



**OREGON HEALTH & SCIENCE UNIVERSITY
SPECIAL PUBLIC MEETING of the BOARD OF DIRECTORS**

**Monday, July 27, 2026
11:00 a.m. - 1:00 p.m.**

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

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**OREGON HEALTH & SCIENCE UNIVERSITY
SPECIAL PUBLIC MEETING of the BOARD OF DIRECTORS
AGENDA**

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11 a.m. - 1 p.m.

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

11 a.m. – 1 p.m.

Chair's Comments
President's Comments

Susan King, M.S., RN, CEN, FAAN
Shereef Elnahal, M.D. M.B.A.

Public Testimony

Susan King, M.S., RN, CEN, FAAN

Update from Negotiation Team

Owen McCarty, Ph.D., FAHA
Tamara Phillips, Ph.D.

Consideration of Resolution on Establishing the
Strategic Framework for the Future of the
Oregon National Primate Research Center
(ACTION)

Susan King, M.S., RN, CEN, FAAN

1 p.m.

Meeting adjourned



**RESOLUTION NO. 2026-07-27
OREGON HEALTH & SCIENCE UNIVERSITY
BOARD OF DIRECTORS**

**Resolution on Establishing the Strategic Framework for the Future of the Oregon
National Primate Research Center**

WHEREAS, the Oregon National Primate Research Center (ONPRC) was first established by the United States government in the 1960s as a regional primate research center to complement and enable the missions of the National Institutes of Health (NIH) by maintaining nonhuman primate breeding colonies and providing investigators with centralized expertise and resources;

WHEREAS, the ONPRC serves as one of the nation's premier biomedical research resources, enabling transformative discoveries in infectious diseases, neuroscience, reproductive biology, metabolism, transplantation, gene therapy, aging, vaccine development, environmental health, and New Approach Methodology development that substantially advance human and animal health;

WHEREAS, advances in New Approach Methodologies (NAMs), including human-based experimental models, computational biology, artificial intelligence, organ-on-chip technologies, advanced imaging, and biofabrication are expanding the biomedical research toolbox and creating new opportunities to complement, refine, replace, and reduce the use of animal models where scientifically validated;

WHEREAS, nonhuman primate research remains important in select areas for which no validated alternative currently exists and continues to play a critical role in the development, validation, benchmarking, and regulatory acceptance of emerging NAMs;

WHEREAS, on February 1, 2024, the Director of the NIH accepted the scientific recommendations of the Advisory Committee to the NIH Director, the NIH Council of Councils, and the NAMs Working Group to accelerate the development of NAMs technologies to complement or replace nonhuman primate models in human biology and disease research, which follows a 2023 National Academy of Sciences, Engineering, and Medicine report that highlights the need for nonhuman primate models to complement and advance the development of NAMs;

WHEREAS, as of April 25, 2025, NIH's policy is to integrate human-based science and scale non-animal approaches across the NIH's biomedical research portfolio, thereby prioritizing human-based research and reducing animal experiments where scientifically justified. Pursuant to its Grants Policy Statement (Guide Notice NOT-OD-25-163) effective October 1, 2025, NIH has also provided for its grant recipients to charge costs for rehoming and retirement of animals used in research, allowing them to charge grants for costs associated with responsibly preparing an animal for transfer or retirement upon completion

of the research, which may include required legal documentation, appropriate veterinary care, and vaccinations necessary for safe transfer;

WHEREAS, the ONPRC secures substantial federal funding through its NIH P51 Primate Research Center Grant, two auxiliary U42 breeding colony grants, independent investigator-initiated awards, and associated program income; however, sponsored funding, inclusive of P51 funding which remained flat over the past two decades nationwide, and other revenue streams have not been sufficient to cover all ONPRC operating costs and proportionate institutional overhead, resulting in increasing institutional subsidies over time;

WHEREAS, pursuant to the budget note attached to HB 5006 (2025), OHSU affirmed that “no state general funds (including direct appropriations, indirect allocations, or pass-through funds) are or will be used for any costs associated with the operation, maintenance, administration, or research activities of the ONPRC”;

WHEREAS, the ONPRC continues to implement appropriate strategies to adjust the colony size to align primate breeding with research needs and support of NAMs research methodology and validation, and in light of the subsequent developments above, OHSU intends to enhance efforts to reduce the nonhuman primate population at ONPRC and transition ONPRC into a national center of excellence for NAMs, while ensuring that a sufficient population of nonhuman primates remains at ONPRC to support the adequate development of NAMs and to sustain scientific research that is unique to ONPRC;

WHEREAS, the Board’s responsibility is to establish strategic objectives while preserving the ability to adjust implementation as scientific evidence and institutional priorities evolve, OHSU must develop a comprehensive, integrated plan with input from husbandry, behavioral, and veterinary experts; scientists; union representatives; and center leadership. The plan shall address how to minimize disruption to current studies, continue to support the fundamental research mission of OHSU, support faculty and represented employees, protect the welfare of the nonhuman primates, and provide a path to financial sustainability for the center;

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

1. The President of OHSU or their designee(s) are directed to develop and present to the Board a comprehensive plan that transitions ONPRC into a national leader in research on the development of NAMs, substantially reduces the nonhuman primate colony size at ONPRC, continues NHP science that is unique to ONPRC’s capabilities (see 2(a)), and anticipates removal of the center’s federal designation as a National Primate Research Center, contingent upon satisfactory infrastructure funding from NIH and other sources (e.g., P51). The plan should include an estimate of the initial investment required to make these transitions, and a timeline for eliminating institutional subsidization of NHP research. This plan will be included within OHSU’s overall strategic planning efforts.

