OHSU Public Board of Directors Meeting

Friday, October 30, 2026

9:45am – 2:30pm

Rood Family Pavilion
Room B&C
3410 South Bond Avenue, Portland, OR 97239
or
Board of Directors YouTube
https://www.youtube.com/live/4AXTlct8uG4
Dial-in Only Public BOD
Phone (audio only):
+1-503-388-9555 Portland Oregon Toll
Access code: 2633 589 7843

OHSU Public Board of Directors Meeting
Friday, October 30, 2026
9:45am – 2:30pm
Rood Family Pavilion
Room B&C
3410 South Bond Avenue, Portland, OR 97239
or
Board of Directors YouTube
https://www.youtube.com/live/4AXTlct8uG4
Dial-in Only Public BOD
Phone (audio only):
+1-503-388-9555 Portland Oregon Toll
Access code: 2633 589 7843

9:45am	Call to Order/ Chair's Comments	Susan King, M.S., RN, CEN, FAAN
	President's Comments	Shereef Elnahal, M.D. M.B.A.
	Public Testimony	Susan King, M.S., RN, CEN, FAAN
	Standing Reports	
	▪ Faculty Senate	Erin Madriago, M.D., FASE
	▪ AFSCME 328	Jennie Olson
	▪ APU	Rachael Postman
	▪ AURN	Duncan Zevetski
	▪ RWU	Lynne Swarbrick
	Acceptance of Independent Auditors' Report on FY26 Audited Finances **(ACTION)**	Jim Carlson
	Recess for Lunch	
	Office of the Provost Annual Educational Update: Institutional Effectiveness and Assessing Student Learning	Marie Chisholm-Burns, Pharm.D., PhD, MPH, MBA Constance Tucker, MA, PhD Cherie Honnell Elias Cohen, PhD
	Strategy Plan Update	Krista Klinkhammer, M.S. Megan Pugmire
	OHSU Long Range Development Plan	Sara Vonde Veld, M.A. Tara Mather, M.U.P., AICP
	End of Business	

APU/OHSU Partnership
Retain APP Talent
Improve Patient Access

APPs are leaving OHSU because of burnout and lack of support



Exit Interview Data Shows:

- Unsustainable workload.
- Lack of opportunity for growth.
- Concerns for hostile work environments.

What can be done to help APP retention AND increase patient/student access?

- Encourage Collaboration between administrative leadership and APPs.

- Support flexible scheduling, protected leave, working parents/caregivers.

- Support education, faculty pursuits, time. Provide and encourage opportunities. APP choice between clinical faculty and associate roles.

Additional Recommendations:

-Explore system inefficiencies.

-Invest in modernization of clinical and SoN/PA programs space and technology.

-Form a partnership between APPs and administrative leadership.

- Foster meaningful shared-governance.

References

Shanafelt, T. D., West, C. P., Sloan, J. A., Novotny, P. J., Poland, G. A., Menaker, R., Rummans, T. A., & Dyrbye, L. N. (2009). Career fit and burnout among academic faculty. Archives of Internal Medicine, 169(10), 990. https://doi.org/10.1001/archinternmed.2009.70

Advanced practice provider turnover: A costly reality. SullivanCotter. (2026, July 26). https://sullivancotter.com/resources/advanced-practice-provider-turnover-cost

October 19, 2026

Dear Members of the OHSU Board of Directors,

As you know, our first collective bargaining agreement went into full effect in April. Through the bargaining process, we secured a $50,000 Hardship Fund in each contract year to help members facing food, housing, childcare, and transportation insecurity. Between June and the end of September, 140 of our members requested $77,568 in assistance, and 116 received support during times of significant financial need.

While we are proud to offer this assistance, the applications we reviewed highlighted the financial challenges that many OHSU employees continue to face despite the gains achieved in our first contract. These experiences underscore the need for continued progress toward wages that reflect the true cost of living. We appreciate OHSU's willingness to release the next $50,000 allocation ahead of schedule, allowing us to continue supporting members in need.

At the same time, our review of applications revealed how meaningful even modest assistance can be. Against that backdrop, it was difficult to learn that OHSU paid a $1.8 million settlement to Alice Cuprill Comas upon her departure. That amount is equivalent to providing a $600 payment to 3,000 employees.

OHSU also invests substantial resources in executive recruitment and retention, despite the frequency with which senior leaders depart after relatively short tenures, sometimes with significant separation agreements. From the perspective of many employees, it is difficult to reconcile these expenditures with repeated claims that OHSU lacks the resources to make meaningful improvements to employee wages and financial security.

This disparity raises a fundamental question: Why does OHSU consistently find resources for executive compensation, recruitment, and separation agreements, while many employees, whose work sustains and advances the institution's mission, continue to struggle to meet basic needs?

We also represent more than 150 members at West Campus who are deeply invested in the work of the ONPRC Advisory Councils and their role in implementing the Board's July resolution. We appreciate the Board's and Dr. Elnahal's efforts to increase transparency by including union representatives on both the Workforce Advisory Council and the Strategic Advisory Group supporting the Scientific Advisory Council.

However, recent actions by OHSU leadership risk undermining confidence in this process. The release of figures and timelines that were expected to be developed through the Advisory Councils has created a growing perception among our members that key decisions may already have been made. This threatens trust in both the independence of the councils and the value of

their work. We urge the Board to ensure that the councils have the autonomy necessary to conduct their work credibly and to fully represent the interests of the West Campus community.

Finally, we want to emphasize the impact that continued uncertainty surrounding the future of ONPRC is having on our members. One member's laboratory experienced a reduction in industry funding following the NIH negotiations announced in February, resulting in the loss of funding for her position and the issuance of a layoff notice.

During contract negotiations, we sought to ensure that employees facing layoff would have a meaningful opportunity to secure another position within OHSU before the layoff occurred. OHSU has adopted a different interpretation of that provision, a matter we are currently addressing with Labor Relations and through the grievance process. As a result, this member, whose position was eliminated due to funding instability associated with ONPRC uncertainty, is not receiving the support we believe the contract was intended to provide.

The human impact of these situations cannot be overlooked. In this case, the member's spouse has also been laid off, and her two-year-old child stands to lose health insurance coverage if her employment ends. Stories like this illustrate the real-world consequences of prolonged uncertainty and reinforce the importance of providing employees with stability, transparency, and meaningful support during this time.

