio of startups, sponsored research agreements, commercialization and others; regularly conduct data-driven performance assessments of this office to maximize outcomes.
2. Enhance the OHSU Foundation's effort in supporting research, guided by the development of a strong vision for philanthropic support aligned with OHSU research

goals, including a focus on crucial areas excluded from federal priorities that also align with donor interests.

3. Rent open lab space to outside startups, provide external access to cores, incentivize principal investigators to create companies, and seek more engagement with industry partners.
4. Work toward a minimum 15% IDC rate from all foundation funding and apply an IDC rate of 15% or higher on all (future) gifts; develop a protocol for reducing support to research units when foundation and private research dollars do not carry this minimum IDC.
5. Reorganize and strengthen OHSU's clinical trials infrastructure (see separate report from the CRI Work Group).
6. Recognize and support opportunities for research growth in areas that require less overhead (e.g., health services research, population science).
7. Provide incentives to principal investigators to facilitate diversifying their research funding streams.
8. Identify and invest in new programs of excellence that are adaptable to shifts in federal funding priorities and align with a forward-looking strategic plan for research (see also #12 in section 5.1, above).



Report from the Clinical Research Infrastructure Work Group

1. Introduction

The Clinical Research Infrastructure (CRI) Work Group was established on March 31, 2025, as a supplement to the Research Restructuring Commission (RRC).¹ OHSU executive leadership named Eliana Turk, M.D., M.P.H., director of operations of clinical research at the Knight Cancer Institute, and Firas Zahr, M.D., associate professor of medicine (cardiovascular medicine), School of Medicine, as co-chairs of the CRI Work Group. The co-chairs appointed ten additional members to the Work Group, representing clinical research faculty and administrators from OHSU departments, centers and institutes (Units) that conduct clinical trials, as well as senior administrators from OHSU's central research administrative offices.

President Steve Stadum, J.D., School of Medicine Dean Nathan Selden, M.D., Ph.D., and Chief Research Officer Peter Barr-Gillespie, Ph.D., charged the CRI Work Group with developing recommendations regarding clinical research infrastructure at OHSU to improve activation timelines, streamline processes, improve efficiency and promote a culture of continuous improvement and innovation.

The charge was further defined to focus on industry-funded and investigator-initiated clinical trials that involve drugs, devices, surgery, radiation, gene therapy, vaccines and biological therapies, and to evaluate all processes required to execute this type of clinical research.

While important, the following items were excluded from the charge: 1) clinical trials conducted outside of OHSU campus; 2) a financial assessment of the current state of individual clinical trials or centers/institutes or the indirect impact of clinical trials on health care system clinical revenue; and 3) and assessment of the total investigator FTE (full time equivalent) currently allocated to clinical trials.

Given the uncertainty of the external funding landscape and the need for rapid action, the work was to be completed in eight weeks, subsequently extended to eleven. This time frame necessarily limited aspects of the analysis undertaken.

¹ Information about the RRC and the CRI Work Group, including the formal charges and rosters, is posted on the [RRC O2 site](#).

This report summarizes the work completed by the CRI Work Group to fulfill its charge. The report provides an overview of OHSU's clinical trial landscape, identifies the goals that inform the proposed recommendations, outlines the methodology used to gather input from the research community, presents an assessment of OHSU's current clinical research infrastructure, and concludes with 10 recommendations.

2. OHSU clinical trials overview

OHSU is the only public academic health center in Oregon, and its integrated missions of healing, teaching and discovery are unique in the state. OHSU health care professionals treat the most complex health needs in the region, and a key element of this leading-edge care is provided through clinical trials. OHSU is a renowned national and international leader in clinical trials, conducted by world-class scientists and attracting thousands of patients annually from the state and beyond.

More than 600 clinical trials are currently open to enrollment at OHSU. These trials include those that evaluate the efficacy of new drugs, test leading-edge treatment protocols, measure the effectiveness of new devices, and more. In FY 2024, 4,654 participants enrolled in clinical trials at OHSU, representing a more than twofold increase compared to FY 2019. This increase is also reflected in the external funding awarded to OHSU clinical trials. In FY 2019, OHSU was awarded \$106.2 million for clinical trials; by FY 2024, this amount had increased by more than 48% to \$157.3 million, representing approximately 27% of OHSU's total research awards.

