OHSU and Oregon — Together for Health
A Report to the 2013 Oregon State Legislature
Message from the President

Thanks to the Oregon Legislature and Governor Kitzhaber for their support in the 2013 session. OHSU’s partnership with the State of Oregon is key to our ongoing success.

OHSU provides patient care, education, research and outreach, acts as a key source of innovation to stimulate the economy, and brings knowledge leaders and federal grant dollars to Oregon. The state, in turn, supports OHSU a number of ways, such as: general fund appropriations, Oregon Opportunity bonds, and Medicaid. The base budget for the 2013-2015 biennium will help protect OHSU missions and programs.

We are also thankful for support of policy initiatives like HB 2896, the skin cancer prevention bill. HB 2896 prohibits Oregon children under 18 from using indoor UV tanning devices. The legislature should be proud of its role in making Oregon one of just three states to adopt such a ban. We are setting an example for the rest of the nation.

Emblematic of the ongoing partnership between OHSU and the state are a series of efforts to address the very difficult issue of tuition and student debt. Currently, high tuition creates challenges for health professions students who graduate with large debt burdens and wish to pursue practice in underserved urban or rural areas after graduation. Some students feel deterred from even applying to a health care education program because the expected debt makes their career of choice seem out of reach. Oregon expects to enroll more than 400,000 new covered lives between Medicaid expansion and the insurance exchange in 2014, once the federal Affordable Care Act comes into full effect. Expanded coverage will exacerbate an already existing geographic distribution problem.

To help address this, the legislature passed SB 2, which creates the Scholars for a Healthy Oregon program. OHSU will offer free tuition for up to 21 students across a variety of degree programs in exchange for their commitment to work in underserved areas after graduation. Students who sign up for the program would be making a commitment equal to the length of their studies plus one additional year. The program is for Oregonians only, and would give preference to first generation students, those from a regional university such as Eastern Oregon University, Southern Oregon University, Western Oregon University, Oregon Institute of Technology, and/or those who represent a diverse or rural background.

For our part, OHSU recently adopted a “tuition promise” which declares that students enrolled in our clinical programs will see no increase in tuition during the duration of their program. This promise covers more than 1,700 students including both current enrollees and those admitted to OHSU for the coming year. We hope to be able to offer this same promise to future classes but it will depend on a number of funding variables including state support.

Other tools implemented by OHSU include: 1) required financial management education and debt counseling for each student; 2) streamlining the process and increasing the resources available for grant programs; 3) $2 million in annual diversity awards instituted at the direction of the OHSU Board of Directors; and 4) a threefold growth in the size of endowment funds dedicated to scholarships. These tools represent the fruition of a persistent effort over several years to address this very difficult problem.

In addition to efforts to reshape the pipeline and the geographic distribution of the workforce, OHSU is working to train students the way they will practice – in teams. This approach is embodied in the OHSU/ OUS Collaborative Life Sciences Building. The CLSB will place portions of OHSU, Oregon State University and Portland State University under one roof. The new facility, which opens in 2014, will expand partnerships between the universities, increase class sizes and research activities and create new employment opportunities.

As OHSU builds for the future, collaboration will be key. Partnerships such as the CLSB, the OHSU-PSU Strategic Alliance, the recent “Big Data” initiative with Intel, the FEI Living Laboratory, and shared programs with our clinical partners such as the OHSU-Legacy oncology partnership, will be fundamental to our success. But our partnership with the State of Oregon will always be our strongest collaboration. Working together, we can and will improve the health and well being of all Oregonians.

Joe Robertson, M.D., M.B.A.
President, OHSU
OHSU Mission Statement

As part of its multifaceted public mission, OHSU strives for excellence in education, research and scholarship, clinical practice and community service. Through its dynamic interdisciplinary environment, OHSU stimulates the spirit of inquiry, initiative and cooperation among students, faculty and staff.

Setting the example for integrity, compassion and leadership, OHSU strives to:

• Educate tomorrow’s health professionals, scientists, engineers and managers in top-tier programs that prepare them for a lifetime of learning, leadership and contribution.