Respectfully,



Lynne Swarbrick
President, AFSMCE Local 6022



Wes Horton, M.S.
Vice-President, AFSMCE Local 6022



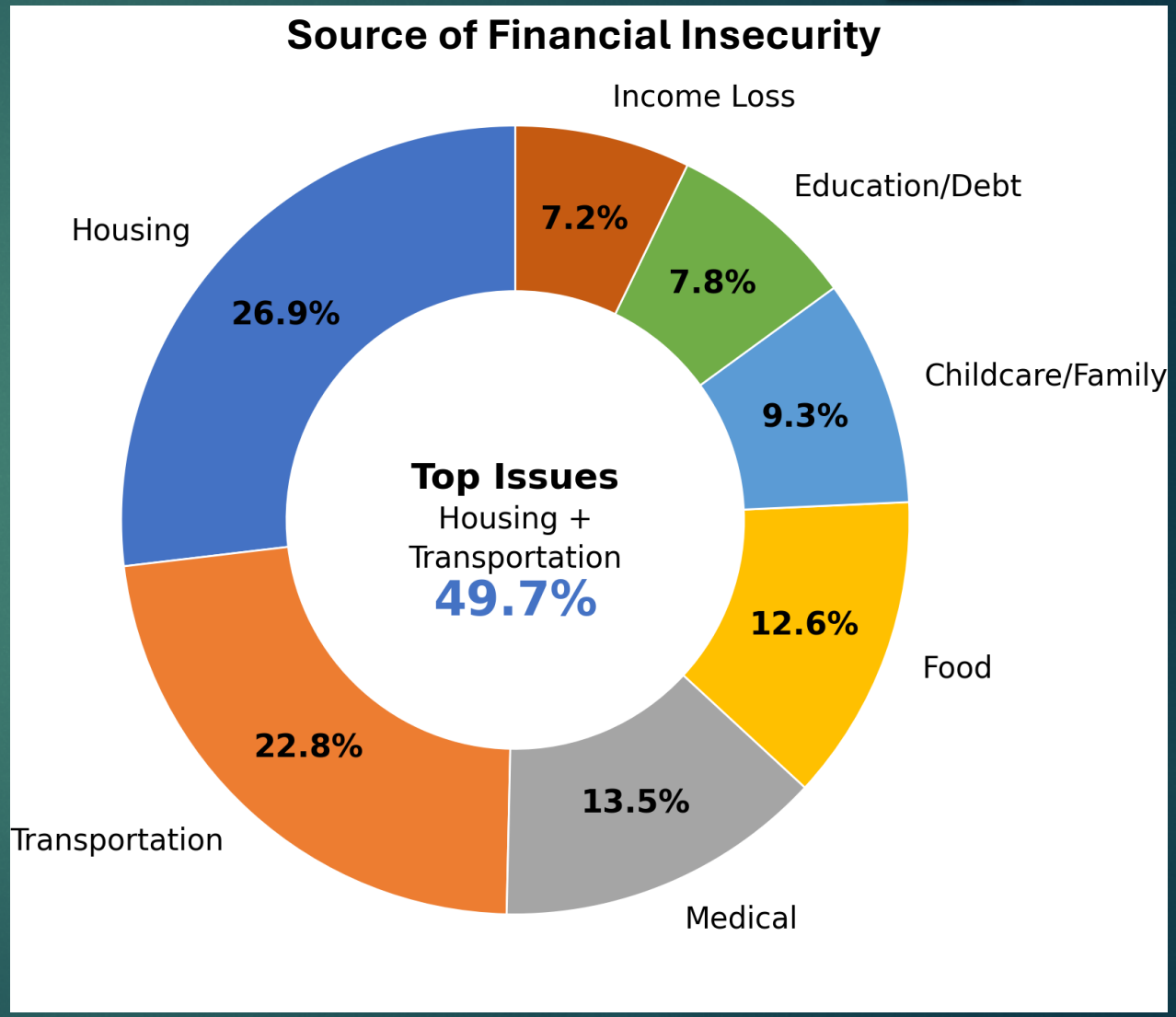
RWU Hardship Fund

JUNE – SEPTEMBER 2026

RWU Hardship Fund

140 members requested $77,568 in support from June to September 2026

Most applicants describe living paycheck-to-paycheck, using credit cards to cover essentials, and experiencing an unexpected event (medical issue, job loss, vehicle repair, family crisis, or housing change) that pushed them into financial hardship.



RWU Hardship Fund

"I am concerned I will have to choose between paying medical bills and being able to feed my child while school is out for the summer. Without the hardship fund, I will have to send a hospital bill sent to collections so I can provide my child with meals during the day."

"I have been struggling to purchase food for my family due to the rapidly rising costs of groceries. I frequently skip meals in order to save up money to buy groceries and often buy less groceries/food than what we need because I don't have the money."

Questions?



OHSU Board Meeting
October 30, 2026

Agenda Item: Acceptance of Independent Auditors' Report on FY 26 Audited Finances

Printed Materials in the Finance and Audit book

RESOLUTION 2026-10-06
OREGON HEALTH & SCIENCE UNIVERSITY
BOARD OF DIRECTORS

(Approval of Financial Statements and Independent Auditor's Report)

IT IS RESOLVED by the Board of Directors of Oregon Health & Science University that the Board hereby accepts the *Financial Statements and Independent Auditors' Report* as set out by KPMG (attached) for Oregon Health & Science University for the Fiscal Year 2026 (July 1, 2025 – June 30, 2026).

This Resolution is adopted this 30th day of October, 2026.

Director	Yes	No	Abstain
Susan King			
Chris Abbruzzese			
James Carlson			
Shereef Elnahal			
Justin Hurley Braswell			
Claire Irvan			
Betsy Johnson			
Maria Rodriguez			
Malik Seals			
Sadhana Shenoy			
Sue Steward			

Signed by the Secretary of the Board of Directors this 30th day of October, 2026.

_____
Connie Seeley
Board Secretary

Date: October 30, 2026

To: OHSU Board of Directors

From: Marie Chisholm-Burns, OHSU Executive Vice President and Provost

RE: Office of the Provost Annual Educational Update on Institutional Effectiveness and Assessing Student Learning

This presentation is to facilitate the annual review of institutional effectiveness and assessing student learning activities by the OHSU Board which is an expectation of our accrediting agency, the Northwest Commission on Colleges and Universities (NWCCU).

The Office of Institutional Research and Effectiveness, in the Office of the Provost, is responsible for analysis of OHSU educational data, tracking key indicators of success and working with academic units toward continuous improvement based on those indicators. The presentation displays OHSU student enrollment, graduation rates and first-time pass rates for large OHSU programs, and the number of degrees awarded in the 30-30-30 programs.

Assessment for Student Learning is essentially “what do we want our students to know and be able to do and how do we know they got it?” This presentation is to make the OHSU Board aware of our institutional assessment activities over the past year.

Office of the Provost Annual Educational Update:
Institutional Effectiveness and Assessing Student Learning

Marie Chisholm-Burns, PharmD, PhD, MPH, MBA, FCCP, FASHP, FAST, FNAP, FACHE
Executive Vice President and Provost

Constance Tucker, MA, PhD
Vice Provost for Educational Improvement and Innovation

Cherie Honnell
Vice Provost for Enrollment Management & Academic Programs

Elias Cohen, PhD
Assistant Vice Provost for Institutional Research & Effectiveness

OHSU Board Meeting: October 30, 2026

OHSU

INSTITUTIONAL EFFECTIVENESS

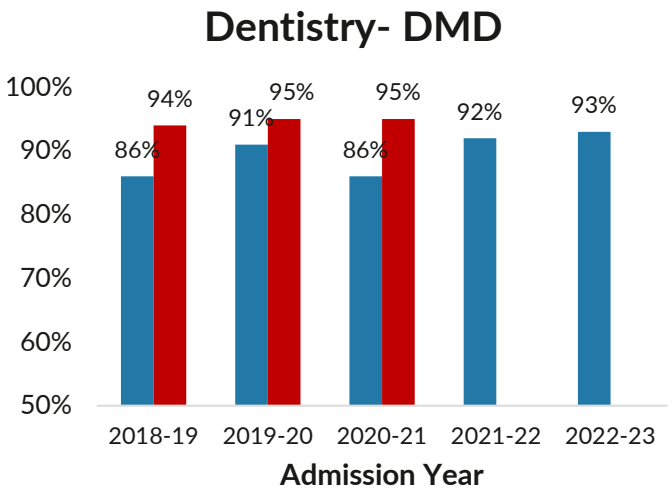
Cherie Honnell
Vice Provost for Enrollment Management & Academic Programs

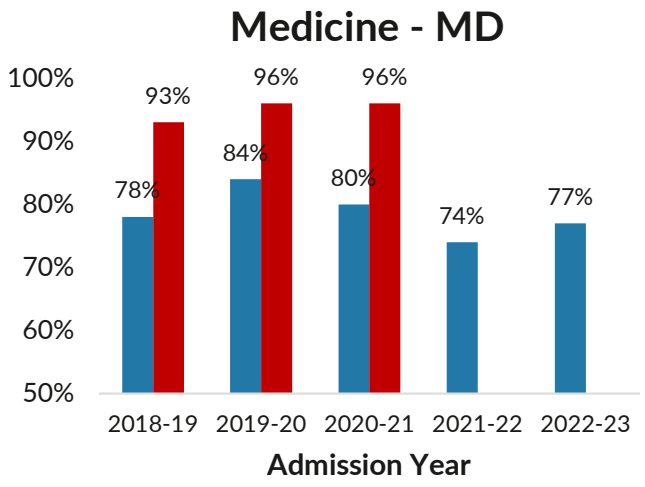
Elias Cohen
Assistant Vice Provost for Institutional Research & Effectiveness