Providing clinical trial opportunities for OHSU patients not only offers access to therapies that wouldn't otherwise be available in Oregon, it also demonstrates OHSU's commitment to innovation, enhances the institution's reputation, impacts clinical care, and attracts and retains top-tier investigators and physicians.

While potential federal funding cuts and the resulting financial impact on academic health centers across the nation, and in particular OHSU, remain uncertain, enhancing and strengthening OHSU's clinical trial infrastructure and expanding partnerships with the private sector offer opportunities for the continued growth of the university's research and health care missions.

Unlike other categories of research that rely almost exclusively on federal funding, many clinical trials are sponsored by industry. The efficiency of the internal systems through which these industry-sponsored trials are tracked—including contracting, subject enrollment, invoicing, and research billable activities—plays a major role in ensuring OHSU's attractiveness to this funding source.

3. Goals

Drawing on input from OHSU leaders, clinical research experts, and listening sessions, as well as written submissions (detailed in Section 4), the CRI Work Group established the following six goals to guide the development of recommendations.

1. *Achieve and sustain excellence across all categories of clinical trials.* OHSU must ensure an existing foundation that supports investigator and research staff training, regulatory oversight, highly efficient contract execution and subject enrollment, and financial well-being through the clinical trial life cycle.
2. *Measurably increase competitiveness for industry-funded clinical trials.* In response to the shifting external funding landscape, many institutions are seeking to attract more industry funding. OHSU will need to rapidly enhance internal processes and staffing models to improve its competitive position.
3. *Be forward-focused and rely on past performance data to set a new strategic goal for clinical trial expansion.* OHSU's recent rapid growth in clinical trials offers data-driven insights into understanding how, if at all, that growth affected infrastructure (e.g., did this growth strain existing systems, did it overburden staff, etc.).
4. *Incentivize investigator interest and encourage subject recruitment.* By defining and investing in coordinated infrastructure and systems that foster participation, promote sustainable growth and reward excellence.
5. *Ensure clinical trial infrastructure respects the needs of specialization for Unit-specific trials and also provides centralized core resources for Units without those resources.* It is critical to have an infrastructure that supports all investigators interested in conducting clinical trials.
6. *Build stronger collaborations between teams conducting clinical trials and central research administration staff.* This collaboration could foster innovations in quality assurance, accountability and communication, helping to avoid duplication and service diffusion, while also providing ongoing input for continuous improvement.

4. Methods and data

The CRI Work Group co-chairs' first deliverable was to establish a roster with representation from OHSU's clinical research faculty and administrators, leadership from central research administration, including the Office of Proposal and Award Management (OPAM), the Institutional Review Board (IRB), Clinical Research Services Office (CRSO), the Oregon Clinical &

Translational Research Institute (OCTRI), and one RRC member to facilitate alignment and avoid redundancies in work between the RRC and the CRI Work Group. The RRC co-chairs, the Chief Research Officer and the Dean of the School of Medicine vetted the CRI Work Group members.

With the CRI Work Group roster established, the next step was to gather input from the OHSU research community, prioritizing inclusivity and accessibility. This was accomplished through the following methods:

- **Listening sessions.** Eight listening sessions were conducted in April and May 2025 that were open to all OHSU members. Listening sessions were announced in the RRC co-chairs' OHSU Now updates and posted on the RRC O2 page and calendar. All listening sessions were conducted virtually to remove barriers to participation and scheduled at a variety of different times to promote participation. More than 400 participants, including investigators, research managers and directors, research staff, chairs/directors, and central research office staff, joined the listening sessions. The feedback centered on OHSU's current clinical research infrastructure and ideas on how to streamline processes to improve patient access to leading-edge care while also increasing revenue from clinical research. Listening sessions were transcribed for further detailed review by the CRI Work Group to inform the development of the recommendations included in this report.
- **CRI intake form.** An online survey was posted on the RRC O2 page, and the link was shared in the RRC co-chairs' OHSU Now updates, encouraging the OHSU research community to submit their feedback and ideas in writing. The option to submit feedback anonymously was provided to eliminate barriers to participation. Approximately 45 individual written submissions with more than 130 ideas were submitted through this online portal.
- **Small group interviews.** Input was gathered via small group interviews with department chairs, senior executive leadership across missions, research leaders, the RRC co-chairs and others.
- **Patient feedback.** The CRI Work Group had access to patient survey feedback provided by patients over a five-year period regarding their experience participating in a clinical trial at OHSU.