2. The President or their designee(s) will consult with OHSU and ONPRC scientists, veterinarians, primate behaviorists, unions, sanctuary and animal welfare experts, and others with relevant expertise to ensure that the plan:
 - a. Identifies nonhuman primate research and core scientific resources and technology at ONPRC that are not robustly available or scientifically feasible at other National Primate Research Centers (NPRCs);
 - b. Develops a strategic roadmap, including projected investment required, to transition ONPRC as a national leader in integrated translational biomedical research through the development, validation, benchmarking, and implementation of NAMs alongside strategically prioritized nonhuman primate research as identified in section 2a;
 - c. Develops an estimate of the appropriate colony size range to support nonhuman primate research (i) in the areas identified in Section 2.a., and (ii) that aids in the development and validation of NAMs;
 - d. Contains a proposed timeline for the reduction of the nonhuman primate colony size that minimizes disruption of research already funded and enables sufficient time to increase funding for NAMs research, which could include transfer of nonhuman primates to sanctuaries and the limitation of breeding to otherwise maintain a colony as defined in 2(c);
 - e. Proposes a national partnership strategy involving NIH, academic institutions, industry partners, and federal agencies to position the center as the nation's leading center for integrated translational biomedical research;
 - f. Develops strategies that support ONPRC investigators and research staff by prioritizing funded research continuity, facilitating collaborations with outside institutions where appropriate, supporting faculty extending their research to human-based and NAMs platforms, investing in recruitment and retention of scientific talent, and protecting graduate student and postdoctoral training programs;
 - g. Ensures that any changes to ONPRC's programmatic offerings or aims, infrastructure, colony management practices, and resources are reviewed and approved by the NIH to ensure consistency with P51 or applicable U42 programmatic requirements;
 - h. Ensures compliance with provisions in collective bargaining agreements related to any potential reduction in staff and, in collaboration with applicable unions, identifies additional ways in which OHSU can minimize any potential adverse impact on represented employees; and

- i. Includes a comprehensive financial analysis with a timeline and milestones for the center to achieve financial sustainability. The financial analysis shall consider potential NIH support for the rehoming and retirement of animals; the treatment of program income on independent or investigator-initiated awards; full recovery of F&A generated on the P51 base grant and any supplemental awards maximized to the extent possible to cover all departmental indirect costs and institutionally distributed overhead; possible institutional investments required to accelerate capabilities related to NAMs; and updated cost recovery rates for per diems, leases, and all other services provided by ONPRC.
- j. The Board recognizes that implementation of this Resolution will require a strategic and substantial reduction of the center's nonhuman primate colony, with cessation of the role of the center as a national supplier of primates for research nationwide. Accordingly, maintaining historical levels of genetic diversity within the colony shall no longer serve as a primary institutional objective, and colony management shall instead be guided by the scientific priorities identified in 2(a) and OHSU's strategic plan, operational needs, and long-term financial sustainability of the Center.
- k. The Board also recognizes that the timeline for colony size reduction and realizing this transition will depend on approval and financial support from NIH, the federal government, and other authorized partners.
- l. The Board supports renaming ONPRC and promoting its transition into a center of excellence for NAM development and validation, to be proposed by management in OHSU's strategic plan.

This Resolution is adopted and effective on this 27th day of July, 2026.

_____ Yeas
_____ Nays
_____ Abstentions

Signed by the Secretary of the Board on July 27, 2026.

Connie Seeley
Board Secretary



**RESOLUTION NO. 2026-07-27
OREGON HEALTH & SCIENCE UNIVERSITY
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WHEREAS, on February 1, 2024, the Director of the NIH accepted the scientific recommendations of the Advisory Committee to the NIH Director, the NIH Council of Councils, and the NAMs Working Group to accelerate the development of NAMs technologies to complement or replace nonhuman primate models in human biology and disease research, which follows a 2023 National Academy of Sciences, Engineering, and Medicine report that highlights the need for nonhuman primate models to complement and advance the development of NAMs;

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WHEREAS, the Board’s responsibility is to establish strategic objectives while preserving the ability to adjust implementation as scientific evidence and institutional priorities evolve, OHSU must develop a comprehensive, integrated plan with input from husbandry, behavioral, and veterinary experts; scientists; union representatives; and center leadership. The plan shall address how to minimize disruption to current studies, continue to support the fundamental research mission of OHSU, support faculty and represented employees, protect the welfare of the nonhuman primates, and provide a path to financial sustainability for the center;

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Board Secretary