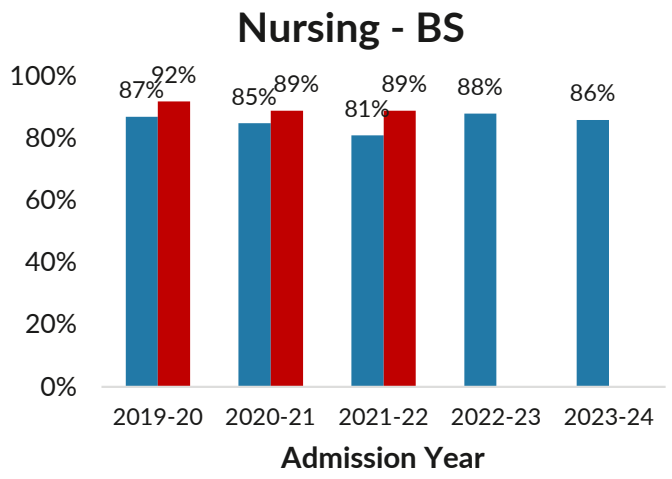
OHSU

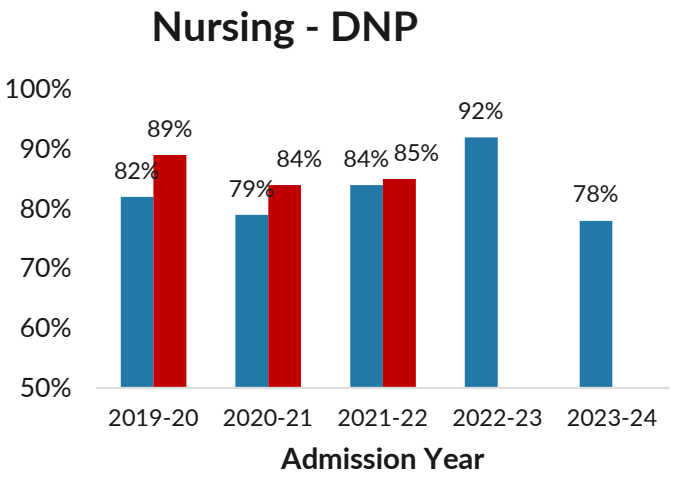
GRADUATION RATES BY YEAR OF ADMISSION

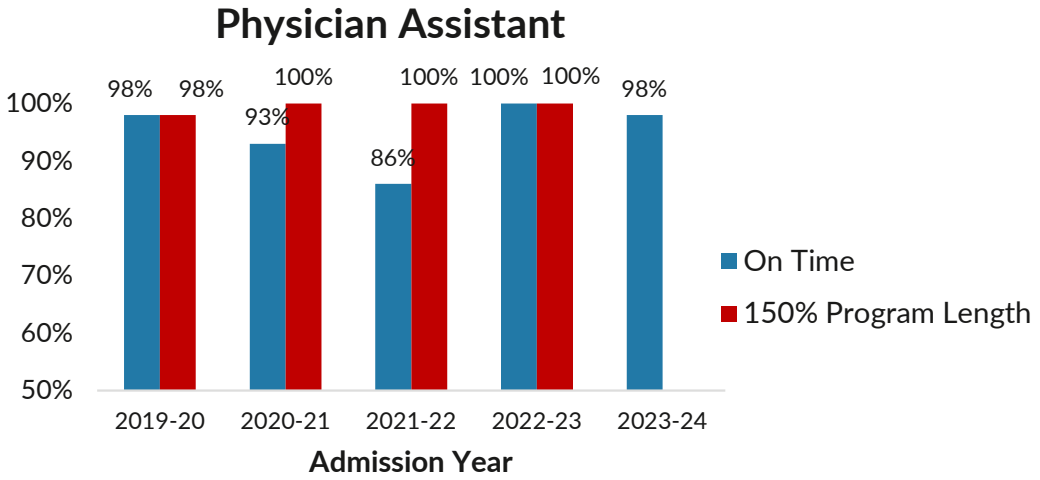
- For the most recent cohorts, 77%-98% of students in OHSU's largest programs graduated on-time
- Given extended time, 85% or more graduated