• Explore new basic, clinical and applied research frontiers in health and biomedical sciences, environmental and biomedical engineering and information sciences, and translate these discoveries, whenever possible, into applications in the health and commercial sectors.

• Develop excellence in health care, emphasizing the creation and implementation of new knowledge and cutting-edge technologies.

• Lead and advocate for programs that improve health for all Oregonians, and extend OHSU’s education, research and healthcare missions through community service, partnerships and outreach.
OHSU and Oregon: an overview

A health and research university
As the state’s only public health and research university Oregon Health & Science University is the place where healing, teaching and discovery come together. OHSU educates and trains the health care professionals that Oregon communities need and provides care to those Oregonians with the most difficult health challenges. OHSU is a unique resource for Oregonians where OHSU faculty work every day discovering new ways to help save lives.

The university provides a unique combination of services, care, economic influence and knowledge leadership by:
• addressing health care workforce shortages by training and educating Oregon’s future providers
• providing high quality health care and specialty services available nowhere else in Oregon
• aligning research scientists with physicians to conduct clinical trials on the cutting edge of medical advances
• serving Oregon’s communities statewide—urban and rural areas, large and small businesses, the uninsured and the underinsured, training other health care providers
• successfully leveraging state resources to meet the needs of all Oregonians

OHSU educates many of Oregon’s future health professionals and scientists, and partners with other Oregon colleges and universities to train pharmacists and allied health practitioners. OHSU is the only institution in the state that grants doctoral degrees in medicine and dentistry.

There is no place in Oregon doing more than OHSU to create and advance knowledge about health. With physicians and scientists working side-by-side, OHSU quickly brings new laboratory discoveries to the care of its patients. Many of the clinical and diagnostic services provided are unique to the state, enabling Oregonians to stay close to home for complex medical treatments.

OHSU encompasses:
• schools of dentistry, medicine, nursing and pharmacy*
• two hospitals
• numerous clinical care practices
• dozens of research institutes and centers
• more than 200 community service programs that serve every county in the state

* The School of Pharmacy is a shared program between OHSU and Oregon State University.

The crucial role of state funds
In the 1990s state support made up more than 28 percent of the university’s budget. Today that percentage has dropped to just 1.7 percent yet it is still critical to the university’s overall budget. State support provides a significant portion of the funding for:
• educational programs in all of the schools
• the Child Development and Rehabilitation Center
• rural health including the Area Health Education Centers
• the Oregon Poison Center

Almost all of OHSU’s $2.05 billion operating revenue is derived from patient care services, grants, contracts and gifts. Although state funding has decreased, it is still a critical component of OHSU’s education budget because much of the university’s funding is nondiscretionary and cannot be transferred from one area to another. Grants, for example, must be used for specific research projects. By law, bond proceeds approved for capital projects must be used for such purposes as construction and equipment. Most of the money received by OHSU’s hospitals and clinics pays for medical equipment, supplies and salaries for those who provide care.
## Growth and change at OHSU — 1990-2012