Additional source materials and analyses that informed the CRI Work Group's efforts were derived from prior external consulting reports, transcripts from the more than 20 listening sessions conducted by the RRC, financial and clinical research data, and interviews with clinical trial leadership at peer academic health centers regarding their clinical research infrastructure and financial sustainability models.

5. Results from the assessment and integration of input

The CRI Work Group reviewed and integrated the entirety of the source material and OHSU community input. The results of their analysis are summarized below.

1. Activation timelines are unacceptably long, which can result not only in patients missing the opportunity to receive leading-edge care but also in financial losses for the institution. Although in the listening sessions contracting emerged as the main reason for delays in trial initiation, through a rigorous analysis it became apparent that it is a multilayered issue, including less-than-optimal institutional electronic systems used for clinical trial administration that fail to communicate with each other, making it difficult for study teams to readily access trial status, leading to misunderstandings between teams and central research administration offices.
2. Clinical research support and expertise vary widely across OHSU. This presents specific challenges for new investigators and/or those in units without robust clinical research infrastructure as they navigate the various steps, processes and requirements necessary to conduct clinical trials. Some Units have very strong and established clinical research programs. These groups are evidence that with the proper local infrastructure in place that is continually nurtured and supported, other groups can as well.
3. Investment in tools and dedicated clinical research finance staff to provide clinical research finance management, including budget development, review and negotiations, billing, invoicing, collections and auditing is needed.
4. Standard feasibility review processes that proactively assess the appropriateness of a clinical trial relative to OHSU patient populations and their potential financial impact are not routinely used institution-wide.
5. Clinical research onboarding, training and education for investigators and clinical research staff can be expanded and enhanced.
6. Routine quality assurances, audit and inspection readiness vary across the institution.
7. Some investigators, especially new investigators, express frustration at the complexity of navigating the various elements required across the continuum of initiating and conducting a clinical trial. In part, this is because these functions operate in administrative silos, relying on systems that don't always interact seamlessly (or at all), and require the investigator to be, in effect, the sole navigator of systems they don't always understand.

8. Clinical research support tools, such as electronic regulatory binders, AI-powered tools and templates, etc., vary across units. This results in duplication of tools, a lack of uniform compatibility of records, increased cost and unnecessary complexity. Furthermore, transparency about staff support and tools is limited because O2 intranet websites intended to provide direction and/or identify staff support are not routinely updated or easily accessible/navigable.
9. There is an insufficient awareness among investigators of the role of OCTRI in supporting clinical trials; reversing this could mitigate some of the frustration investigators express when navigating the support needed to initiate and conduct clinical trials.

6. Recommendations

Broadly, the CRI Work Group concludes that OHSU has the minimal infrastructure to sustain existing clinical trial operations. However, the substantial improvements needed, both to expand Oregon patient access to leading-edge care and to optimize revenue generation, will be critically dependent on upgrading—and continuously monitoring and improving—internal mechanisms and resources.

The CRI Work Group developed 10 recommendations, presented below, focused on these internal mechanisms. These are not rank-ordered.