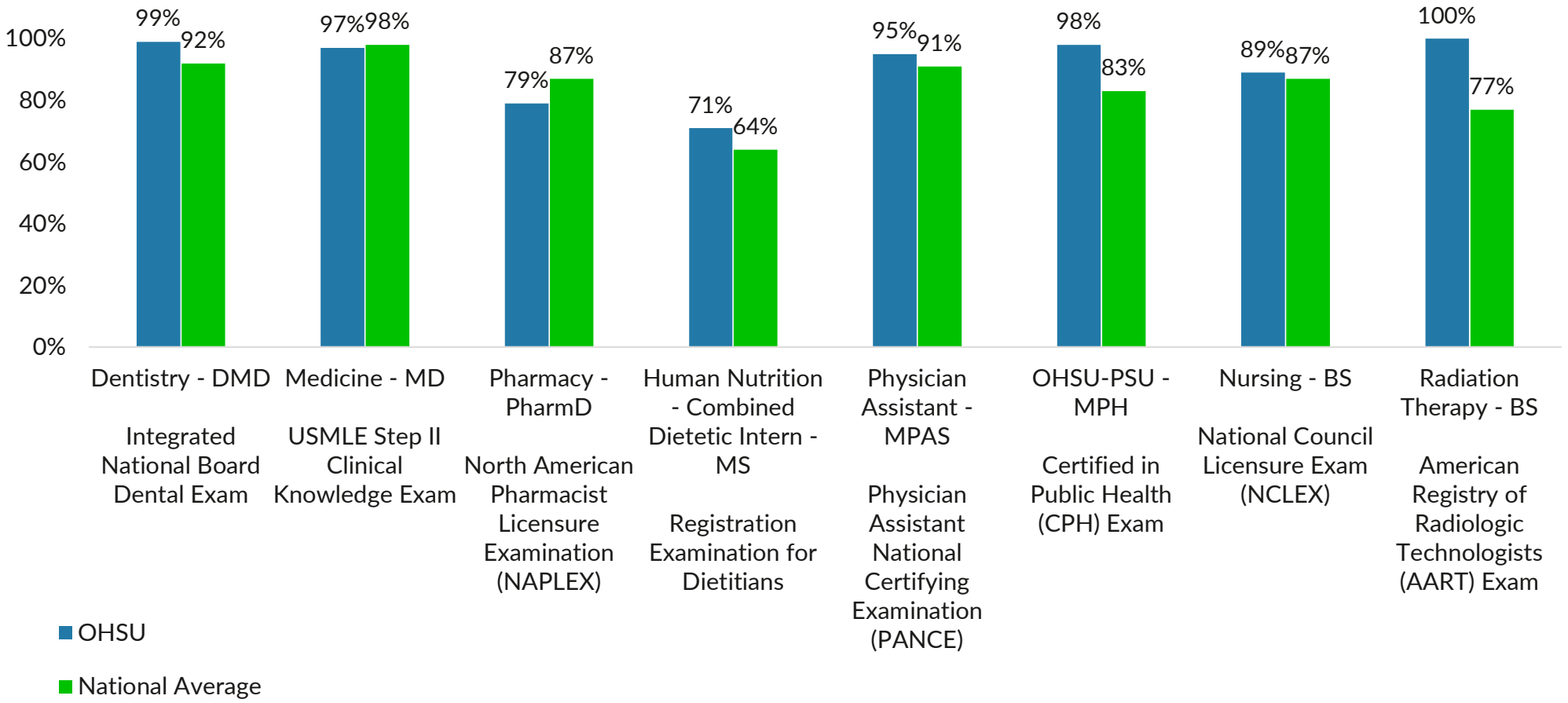






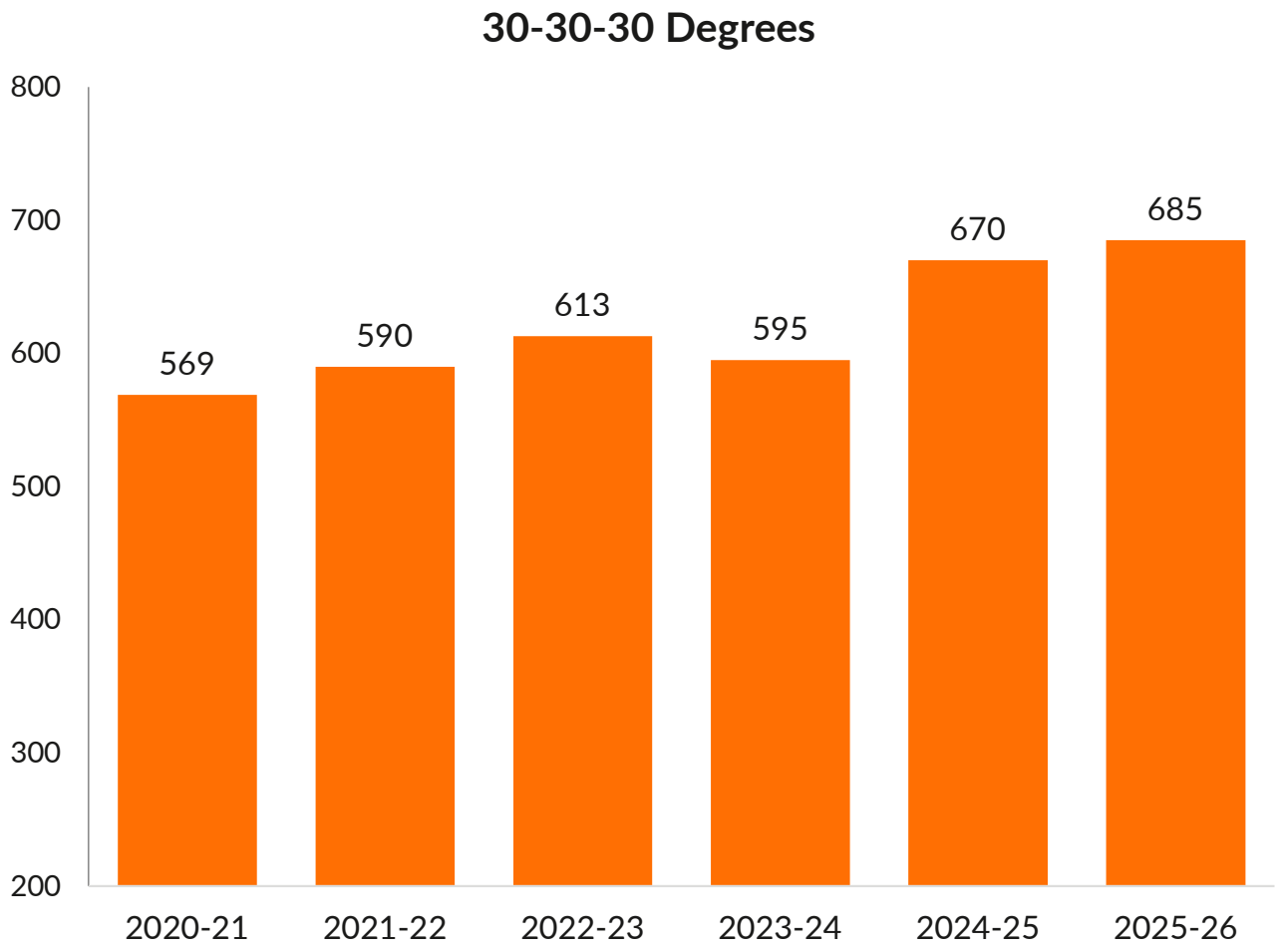
FIRST-TIME PASS RATES FOR SENIOR-LEVEL LICENSING EXAMINATIONS-2025

- Most OHSU programs outperform national averages



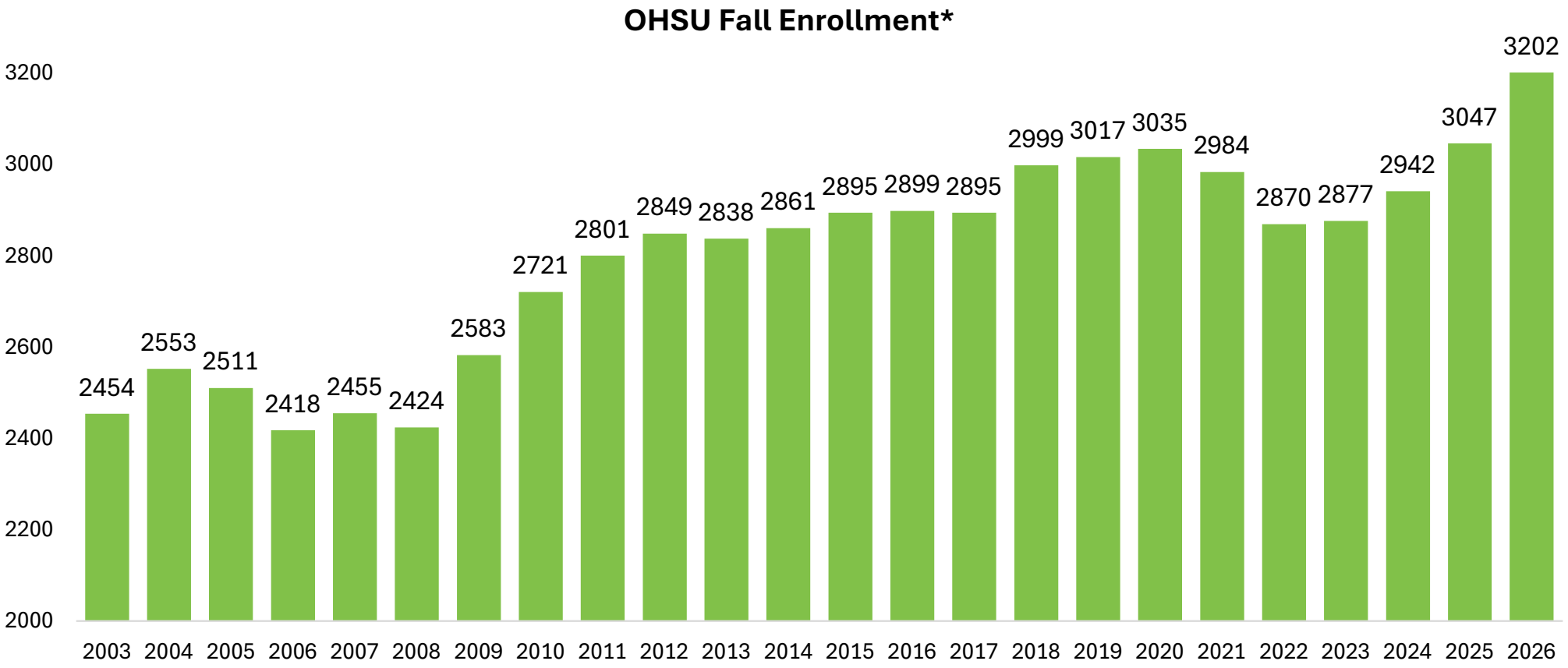
30-30-30 DEGREES AWARDED

- Degrees granted in 30-30-30 programs have increased 20% since 2020-2021



OHSU ENROLLMENT

- Total student enrollment reached an all-time high this year
- Continued growth faces challenges from graduate and professional student loan changes



*Excludes students enrolled in joint programs at partner institutions

HEADWINDS: ELIMINATION OF GRADUATE PLUS LOANS FOR NEW STUDENTS

Ability to Borrow for Total Costs Will be Limited

- Greater dependence on expensive private loans with some students denied funding
- Pending litigation on federal loan limits means some students are unable to plan for future loan eligibility
- Future enrollment and student success will be impacted

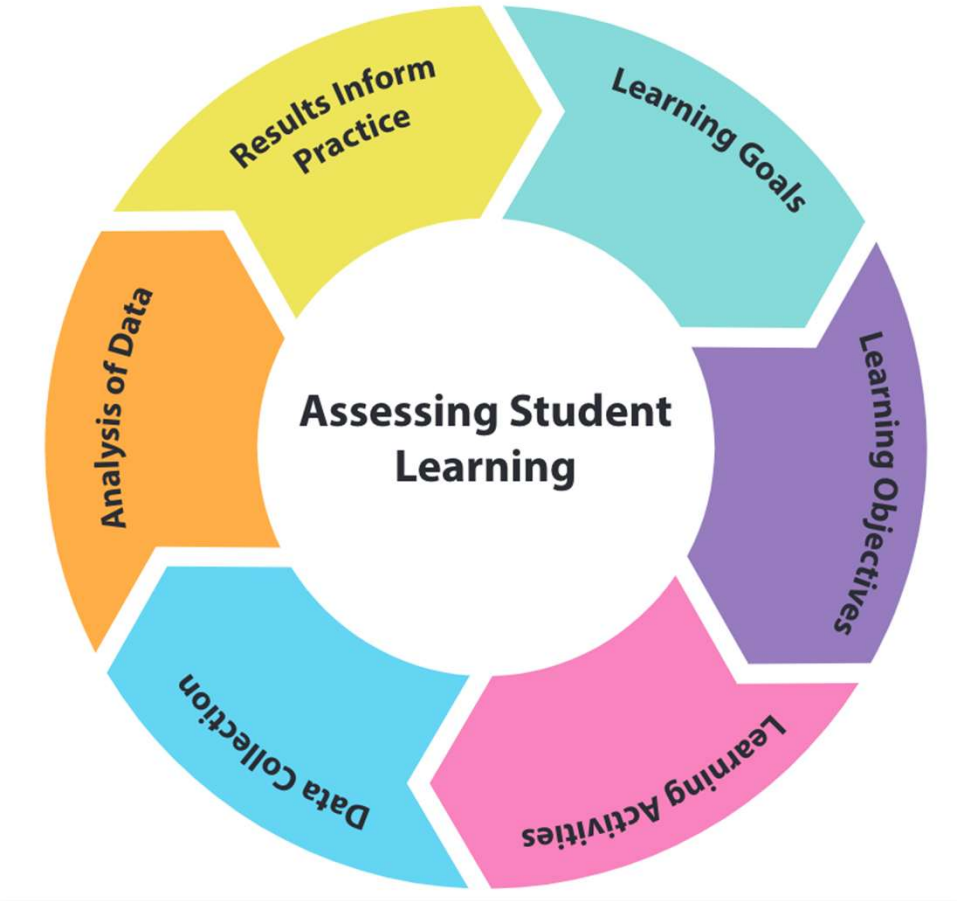
Projected gap between total cost of attendance and available federal loans

	Oregon Residents	Non-Residents
DMD	$248,000	$376,000
MD	$200,000	$308,000
Physician Associate*	$106,000	$106,000

What OHSU is Doing to Address the Situation:

- Moved up start date for many programs in 2026-27 to enable one last cohort to receive Graduate PLUS loans for up to three years
- Created a Preferred Lender List to help students navigate the private loan market
- Allocated an extra $1 million in bridge scholarships for impacted students in 2026-27
- Working with the OHSU Foundation on increasing scholarships funds
- Working with legislators at the federal and state level on impacts to education and future workforce

*Only if litigation results in additional annual loan availability, otherwise total gap represents $174,000