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<tr>
<td><strong>Economics and Funding</strong></td>
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<tr>
<td>Annual Operating Budget</td>
<td>$340 million</td>
<td>$499 million</td>
<td>$882 million</td>
<td>$1.2 billion</td>
<td>$1.9 billion</td>
<td>$2.06 billion</td>
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<tr>
<td>State Appropriation*</td>
<td>19%</td>
<td>12%</td>
<td>6.4%</td>
<td>3.6%</td>
<td>2.01%</td>
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<tr>
<td><strong>Research</strong></td>
<td></td>
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<tr>
<td>Award Dollars</td>
<td>$43 million</td>
<td>$86 million</td>
<td>$168 million</td>
<td>$274 million</td>
<td>$391.7 million</td>
<td>$359 million</td>
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<td>Award Dollars from Out of State</td>
<td>83%</td>
<td>86%</td>
<td>96%</td>
<td>94%</td>
<td>94%</td>
<td>95%</td>
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<tr>
<td>Invention Disclosures</td>
<td>30</td>
<td>36</td>
<td>32</td>
<td>101</td>
<td>115</td>
<td>117</td>
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<tr>
<td><strong>Health Care</strong>**</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Patients</td>
<td>108,000</td>
<td>112,000</td>
<td>153,300</td>
<td>184,513</td>
<td>232,477</td>
<td>251,033</td>
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<tr>
<td>Patient Visits (Includes Hospitals and Medical/Dental Clinics)</td>
<td>247,500</td>
<td>344,400</td>
<td>575,800</td>
<td>751,324</td>
<td>827,688</td>
<td>876,553</td>
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<tr>
<td><strong>Academics</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Enrolled Students***</td>
<td>1,464</td>
<td>1,795</td>
<td>1,906</td>
<td>2,551</td>
<td>2,721</td>
<td>2,849</td>
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<tr>
<td>Degrees Awarded</td>
<td>390 approx.</td>
<td>555</td>
<td>783</td>
<td>912</td>
<td>946</td>
<td>1,100</td>
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<tr>
<td><strong>Philanthropy</strong>**</td>
<td></td>
<td></td>
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<tr>
<td>Gift Dollars</td>
<td>$14.5 million</td>
<td>$26.5 million</td>
<td>$38.8 million</td>
<td>$57 million</td>
<td>$79.3 million</td>
<td>$99.3 million</td>
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<td>Gifts</td>
<td>21,618</td>
<td>21,040</td>
<td>31,230</td>
<td>32,995</td>
<td>22,837</td>
<td>20,745</td>
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<td><strong>Facilities and Employees</strong></td>
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<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Employees</td>
<td>6,500</td>
<td>6,600</td>
<td>10,000</td>
<td>11,259</td>
<td>13,542</td>
<td>13,984</td>
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<tr>
<td>Capital Expenditures</td>
<td>$30 million</td>
<td>$60 million</td>
<td>$79 million</td>
<td>$193 million</td>
<td>$74.5 million</td>
<td>$156.6 million</td>
</tr>
<tr>
<td>Square Feet of Building Space</td>
<td>3.1 million</td>
<td>3.8 million</td>
<td>5 million</td>
<td>5 million</td>
<td>7.1 million</td>
<td>7.1 million</td>
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</table>

** Includes hospitals and medical/dental clinics.

*** Figures do not include third- and fourth-year students in the doctor of pharmacy program offered jointly with Oregon State University; advanced paramedic and clinical laboratory science students from programs offered jointly through Oregon Institute of Technology after 2000; residents, postdoctoral students and clinical trainees. Note: Data is based on the Institutional Enrollment Report submitted to the Integrated Postsecondary Education Data System of the National Center for Education Statistics.

**** Totals reflect philanthropic gifts and pledges made within the fiscal year through the OHSU Foundation, Doernbecher Foundation and directly to OHSU. All results reported according to Council for Advancement and Support of Education guidelines. Historical results reported in previous At A Glance publications have been restated to reflect current CASE standards.

All data is fiscal year 2012 unless otherwise noted.
Vision

A public corporation
In 1995, the Oregon Legislature voted to change OHSU from a state agency to a public corporation. A board nominated by the Governor and confirmed by the Senate oversees OHSU, allowing the university to leverage public investment to maximize the overall benefit to Oregonians. As a public corporation, the university can make independent business decisions and operate more efficiently while responding to and competing in a rapidly changing health care marketplace.

The resulting access to capital markets has helped OHSU better serve Oregonians. Since 1995:
• OHSU’s operating budget has more than doubled, from $499 million to more than $2 billion.
• research award dollars have grown from $85.5 million to nearly $360 million.
• employment has risen from 6,500 to nearly 14,000.
• the number of students educated at OHSU has grown from 1,795 to 2,849.

OHSU leadership
The OHSU Board of Directors has 10 members. Statutorily required positions on the board include the president of OHSU, a member of the Oregon State Board of Higher Education and an OHSU student. The other seven members serve at the discretion of the governor of Oregon and must be confirmed by the Oregon Senate. The university president serves on the board throughout his or her presidency, the student board member serves a two-year term, and each of the other members is appointed for a four-year term.