1. Create an oversight structure for clinical research (CRI Work Group 2.0) that can influence all aspects of clinical trial activities, partner with senior leadership and central offices to effectively implement these recommendations, remove barriers and communicate progress regularly to the research community.
2. Develop a clinical trial activation dashboard to provide transparency, monitor progress, and track activation timeframes; explore the optimization of clinical trial management by integrating existing electronic systems and leveraging AI technologies; establish a service level agreement with clear objectives and performance standards for clinical trial activation, ensuring accountability across all stakeholders.
3. Establish key performance metrics and service level agreements for clinical trial support functions. This should establish clear turnaround timelines for the execution of contracts, IRB reviews and any other centrally supported activities impacting clinical trials, ensuring staffing levels match these demands. The goal is to build a self-sustaining system where increased trial revenue fuels office growth, aids staff retention and prevents staff burnout.

4. Establish and/or strengthen a client-centered model of centralized support systems for investigator-initiated trials to provide dedicated expertise in regulatory compliance (including FDA and clinicaltrials.gov submissions), trial monitoring, audit and inspection preparation, data management and pre-/post-award administration.
5. Develop centralized startup “navigator” services that support new investigators and investigators in Units without clinical research infrastructure by guiding them through the regulatory process of conducting clinical trials; and create a centralized clinical research navigator hub on O2 with links to all clinical research-related resources.
6. Establish a clinical research finance task force, leveraging existing Research and Innovation teams, to collaboratively develop standard financial management tools, templates and processes, and to evaluate opportunities for improving pre- and post-award activities. This task force should include a wide representation of expertise able to review the research charge master, budget development, internal processes for separation from routine care billing, invoicing and collection processes and financial auditing of trial accounts.
7. Foster an environment that supports and welcomes industry clinical trials by creating a competitive start-up fee package with clear expectations in return, strengthening the relationship with sponsors by being communicative and responsive, holding routine meetings with key sponsors, supporting the faculty who participate in clinical research both via protected time and a pathway to promotion.
8. Develop an inclusive training module/framework that caters to the diverse roles within clinical research, designed for both new hires and experienced staff, with a strong focus on ease of access for all participants to support successful onboarding and continuous skill enhancement.
9. Elevate clinical research visibility through the strategic use of digital resources for both internal teams and external stakeholders.
10. Identify the RRC recommendations that align with the CRI Work Group goals and expedite their implementation.

Recommendations from the OHSU Research Restructuring Commission

Presented by: Marc Freeman and Susan Hayflick

OHSU has a world class research enterprise

What research do we do?

- Basic
- Clinical
- Translational
- Population & Health Services

Research is deeply engrained in every corner of OHSU and defines who we are. We need to do a better job sharing our accomplishments with our communities.

How are we doing?

- 31st in US for Medical Research (NIH\$)
- > 40 units across campus built over several decades
- 10 National Academy of Science
- 11 National Academy of Medicine
- 2 Lasker Prizes
- 10 Howard Hughes Med Inst Investigators

OHSU research is growing at a rapid pace

Total research funding more than doubled in the last two decades to \$585M in FY24

- \$353M from NIH (Direct and Indirect costs)
- \$115M Industry sponsored
- \$64M other federal support
- \$44M Foundations

Other support from:

- Philanthropy
- Oregon Medicaid Intergovernmental Transfer Mechanism (IGT)
- Other revenue

Support for US Research is under extreme threat

Potential cuts to support for research are varied and together, existential

Direct costs (money for projects)

- Proposed 40% cut to NIH budget for an \$18B reduction
→ 40% of OHSU = \$141M cut/yr

Indirect costs (support for research infrastructure)

- Proposed to cap at 15% (OHSU IDC rate ~56%)
→ \$65-85M cut/yr

Proposed Medicaid cuts (Congressional)

- Cuts unclear, but will directly affect IGT mechanism

** Each of these are working through legal challenges or the legislative process*

Our response: Establishment of the Research Restructuring Commission

- Prepare OHSU to respond to shifts in external funding landscape
- Charge: Maintain excellence, ensure continued impact, preserve our research portfolio, lay groundwork for future reinvestment

Process overview:

- Establish RRC membership
- Engage research community (>40 hrs of meetings with research community)
- DRAFT plan, receive feedback
- Finalize plan and submit to President and OHSU Board of Directors

Overview of RRC recommendations

1) Overarching recommendations

- Prioritize faculty and program excellence.
- Protect junior scientists and scientists in training.
- Begin planning implementation steps as soon as possible so recommendations can be executed swiftly, if needed.
- Reduce the research footprint as changes in funding are made, rather than preemptively.
- Maximize efforts to maintain people and expertise, at the expense of infrastructure.
- Rely on the expertise of research unit leaders in decision-making and implementation.
- Maximize transparency regarding current and future research funding allocations.
- Regularly assess and communicate the finances and impact of all research programs.
- Immediately undertake a mission-wide planning process for OHSU research to rebuild as the external landscape shifts and sets strategic priorities to thrive in current and future funding climates.