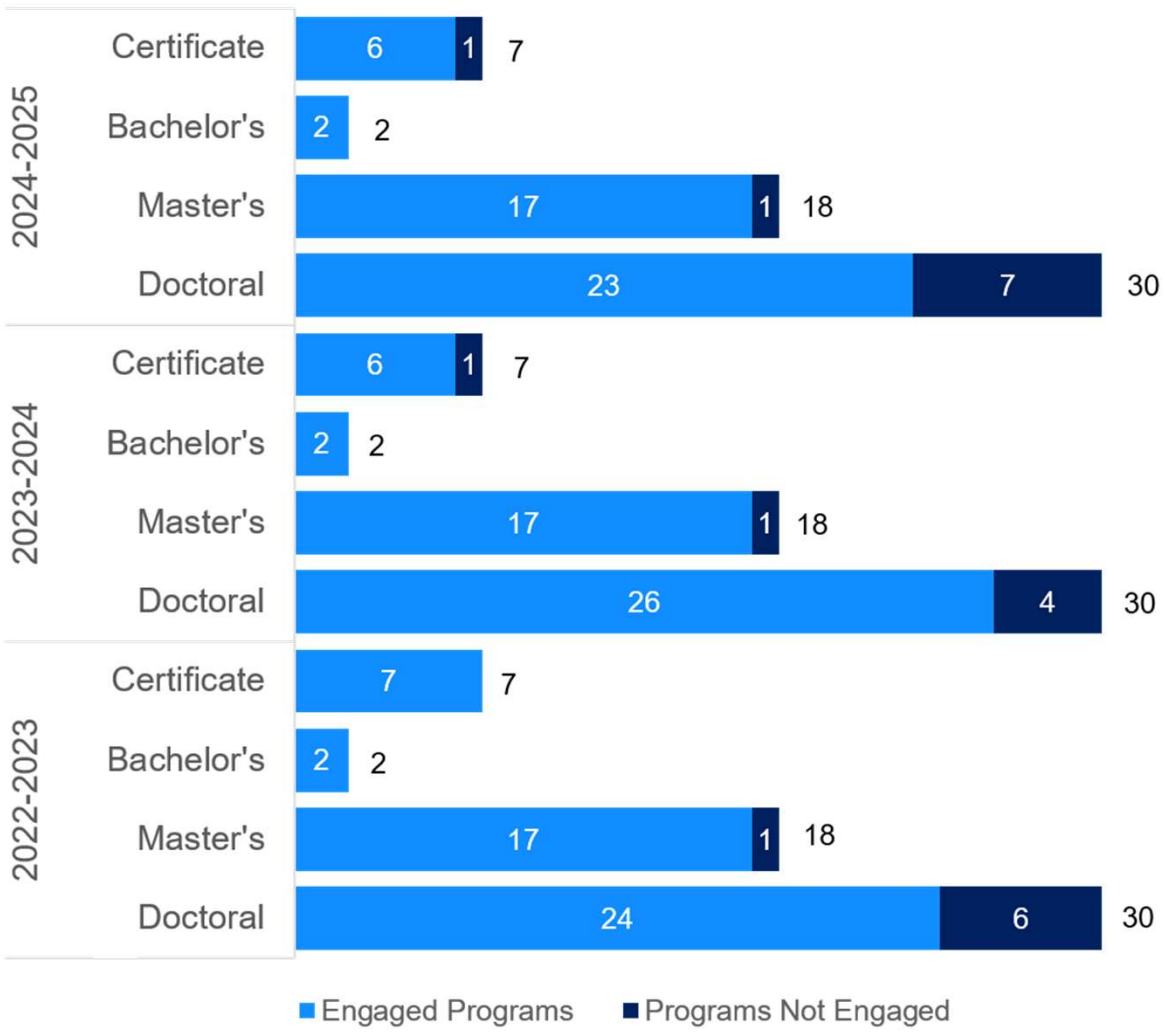


What do we want our students to know and be able to do and how do we know they got it?

Constance Tucker, MA, PhD
Vice Provost, Educational Improvement and Innovation

OHSU Graduation Core Competencies

- Professional Knowledge and Skills
- Professional Identity and Ethical Behavior
- Information Literacy
- Communication
- Teamwork
- Social Justice, Equity, and Community Engagement
- Patient Centered Care



ANNUAL PROGRAM ENGAGEMENT COUNT BY DEGREE

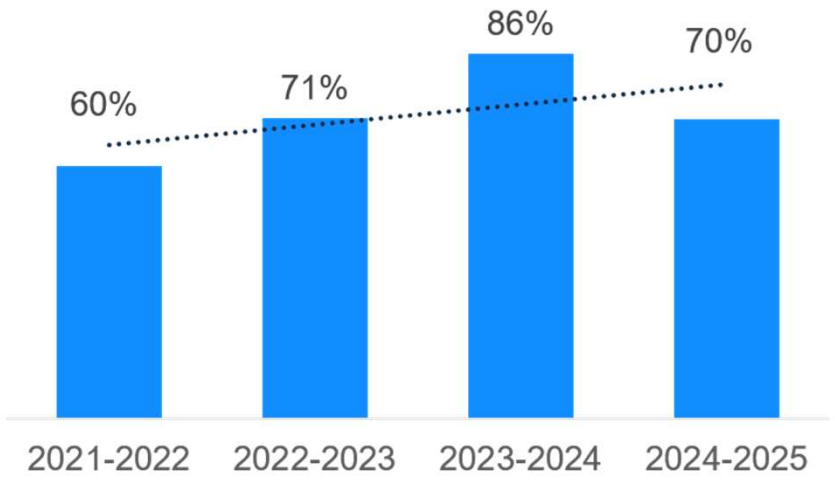
Definition:

Assessment Engagement measures how actively a program participates in assessment and uses results to improve.

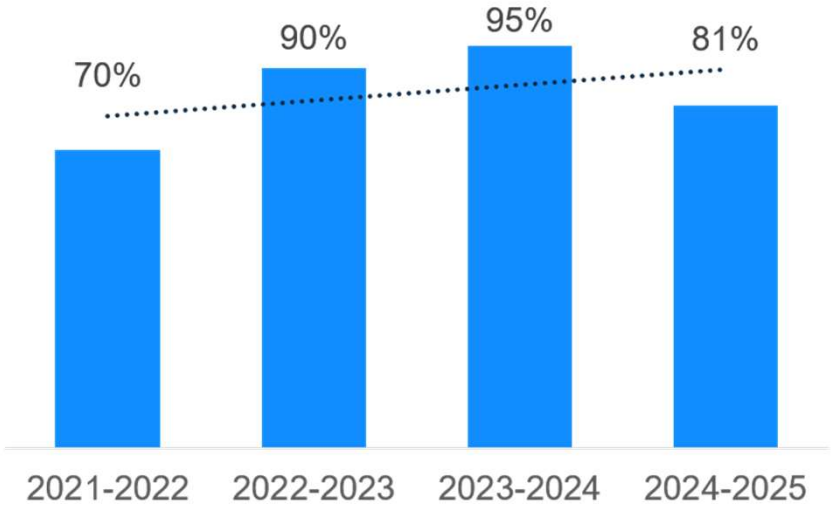
Source: Rivera – Assessment Power BI – Provost Academic Program Assessment Database

STUDENT LEARNING INDICATOR (SLI) METRICS

SLI 1.1: The percentage of academic programs that demonstrate proficiency in evaluating student learning by aligning with the annual institutional assessment process



SLI 1.2: Percentage of academic programs that use assessment data to improve or maintain the achievement of student learning outcomes.



Source: Rivera – Assessment Power BI – Provost Academic Program Assessment Database

Examples of External Feedback by Profession

External Validation of Graduate Readiness

Medicine

AAMC Resident Readiness Survey
- Program director survey
- First 6 months of residency
- Milestones & performance

Question: Did resident meet expectations?

Nursing

Employer & Residency Feedback
- Accreditation required
- Surveys 6-12 months after graduation
- Residency/transition data informs quality

Dentistry

National Preparedness Surveys
- Graduates assess readiness
- National benchmarking
- Supports curriculum improvement

Continuous Quality Improvement


thank you

October 20, 2026

To: OHSU Board of Directors

From: Krista Klinkhammer, Deputy Chief of Staff
Megan Pugmire, Vice President, Brand Strategy

Re: ONE OHSU Strategic Plan Update

We are writing to share an update on the ongoing strategic planning process. Enclosed you will find:

- A presentation that summarizes the strategic planning process since the board's review of the draft plan in June and outlines the next steps.
- A comparison of the original and revised goals for each of the six strategic priorities, illustrating how the goals have evolved through subsequent review and feedback.

As we discussed in June, the core content of the strategic plan was developed by six workgroups composed of subject matter experts from across OHSU. Following board feedback, President Elnahal undertook a substantial refinement process to strengthen the plan's focus, clarity and alignment with our mission, vision and values.

One of the most significant changes has been the evolution of the goals themselves. The revised goals place greater emphasis on the long-term outcomes OHSU seeks to achieve rather than the activities or processes required to achieve them. In some cases, goals have been refined, consolidated or reorganized to improve clarity, better reflect our aspirations and sharpen the focus of the plan.

The attached goal comparison document is intended to help directors understand that evolution. While many of the underlying objectives remain consistent with the June draft, the revised goals have been reframed to better articulate the future state we seek to create for OHSU, the people we serve and the communities that rely on us.