Current OHSU board membership

Chairman: Charles Wilhoite, principal and director, Willamette Management Associates, Portland office
Vice chairman: Jay Waldron, Portland Attorney
Ken Allen, Oregon AFSCME executive director
Román Hernández, Portland Attorney
Poorav Patel, M.D. candidate
Maria Pope, chief financial officer, Portland General Electric
Joe Robertson, M.D., M.B.A., president, OHSU, ex officio
MardiLyn Saathoff, chief governance officer and corporate secretary, NW Natural
Amy Tykeson, president and chief executive officer, BendBroadband
David V. Yaden, retired executive director of policy and planning, Tri-Met
Energizing Oregon’s economy
OHSU’s Economic Impact:

• OHSU is one of the state’s largest employers.
• The total economic activity generated statewide by OHSU’s annual spending is $3.9 billion, including $1.8 billion in personal income and helps to create 34,614 jobs.
• More than half of OHSU’s economic impact is unique to OHSU — derived from highly specialized health services and research that no other health system or university could provide to Oregon.
• In the absence of OHSU, $2.4 billion would leave the state — and about 20,000 jobs.
• For every General Fund dollar spent on OHSU, Oregon receives $100 of economic impact in return.
  – Source: ECONorthwest IMPLAN analysis, Feb. 2010
Partners for health

OHSU has long been defined by its ability to create and grow partnerships. Whether those are collaborations between researchers on opposite sides of the globe or with community organizations close by, partnerships are crucial to OHSU’s ability to teach, heal and discover.

Partnership with Portland State University expands

Over the past several years, OHSU and PSU have explored how best to leverage each other’s strengths and deliver greater value to students and the community at large. As a result, the two institutions have created a strategic partnership overseen by the presidents of OHSU and PSU.

One of the early collaborations is the OHSU/OUS Collaborative Life Sciences Building, which is now under construction in the South Waterfront District in Portland. In addition to exploring administrative efficiencies such as joint contracting, parking management and student health, the strategic partnership has identified three major initiatives to pursue. They are:

1. A collaborative School of Public Health
   The School of Public Health will become the next example of how the alliance creates value for Oregonians by combining the strengths of both universities to achieve goals that would be impossible for either institution to accomplish alone, while avoiding costly duplication of services.
   An academic focus that leverages the unique strengths of each institution is now taking shape, with a curriculum encompassing critical public-health-related disciplines such as informatics, urban health, social determinants of health, community engagement, lifespan health, health policy and global health.
   Under the joint leadership of the two provosts, Jeanette Mladenovic, M.D., of OHSU, and Sona Andrews, Ph.D., of PSU, the alliance is moving rapidly to establish the necessary pieces for accreditation. Joint workgroups of faculty and administrators meet bi-weekly to work through the requirements necessary for accreditation of a new school and its focus. This steering committee has been working on development of an “equity model” of collaboration whereby OHSU and PSU will be equal partners.

2. Science, technology, engineering and math (STEM) education
   STEM is a top priority of the Oregon Legislature (HB 4056) and of the OHSU/PSU alliance as well. Individually, both institutions currently support these initiatives through an extensive list of programs. STEM liaisons at both institutions will move a group of programs forward to take a more coordinated approach in advancing Oregon’s STEM agenda.
   Oregon State University, PSU and OHSU are working together on a unique project to combine the resources of these nationally respected institutions to benefit all of Oregon. The OHSU/ OUS Collaborative Life Sciences Building will place portions of the three universities under one roof. The complex will be home to education and research in the biosciences, medical, dental, pharmacy, nursing and other health and science programs for the three schools.

The OHSU/OUS Collaborative Life Sciences Building—500,000 square feet of cooperation
The facility will create opportunities to expand partnerships between the universities, increase their teaching facilities, enrollments and research activities. All of these activities create jobs while better preparing students for the future.

In addition to the educational facilities, the innovative complex will also feature laboratory and interactive space for health-focused research by faculty from OHSU, OSU, PSU and other Oregon University System partners.