2) Immediate actions, regardless of financial pressure

- Designed to proactively minimize the impact of external changes (reduce costs, simplify structures, enhance resource allocation, prepare for reinvestment)
- What can we do right now?

3) Scalable restructuring recommendations

- To address need to reduce costs in the face of significant reductions in external funding
- Reduce faculty and admin footprint, decrease costs, prioritize excellence (scientific, impact, sustainability)

4) Growth/Reinvestment recommendations

- Opportunities for OHSU to diversify funding portfolio (Tech Transfer, Entrepreneurship, OHSU Foundation)
- Increase integration of research into clinical mission



To: OHSU Board of Directors
From: Connie Seeley
Date: June 27, 2025
RE: Discussion of Upcoming Board Chair Transition

As Oregon's only academic health center, OHSU is at the forefront of health care, education, and research innovation. The Chair of the Board of Directors plays a vital leadership role in guiding the institution's strategic vision, ensuring effective governance, and championing its mission across the state and beyond. Attached is an updated draft position description for this critical role, which reflects the evolving needs of our organization and the mission we serve.

This draft document outlines the Chair's responsibilities, expectations, and key competencies, and is intended to support the board's upcoming discussion regarding the qualities and attributes you want in your next board chair. I welcome your review and engagement as we continue to ensure OHSU's board leadership reflects its deep commitment to excellence, equity, and service to all Oregonians.

Chair of the OHSU Board of Directors

Desired Characteristics:

- Display dedication to the state-wide mission of OHSU – research, education and health care
- Exhibits exceptional listening skills and drives collaboration and consensus (even in disagreement)
- Committed to align the interests and missions of the foundation, students, faculty, staff and broader community
- Ability to focus and drive alignment on the big picture, of what leads to institutional success
- The capacity to foster candor and inquiry in board discussion
- Commitment to creating a climate of respect, inclusiveness, and open dialogue.
- Ability and commitment to invest the time to fulfill the requirements of Chair, which can be significant at times
- Provide sound leadership to the Board in meetings where the subject matter may be divisive or inflammatory
- Skilled in hiring, firing, and managing executive leadership. Including partnership, mentorship and balancing empathy with accountability
- Ability to effectively articulate messages on behalf of the institution
- Strong financial acumen
- Knowledge of board governance principals
- University first attitude, with no actual or perceived personal agendas
- Strong communicator, with commitment to regular outreach with other trustees
- Display the attributes and characteristics befitting the position of Chair of the Board of OHSU.

Chair Responsibilities:

Per Bylaws of the Board:

- Board elects Chair and Vice Chair
- Chair and Vice Chair can't be University employees or a student
- Chair establishes agenda for each meeting and presides at all meetings
- Chair is the only Trustee that can speak on behalf of the Board of Directors
- Chair is the direct supervisor of the President

Additional:

- Intensive time commitment either through routinized interactions or impromptu support during moments of importance for the institution
- Weekly or as needed meeting with the President and other University leaders
- Represent the Board in discussions with state legislators, HECC, and the governor's office
- Implements regular communication with trustees
- Represent the Board in discussions with major donors
- Work with Board Secretary to establish board meeting agenda
- Establish near-term and long-term goals of the President and the University
- On behalf of the board, conduct and deliver performance review of the President, including and needed disciplinary actions
- Negotiate President's contract terms and compensation including contract changes.
- Assign committee chairs and committee member



**RESOLUTION 2025-06-06
OREGON HEALTH & SCIENCE UNIVERSITY
BOARD OF DIRECTORS**

(Approval of Committee Appointment)

WHEREAS, the Board wishes to identify and appoint a new Board member to serve on the Integrity Program Oversight Council.