The accompanying presentation provides additional context regarding the development of the strategic plan, including how feedback was gathered and incorporated, the role of the workgroups and executive leadership in refining the draft, and the next steps as we move toward finalization and implementation planning.

We appreciate the board's thoughtful engagement throughout the development of the strategic plan. We look forward to sharing the progress made since June and discussing the path forward as we move toward finalization of the plan and implementation planning.

Original		Revised
PRIORITY 1 **Improve access and efficiency across our services for patients and in service to each other**		
1.1	Create one clear, coordinated model for patients to get the right care, in the right place, at the right time.	Establish a single, coordinated point of entry for referral and scheduling.
1.2	Provide clear and timely communication for patients during every step of their journey.	Reduce wait times for primary and specialty appointments, measured across all patient groups.
1.3	Design access so all patients receive equitable care.	Eliminate Emergency Department boarding as a routine condition.
1.4	Build modern, standardized and connected systems for better information and decisions.	Reliably accept transfers from across Oregon.
1.5	Define clear role and team expectations so we can work well together.	
	PRIORITY 2 **Enhance care quality and commit to a culture of zero harm to our patients**	
2.1	Use safety science and a Just Culture to be a national leader in erasing preventable harm.	Achieve a fifty percent reduction in serious preventable harm.
2.2	Connect people, integrated tools, and coordinated information to provide patient-centered care.	Top-quartile performance on hospital-acquired conditions.
2.3	Deliver top-tier quality and safety outcomes through a highly reliable care experience.	Superior survival and recovery outcomes for complex patients.
2.4		A reporting culture that produces documented system change.
	PRIORITY 3 **Innovate on the learning experience to improve quality and outcomes for students and trainees**	
3.1	Train a health professions workforce that reflects Oregon's communities and is ready to partner with them to help solve health challenges and improve health	Expansion of health care workforce training capacity for Oregon.
3.2	Equip every OHSU program with the data, technology, and human support needed to deliver a state-of-the-art health sciences education.	Protection of student enrollment in a restructured financing environment.

3.3	Build learning environments across the health system that integrate community engagement, patient care, data, and team-based learning.	Competency-based and accelerated program pathways as an alternative to solely time-based pathways.
3.4	Support students' ability to successfully access and complete a health sciences education, regardless of their financial circumstances.	Retention of graduates in Oregon practice.
3.5	Create and support high-quality, flexible, and competency-based educational models so learners move forward based on what they know and what they can do.	
	PRIORITY 4 **Build new platforms for scientific inquiry into the future**	
4.1	Fund breakthroughs through Innovation Development and Entrepreneurship Acceleration (IDEA).	Grow and diversify the research portfolio by strengthening OHSU's scientific and research-enterprise capabilities and administrative supports.
4.2	Build an integrated culture and system that connect basic and translational researchers to human specimens, associated data and models, to accelerate human biology grounded breakthroughs.	Establish OHSU as a national center of excellence in New Approach Methodologies (NAMs), with the positioning of the ONPRC as a signature component.
4.3	Establish structures for sustaining, recruiting and developing high impact scientific talent at OHSU.	Build capacity for a governed Human Biology platform connecting participants, biospecimens, clinical data, and experimental science.
4.4	Move evidence and innovations into disease prevention and real world care across Oregon through the OHSU Accelerator of Statewide Health through Innovations & Implementation Science (OASIS)	Build the capability to translate OHSU discoveries toward application, products, partnerships, companies, and impact.
4.5	Provide researchers with easy and reliable access to quality health and research data through a new and improved secure platform (DART - Data Access for Responsible Translational Research) with built-in analytics tools	Retain, develop, recruit, and enable the scientific talent required for OHSU's strategic research capabilities.

	PRIORITY 5 **Lead Oregon in an AI-enabled transformation in service to our people, patients and mission**	
5.1	Engage, educate, and empower our workforce and learners to use and innovate with AI in a fair, equitable, and socially responsible way to transform how we learn and work.	Establish matrixed operations that pair AI business partners with business leaders across OHSU's missions.
5.2	Strategically invest in AI with inclusive governance and sound policy to accelerate the adoption of trusted, safe, human-centered solutions that serve patients and empower OHSU members.	Artificial intelligence–assisted access and navigation for patients.*
5.3	Advance a patient-driven AI culture by co-designing solutions with patients and frontline teams to improve equitable access, experience, and health outcomes.	A governed learning health system environment for artificial intelligence–assisted discovery and innovation.
5.4	Advance clinical, educational, and research innovation by investing in infrastructure and people to position OHSU as a leading AI accelerator and strategic partner.	Empower our workforce through responsible artificial intelligence.
	PRIORITY *6* **Be the best place to learn and work**	
6.1	Build a shared sense of purpose inspired by the OHSU mission and vision.	Build manager and supervisor capability to improve the employee and learning experience
6.2	Empower leaders to cultivate trust, inspire, collaborate, and innovate.	Implement wellness programs that reduce burnout by 10% for participants
6.3	Nurture a culture of well-being and belonging.	Establish an internal Innovation "Shark Tank" to identify, reward, and scale employee and learner innovation
6.4	Expand opportunities to learn, grow, and contribute.	Build internal talent pathways and succession readiness

*Goal will be achieved without a reduction from current staffing levels in the relevant units.

Strategic plan development update

Oct. 29, 2026

Krista Klinkhammer
Deputy Chief of Staff

Megan Pugmire
VP of Brand Strategy

Development of ONE OHSU

1. Update on the strategic planning process
2. How feedback has shaped the draft
3. Path to final board review and implementation

How we are building the plan

Guiding principles



Iterative process

Developed through multiple rounds of feedback, refinement and review.



Flexible, adaptable plan

Designed to evolve as circumstances, opportunities and organizational priorities change.



Collaborative insight

Grounded in leadership vision, organizational expertise and board input.

Planning process

Planning journey through July



Vision, values and priorities developed



Six workgroups convened



Initial draft presented to Board



Board feedback collected

Key refinements

How the draft evolved



Goals rewritten to focus on outcomes and future state



Tactics and KPIs moved to the implementation phase



North Star metrics added for each priority as commitments



Introduction, environmental analysis and capital planning context added

Signature projects and goals named:

- Doernbecher addition
- AI scientific platform
- West Campus development plan

Since June

Workgroup feedback – Guiding questions

1. Are the goals and commitments clearly articulated?
2. Is there anything important missing?
3. Is there anything included that should not be?
4. Are the goals and commitments achievable within the proposed time frame? If not, how would you modify while still proposing meaningful advancement toward the goal within that time frame?
5. Anything that needs to be resolved before the next step in review by the OHSU Board?

Since June

Workgroup feedback

- Align goals with available resources and capacity
- Clarify measures of success and accountability
- Ensure timelines reflect operational realities and dependencies
- Build the data and infrastructure needed to support execution
- Invest in leadership, culture, workforce development and innovation

Workgroup feedback and executive review

1. Revised draft returned to workgroups
2. Extensive, thoughtful feedback received
3. EVP review and synthesis of recommendations
4. Current draft reflects leadership, workgroup and board input

Next steps

October through January

Finalize the plan

- Final review and refinement
- Budget development
- Prioritize initiatives

Prepare for implementation

- Establish KPIs and success measures
- Launch implementation planning
- Develop dashboard and reporting cadence
- Future board deep dives by strategic priority

MEMORANDUM

October 20, 2026

To: OHSU Board of Directors

From: Maulin Patel, Executive Vice President & Chief Financial Officer

Sara Vonde Veld, Vice President, Campus Planning & Real Estate

Re: OHSU Long-Range Development Plan (2028-2047): Planning Process Overview

Office of the President

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

Maulin Patel
t 503-494-2237
e patelma@ohsu.edu

—

Campus Planning and Real Estate

t 503-494-2454
f 503-346-6910
w ohsu.edu/cpdre

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

Sara Vonde Veld
t 503-724-7055
e vondevel@ohsu.edu

Dear Chair King and Members of the OHSU Board of Directors,

OHSU's Long-Range Development Plan (2011-2030) has guided campus growth and development since its adoption, supporting the addition of more than 3 million gross square feet of owned facilities. During this period, OHSU's workforce grew by 72.9%[1], from approximately 13,300 to 23,000 employees, reflecting significant expansion across the institution's clinical, research, and educational missions.

As OHSU looks to the future, it is time to create a new Long-Range Development Plan (LRDP) that will translate the university's strategic priorities into a comprehensive 20-year facilities and real estate roadmap for 2028-2047.

The need for this work is both strategic and operational. If OHSU continues to grow at rates comparable to those experienced over the past 15 years, the institution could require substantially more space, infrastructure, and support facilities over the next two decades. Given the long lead times associated with planning, financing, and constructing major capital projects, it is essential that OHSU establish a shared vision for future growth now. The LRDP will provide a framework for aligning facilities investments with institutional priorities and ensuring that capacity is available when and where it is needed.