- Academic collaborations formed in the Collaborative Building will fuel new partnerships and opportunities:
- Students educated there will learn together with peers from other health-related disciplines, fostering teamwork that will translate into better care for tomorrow’s patients.
- Science conducted there will add a new dimension to understanding diseases and the potential of new treatments.

- Discoveries made there will benefit people around the world and contribute to the region’s economy.

**CLSB funding**

The spirit of partnership is also at the heart of the public-private funding model created to finance the CLSB’s $295 million construction budget. The project actually includes two distinct parts. In addition to the $160 million CLSB project, the new $135 million OHSU School of Dentistry building is taking shape at the same time.

The CLSB budget partnership involves funding provided by the state of Oregon, Trimet, OHSU and OHSU’s philanthropic supporters. OHSU will fund the School of Dentistry project with $92 million in institutional funds and $43 million in philanthropy raised in an ongoing capital campaign. See the table below for details on this powerful partnership.

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### Table 1. CLSB/School of Dentistry funding partnership

<table>
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<tr>
<th>Partner</th>
<th>Contribution</th>
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<tr>
<td>State of Oregon</td>
<td>$110 million</td>
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<tr>
<td>Tri-Met</td>
<td>$10 million</td>
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<tr>
<td>OHSU</td>
<td>$92 million</td>
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<tr>
<td>OHSU Philanthropy</td>
<td>$83 million (see table 2)</td>
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Table 2. OHSU private support to date for CLSB

<table>
<thead>
<tr>
<th>Gift</th>
<th>Value</th>
<th>Donor</th>
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<tbody>
<tr>
<td>20 acres of land</td>
<td>$34 million</td>
<td>MMGL Corp. (formerly Schnitzer Investment Corp.)</td>
</tr>
<tr>
<td>(not factored into construction budget)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>CLSB building funds</td>
<td>$40 million</td>
<td>anonymous</td>
</tr>
<tr>
<td>Dentistry building funds</td>
<td>$10 million</td>
<td>Dr. Eugene and Bonnie Skourtes</td>
</tr>
<tr>
<td>Dentistry building funds</td>
<td>$5 million</td>
<td>Moda Health (formerly ODS Health)</td>
</tr>
<tr>
<td>Dentistry clinical equipment</td>
<td>$4.35 million</td>
<td>A-dec</td>
</tr>
<tr>
<td>Dentistry building funds (to date)</td>
<td>&gt;$12 million</td>
<td>Alumni and friends</td>
</tr>
<tr>
<td>Remaining goal</td>
<td>$11 million</td>
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</table>

CLSB philanthropy

A remarkable chain of philanthropy provided the catalyst that launched the CLSB project. It began in 2004 when MMGL Corp. (formerly Schnitzer Investment Corp.) donated valuable South Waterfront property to OHSU for its future expansion. Soon thereafter an anonymous donor committed $40 million to the OHSU School of Medicine for use in advancing medical education in Oregon. The opportunity to collaborate with the OUS on a collaborative educational facility provided the ideal opportunity to multiply the benefits of these two gifts through collaboration.

CLSB: Catalyst for new School of Dentistry

The CLSB opportunity also opened the door for OHSU to fast-track an additional and highly complementary capital project on the same site – an urgently needed 66,000-square-foot home for Oregon’s only school of dentistry. Named the Skourtes Tower to recognize the $10 million gift from Dr. Eugene and Bonnie Skourtes, the project has been advanced by other leadership gifts including $5 million from Moda Health (formerly ODS Health) and $4.3 million in equipment pledged by dental supplier A-dec. Individual gifts from OHSU dental alumni and community supporters have brought the current fundraising total to $32 million (as of May 2013) against a total philanthropic goal of $43 million. The combined CLSB/Skourtes Tower strongly reflects the support OHSU has earned from the community.

Building highlights

OHSU’s educational space in the building will include state-of-the-art technology for inter-professional simulation-based training in a wide range of clinical procedures and situations. M.D., D.M.D., physician assistant and radiation technology faculty and students will also find classrooms, administrative offices and student and faculty support services in the building.