NOW, THEREFORE, BE IT RESOLVED:

The following person shall be appointed to the following committee and shall serve at the pleasure of the Board of Directors:

Integrity Program Oversight Council
Malik Seals

This Resolution is adopted this 27th day of June, 2025.

_____ Yeas

_____ Nays

_____ Abstentions

Signed by the Secretary of the Board on June 27, 2025.

Connie Seeley
Board Secretary



**RESOLUTION 2025-06-07
OREGON HEALTH AND SCIENCE UNIVERSITY
BOARD OF DIRECTORS**

WHEREAS, Steve Stadum has served as Interim President of Oregon Health and Science University ("OHSU") and a member of the OHSU Board of Directors since November 2024;

WHEREAS, OHSU greatly benefitted from Mr. Stadum's efforts, guiding the faculty and staff through a period of unprecedented challenges to the University's missions;

WHEREAS, Mr. Stadum continually exhibited his intellect, compassion for others, and dedication to the missions of OHSU; and

WHEREAS, the Board wishes to publically acknowledge Mr. Stadum for his service to OHSU;

NOW THEREFORE, BE IT RESOLVED, that Oregon Health and Science University expresses its heartfelt appreciation for the contributions of Steve Stadum throughout his service on the OHSU Board of Directors and for his strong leadership in advancing OHSU's missions of teaching, healing, discovery and outreach.

This Resolution is adopted this 27th day of June, 2025.

_____ Yeas
_____ Nays
_____ Abstentions

Signed by the Secretary of the Board on June 27, 2025.

Connie Seeley
Board Secretary

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

ADA – Americans with Disabilities Act

AFN – Access Functional Needs

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.

AHEC – Area Health Education Centers

AHEC SW - AHEC South West of Oregon located in Roseburg, OR

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

CEAH - Cascades East AHEC, located in Bend, OR

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

Clery – Clery Act requires colleges and universities to report campus crime data, support victims of violence, and publicly outline the policies and procedures they have put into place to improve campus safety

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

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

CMHI – Center for Mental Health Innovation.

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

EAP – Emergency Action Plan

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

HA1 – hospital acquired infections

HCAHPS – Hospital Consumer Assessment of Healthcare Providers and Systems

Hospice GIP – Hospice General In-patient

HR - Human Resources.

HRBP – Human resources business partner

HRSA - Health Resources and Service Administration, federal agency under Health and Human Services

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

INR – International Normalised Ratio

IP – In Patient

IPA – In Patient Addition

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

MBCT – Mindfulness-Based Cognitive Therapy

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

NEOAHEC - Northeast Oregon AHEC, located in La Grande, OR

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

OCIC – Office of Civil Rights Investigations and Compliance

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

OCR – Office of Civil Rights Federal Office

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.

OHWI - Oregon Pacific AHEC Center located in Lebanon, OR

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

OPAHEC - Oregon Pacific AHEC Center located in Lebanon, OR

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.
PARS – Physician Advice and Referral Service
PaWS – Parking and Workplace Strategy
PCLF - Primary Care Loan Forgiveness program. Oregon program that covers tuition in exchange for a service commitment. Students enroll during the mid-point of their education.
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.
Prgogrm – 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
SAVE Act – The Campus Sexual Violence Elimination Act
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
SHOI - Students for a Healthy Oregon Initiative. Oregon program that covers tuition in exchange of a service commitment. Students enroll at admission.
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

Title IX - The U.S. Department of Education's Office of Civil Rights enforces, among other statutes, Title IX of the Education Amendments of 1972. Title IX protects people from discrimination based on sex in education programs or activities that receive federal financial assistance. Title IX states: No person in the United States shall, on the basis of sex, be excluded from participation in, be denied the benefits of, or be subjected to discrimination under any education program or activity receiving Federal financial assistance.

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

VAWA – The Violence Against Women Act

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.