The new LRDP will take a comprehensive enterprise-wide approach. In addition to evaluating opportunities for future development, the plan will assess OHSU's existing portfolio of owned and leased assets, facility conditions, utilization, operating costs, and long-term investment needs. This analysis will

[1] Employee growth from approximately 13,300 to 23,000 represents a compound annual growth rate (CAGR) of approximately 3.5% over 16 years.

help identify opportunities for reinvestment, modernization, consolidation, repurposing, and, where appropriate, disposition of assets that no longer align with OHSU's long-term strategic objectives.

Following a competitive RFP process, ZGF Architects has been selected to partner with OHSU's Campus Planning & Real Estate team in developing the LRDP. Over the next 16 months, the project team will engage stakeholders from across all mission areas and work closely with OHSU's capacity planning teams to assess future growth scenarios and develop implementation strategies. Engagement will include executive leadership, mission-area leaders, faculty, staff, and other key stakeholders to ensure that recommendations reflect institutional priorities and operational needs.

The following summarizes the major components of the planning effort.

Strategic Development Framework: Develop a comprehensive planning framework that translates OHSU's strategic vision into facility, infrastructure, and real estate strategies.

- Align planning assumptions with OHSU's strategic priorities.
- Evaluate implementation and outcomes of the 2011 LRDP.
- Establish guiding principles for future development and investment decisions.
- Create a shared vision for growth across clinical care, research, education, and infrastructure/ancillary functions.

Enterprise Portfolio Strategy: Develop an integrated strategy for OHSU's owned and leased real estate portfolio.

- Inventory and assess campuses, leased facilities, and off-site assets.
- Document facility conditions, operating costs, and lease obligations.
- Evaluate ownership, leasing, acquisition, and disposition strategies.
- Identify opportunities for reinvestment, consolidation, modernization, and divestment.

Space Demand, Capacity, and Utilization: Evaluate current utilization and forecast future facility needs.

- Assess existing space allocation and utilization patterns.
- Establish space planning benchmarks across mission areas.
- Project facility demand over 5-, 10-, and 20-year planning horizons.
- Identify capacity constraints and future space requirements.

Capital Investment and Development Scenarios: Provide leadership and decision-makers with financially informed development pathways.

- Develop and evaluate multiple growth scenarios.
- Assess capital investment requirements and sequencing strategies.
- Identify infrastructure needs, constraints, and dependencies.
- Develop a phased implementation approach and funding strategy.
- Create a prioritized 10-year capital investment roadmap.

Implementation and Governance Framework: Develop tools and processes to support implementation and ongoing decision-making.

- Deliver a dynamic capital planning dashboard.
- Create visual planning and reporting tools.
- Recommend enhancements to Campus Planning & Real Estate business practices.
- Establish performance metrics, governance processes, and implementation tracking tools.

Hillsboro Medical Center Long-Range Development Plan

- Hillsboro Medical Center will separately contract with ZGF to develop its own Long-Range Development Plan.
- OHSU and Hillsboro Medical Center planning efforts will be closely coordinated to ensure strategic alignment and identify opportunities for collaboration.

This memorandum is provided for informational purposes. Development of the LRDP will proceed over the next 16 months, with periodic updates provided to the Board. Upon completion, the LRDP will be presented for Board review and approval of our long-term growth strategy, prioritized capital investment roadmap, portfolio recommendations, development scenarios, and implementation tools to guide facilities and real estate decisions through 2047.

Sincerely,

Maulin Patel
Executive Vice President & Chief Financial Officer

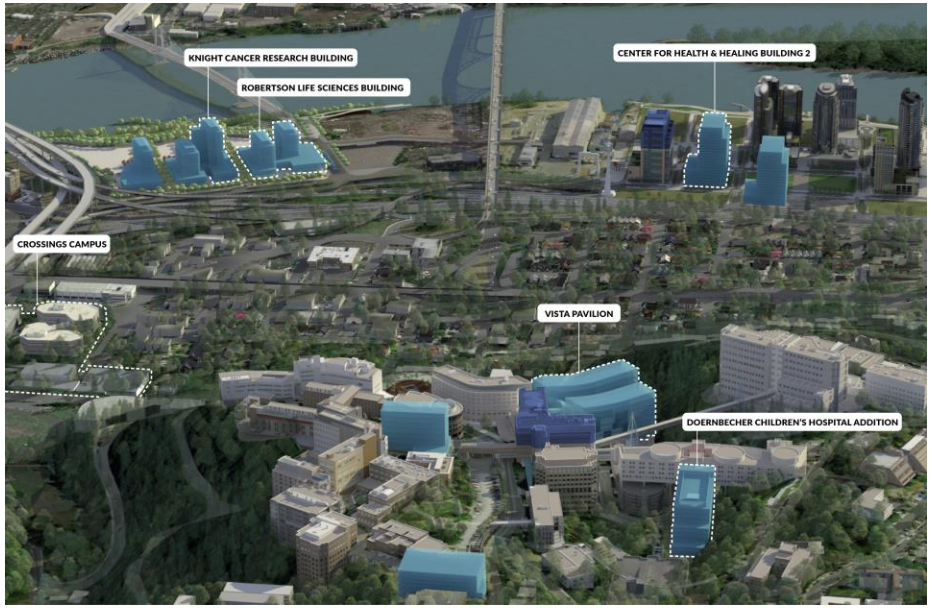
Sara Vonde Veld
Vice President, Campus Planning and Real Estate

OHSU Long-Range Development Plan

DATE: October 29, 2026

PRESENTED BY: Sara Vonde Veld, VP, Campus Planning & Real Estate
Tara Mather, Associate Director, Campus Planning & Real Estate

OHSU Long-Range Development Plan (LRDP)





OHSU's Long-Range Development Plan (2011-2030) has guided campus development since its adoption, supporting the addition of more than 3 million gross square feet of owned space.

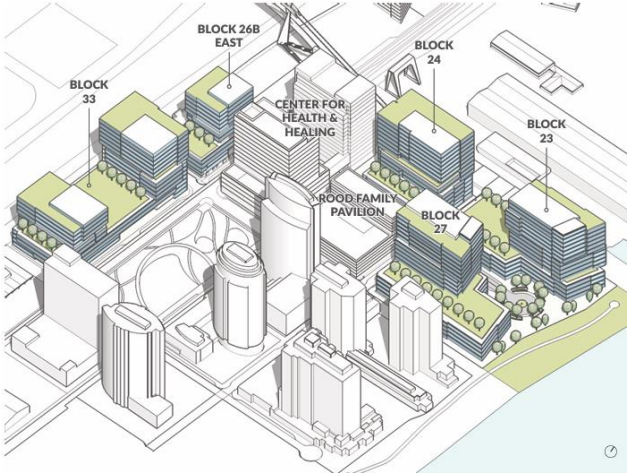
The new LRDP (2028-2047) seeks to:

1. Redefine the vision for new and existing facilities over the next 20 years.
2. Develop a comprehensive plan that translates OHSU's strategic vision into actionable real estate strategies.
3. Provide flexibility to adapt to evolving needs and shifting market conditions.
4. Integrate owned, leased, on-campus and off-campus facilities into one comprehensive portfolio strategy.
5. Align capital investment decisions with academic, clinical, research, and operational strategy.
6. Determine near-term capital priorities and a phasing strategy to guide real estate decisions and long-term investments.
7. Provide continuity over time by having a plan that is approved by the OHSU Board of Directors.

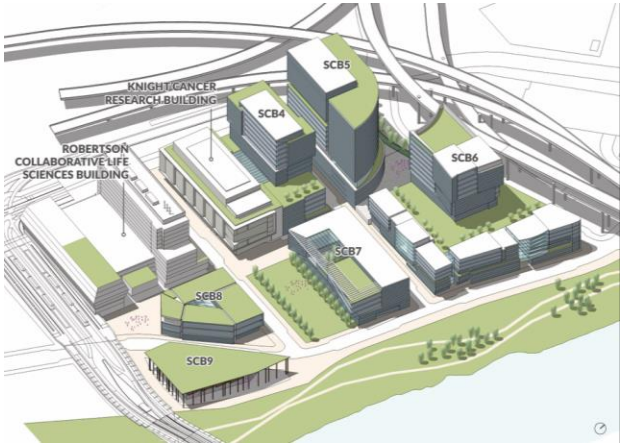
Owned Buildings Added Since 2010

Robertson Life Sciences Building (RLSB)
Data Center West (DCW)
Knight Cancer Research Building (KCRB)
Center for Health and Healing Building 2 (CHH2)
Rood Family Pavilion (RPV)
Center for Radiochemistry Research (CRR)
Primate Imaging Center (PMIC)
Elks Children's Eye Clinic (ECEC)
Beaverton Clinic (OCB)
Vanport Building Condominium (VPT)
DCM Commons (DCM)
Bosky Building (BOS)
Crossings Campus Bldg A (CCA)
Crossings Campus Bldg B (CCB)
Vista Pavilion (VPV)