The OSU/OHSU Doctor of Pharmacy program also will move to the CLSB, where it will have the space it needs to train more new pharmacists. Additional student capacity through a 400-seat lecture hall and 17 new teaching labs will enable PSU’s undergraduate chemistry and biology programs to expand class sizes in state-of-the-art teaching facilities.
Collaborations with private industry drives discovery at OHSU

Research capabilities in electron and light microscopy, cancer diagnostics and genomics makes OHSU a strong partner for Intel as the chip maker refines its supercomputing platforms to meet new demands for speed, storage and energy efficiency. These needs are acute in the biomedical world as medical centers such as OHSU begin to use patients’ own genetic data to pinpoint the root causes of disease and develop “personalized” treatments. The goal is to have faster, lower-cost computing tools to help reduce the overall cost of personalized medicine, making it more routine and helping to deliver on its promise of better patient outcomes, increased disease prevention and lower overall health care costs.

OHSU also recently developed a partnership with premier provider of electron- and ion-beam microscopes, Hillsboro-based FEI, to create the OHSU/FEI Living Lab for Cell Biology. OHSU gains access to powerful imaging technology and FEI gains the insight from world-class researchers at OHSU on how best to design, improve and evolve their electron and ion-beam microscopes for applications in the life sciences. The collaboration enables OHSU scientists to visualize cell structure at a greater level of detail, and to explore how cancer cells change in structure and function as they spread. The tools will be available for use by researchers throughout the Oregon University System as well.

Philanthropic partners

From the 1917 land donations that created the present Marquam Hill Campus, to the recent gifts to fight disease and help build a new campus on Portland’s South Waterfront, philanthropy has been a key ingredient in OHSU’s ability to promote health and well-being in Oregon.

The last two years have been no different, with individual and corporate philanthropy helping shape the future of OHSU.

Bob and Charlee Moore Institute for Nutrition & Wellness at OHSU

In September 2011, OHSU announced a $25 million philanthropic partnership with Bob and Charlee Moore to confront the negative health consequences of poor nutrition. Nutritionally linked conditions such as obesity, type 2 diabetes, autism, heart disease and hypertension have risen sharply along with the advent of processed foods high in sugar and fat but low in nutritional value. Experts call this phenomenon “high-calorie malnutrition,” and research is proving that its consequences can last for generations.

The central commitment of the Bob and Charlee Moore Institute for Nutrition & Wellness at OHSU is to reduce the prevalence of chronic diseases across the lifespan in current and future generations by promoting healthy, nutrient-rich diets based on whole grain foods. A key focus of programs in clinical research and public education is the critical role of maternal prenatal nutrition in the lifelong health of a developing baby. The developmental process that begins at conception continues through the first few years of childhood. The nutrients a baby consumes during this period continue to affect his or her physical and cognitive development, including susceptibility to obesity and a host of chronic diseases that may emerge in later life. This emerging scientific discipline — known as the developmental origins of health and disease — is the scientific cornerstone of the Moore Institute and is a field in which OHSU is internationally recognized as a leader.

OHSU Knight Cardiovascular Institute

With a $125 million pledge to OHSU in September 2012, Nike co-founder and chairman Phil Knight and his wife, Penny, made what is believed to be the largest reported private philanthropic investment to advance cardiovascular medicine in the United States. Their landmark investment established the OHSU Knight Cardiovascular Institute. Dedicated to the idea that the vast majority of cardiovascular deaths are preventable, the institute will launch a comprehensive assault on cardiovascular disease that is focused on the translation of multidisciplinary research into innovative clinical solutions and preventions. The institute leverages OHSU’s highly regarded clinical programs in cardiology, cardiac and vascular surgery and interventional radiology, as well as its highly regarded research programs in cardiovascular imaging and cardiac device design.