Campus Planning



South Waterfront Central District



South Waterfront Schnitzer Campus



West Campus

OHSU

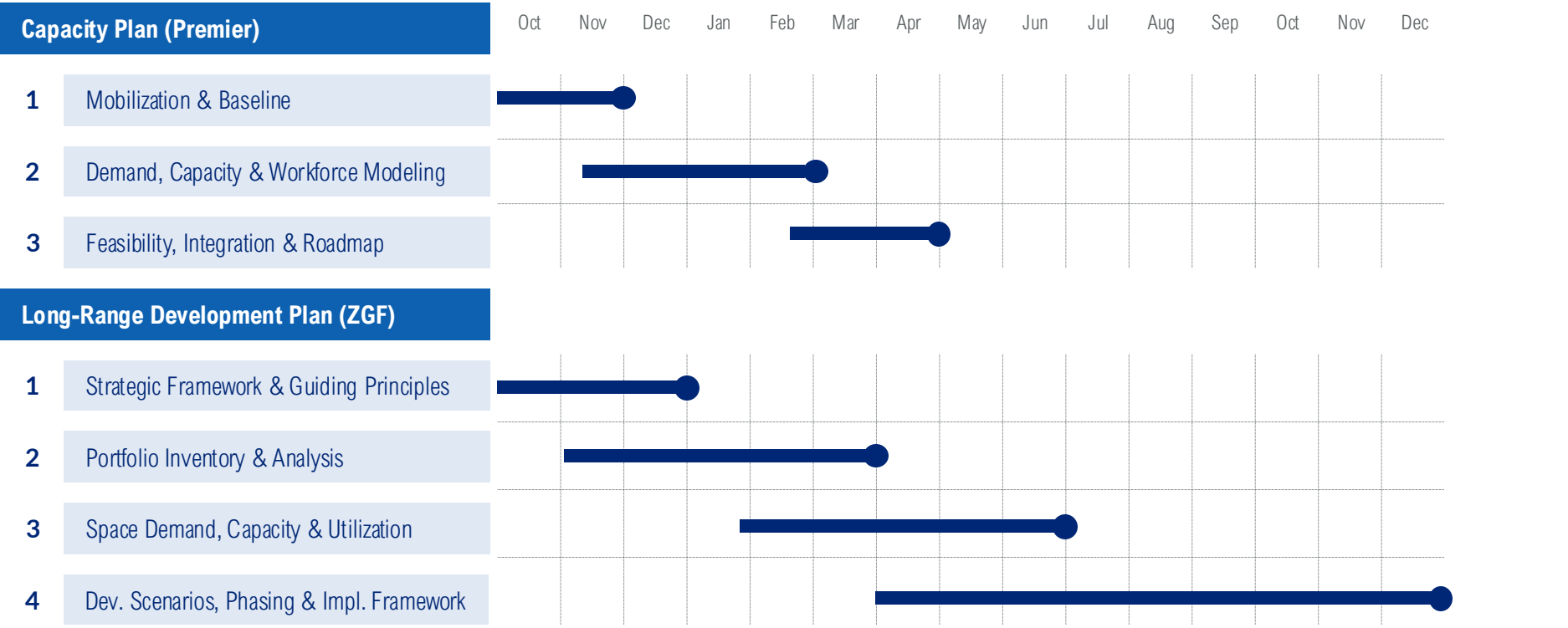
Real Estate Portfolio

408 acres	157 bldgs.	9.9M gsf	166 leases
Marquam Hill Campus South Waterfront Central District South Waterfront Schnitzer Campus Crossings Campus West Campus +Off-site owned properties across Oregon	104 owned buildings Leased space within 53 buildings	31,000 rooms 9.4M gsf owned 500K gsf leased	125 tenant leases $17.6M annual rent expense ($45.2M to lease term) 41 landlord leases $1.4M annual rent income ($5.1M to lease term)

OHSU

Scope of Work & Project Schedule

LRDP Alignment with Capacity Planning (Premier Scope of Work)



Governance Structure

OHSU Board of Directors

Serve as the approval body for the Long-Range Development Plan

Executive Steering Committee (ESC)

Serve as the decision body for the Long-Range Development Plan. Navigate tradeoffs across mission areas and provide cohesive direction on priorities. Ensures that project outcomes are consistent with strategic institutional priorities. Quarterly meetings

Project Advisory Committee (PAC)

Review Stakeholder Group feedback, discuss priorities, and formulate recommendations for the ESC. Monthly meetings

Clinical	Research	Education	Infrastructure / Ancillary	Innovation

Resource & Alignment Groups

Serve as subject matter experts to ensure that growth and development scenarios are viable and coordinated. Ad hoc meetings

Infrastructure	Patient Care Operations	Foundation	HMC	Finance

Core Team

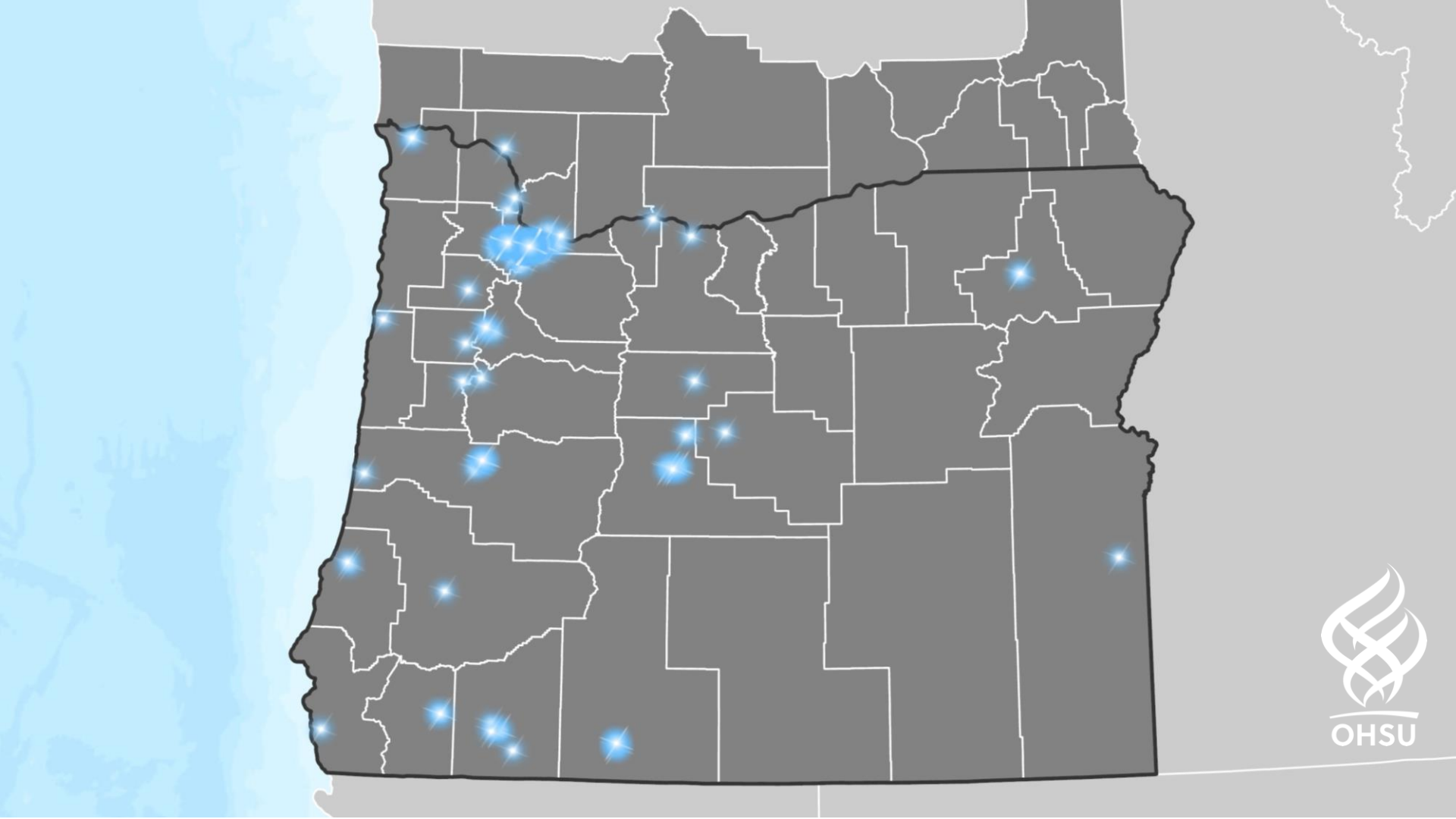
Manage the project scope of work, timeline and budget. Weekly meetings

- Campus Planning & Real Estate
- Consultants

Stakeholder Groups

Organized by function and representing programs across the institution, these groups consider current space constraints and opportunities, industry trends and new ways of working as we evaluate the space and facilities needed over 20 years to meet strategic business objectives. 1-2 meetings each, groupings to be defined

Clinical	Research	Education	Infrastructure/ Ancillary


OHSU