The Knight’s gift for cardiovascular care and research at OHSU came just four years after they invested $100 million to establish the OHSU Knight Cancer Institute.
Education — preparing tomorrow’s health care leaders

OHSU educates the health care professionals and scientists who will serve Oregon in the future through its schools of dentistry, medicine and nursing, shared pharmacy school (with OSU), and hundreds of continuing education activities. The university is the only institution in Oregon that grants doctoral degrees in medicine, dentistry and nursing through schools that are known nationally for innovative curricula and high-caliber faculty, applicants and graduates.

The university strives to promote lifelong learning among its students while instilling a commitment to serve the communities where they live and work. The curriculum reflects that commitment and OHSU students find that their classrooms take many forms from the traditional lecture hall to a research lab or a patient’s bedside, or sometimes hundreds of miles away from OHSU’s campuses.

Innovation required

The future health care landscape demands innovation in health care education. As the nation’s health care system is transformed, the way OHSU educates new health care professionals will need to change, too. OHSU is redesigning its educational programs to ensure Oregon’s future health care workforce excels in this new era. The American Medical Association recently chose OHSU’s School of Medicine as one of 11 in the country to receive funding to transform its curriculum, recognizing OHSU’s strength and skills in this area.

Health care reform will bring big changes to the systems that provide care. Oregon’s Coordinated Care Organizations are one example of how health care reform will change the way care is delivered. Physicians, nurses, physician assistants, dentists, pharmacists, mental health providers and other professionals will join forces to provide integrated patient care, emphasizing preventive care, wellness and population health. Transforming OHSU’s educational

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**Points of distinction**

**Students and trainees: 4,405**
- Students enrolled at OHSU — 2,849
- Students in joint programs with OSU and OIT — 454
- Interns, residents and postgraduates — 1,102
- Continuing education programs: accessed approximately 23,000 times
- Faculty — 2,289
- Alumni — 34,721

**National rankings**
- The School of Medicine is ranked No. 3 in primary care, No. 5 in family medicine and No. 6 for physician assistants by U.S. News & World Report.
- U.S. News & World Report ranks the School of Nursing’s nurse-midwifery program No. 1, gerontological nursing No. 4 and family nursing No. 6. Overall, the school is ranked No. 7. U.S. News and World Report does not rank dental schools.

**Around the state**
- OHSU has nursing campuses in La Grande, Klamath Falls, Monmouth, Ashland and Portland, and partners with community colleges throughout Oregon.
- OHSU students spend time in rural communities training alongside local doctors, dentists and other care providers to learn from, and better understand, the needs of patients and health care professionals in settings outside urban areas.
- One-third of Oregon’s practicing physicians completed all or part of their training at OHSU.
- Approximately 46 percent of OHSU’s M.D. graduates continue to practice in Oregon.
- Nearly 40 percent of dentists currently licensed in Oregon are graduates of the OHSU School of Dentistry.
programs so that graduates emerge with the skills to work within these teams is an important component of care delivery.

Inter-professional education is essential to meet the goal of transforming the nation’s health care system. When students from different disciplines are educated together, they are more likely to work in tandem in patient-centered health care teams. If scientists and health care professionals of all types learn side-by-side from day one, they can move rapidly to identify and solve the complex health care challenges of the future.

OHSU is developing inter-professional education across all its schools and programs — and with other university partners — to improve the quality of patient care. Dynamic and cutting-edge educational models will be deployed, including simulation, team-based learning, distance learning and more.

Technology — from the electronic-health record to the smart phone to telemedicine — has fundamentally transformed the way information is processed, accessed and shared, both for health care providers and patients. As part of the redesign of educational programs, OHSU is developing innovative new ways to deploy advanced information technology. Educational programs will train students to become experts at processing and interpreting rapidly changing and evolving health data and information on behalf of, and in partnership with, patients, other care providers and communities.

Knowledge has a price

Oregon faces two problems in its efforts to educate and train a sufficient health care workforce — high debt for students and the difficulty of recruiting providers to practice in underserved and rural communities — at a time when demand on the health care system will soon increase significantly.

Student debt load at OHSU and across the nation has grown to unacceptable levels. Concern about debt discourages talented students from choosing health care as a profession. It also may influence new graduates to not choose the professions or communities where workforce shortages or critical needs are greatest. Some students feel deterred from even applying to a health care education program because the expected debt after graduation makes their career of choice seem out of reach.

For the coming fiscal year, one of OHSU’s key initiatives in its budget is a tuition promise: students enrolled in clinical programs will see no increase in tuition during the duration of their program. This promise covers 1,730 students including current enrollees as well as those admitted to OHSU programs for the coming year.
As OHSU works hard to transform its educational programs in this new era, it will also need to ensure excellence and provide exceptional value to its students. Oregon's need for more students in the health professions overall creates a state priority to find innovative ways to promote better geographic distribution of the health care workforce.

Academic programs

The School of Dentistry

Like all health professions, the field of dentistry is in the midst of dramatic change. Forecasters predict more medically complex and older patients in need of specialized care as the population ages, and dentists need to be trained to work collaboratively to ensure these needs are met. With the opening of the school's new facility in 2014, OHSU's efforts to provide this expertise in Oregon are right around the corner.

The dental school's new facility — the Skourtes Tower — will create a new platform upon which to build the future of dentistry in our region, enabling the school to teach students in a setting that more closely reflects a modern dental practice; serve more patients with expanded care; and train dental professionals in an interprofessional educational environment. (Read more on the Collaborative Life Sciences Building, which will house the school's new facility, on page 8).

Programs at the dental school currently include:
• Doctorates in dental medicine
• Masters in science
• Graduate certificates in endodontology, oral and maxillofacial surgery, orthodontics, pediatric dentistry and periodontology. Planning is under way for a general practice residency program and an Advanced Education in General Dentistry program.

Around the state

Dental students care for Oregon's most underserved and vulnerable populations, not only within the School of Dentistry's various clinics, but also at sites in communities across Oregon. Upon graduation, each doctor of dental medicine graduate has spent at least one week seeing patients in one of 20 community-based or rural dental sites, with most students completing two or more rotations. The goal of the outreach program is to offer dental students a diverse, hands-on clinical experience beyond the school walls, while helping communities to address workforce and health care access issues.

Dental students and faculty also regularly team to reach people in underserved areas of Oregon through the Medical Teams International mobile dental clinic. Additionally, students coordinate several events each year to reach out to underserved children from Cornelius Elementary (screenings), Portland-area Boys and Girls Clubs (oral care), Buckman Arts Elementary (sealants), and thousands of other children at a Portland Children's Museum event to provide screenings and information to make dentistry fun.
School of Medicine

The largest of OHSU’s three schools, the School of Medicine, is divided into 20 clinical sciences departments, seven basic sciences departments and two free-standing divisions. Clinical faculty also staff OHSU’s hospitals and clinics. The school offers:

- Doctorates in medicine
- Doctorates of philosophy in the basic sciences
- Masters in biomedical informatics, clinical dietetics, clinical research, public health, physician assistant studies and science
- Combined M.D./Ph.D. program for students preparing for medical and biomedical research careers
- A combined M.D./M.P.H. program for students with public health experience and an interest in population-based clinical practice
- A combined OHSU/PSU M.B.A. in health care management
- Bachelors of science in clinical laboratory science and paramedics (in conjunction with the Oregon Institute of Technology) and radiation therapy
- Certificate programs in biostatistics, biomedical informatics, dietetics, health care management and human investigations

Around the state

Through a variety of programs, the School of Medicine addresses some of Oregon’s most fundamental health care needs:

- The M.D. program requires clinical experience in rural and/or medically underserved areas.
- The Rural Scholars program gives selected medical students the opportunity to experience rural health care by embedding them in a rural community clinic for weeks at a time.
- The Physician Assistant program provides masters-level training to help address the shortage of trained physicians in the state. PAs are highly trained members of the health care team who are licensed to practice medicine with physician supervision, providing patients with a wide range of services that would otherwise be performed by physicians.
- The School of Medicine also trains more than 800 residents and fellows each year through its Graduate Medical Education program. Approximately 53 percent of OHSU residents and fellows remain in Oregon after completion of their training.
- OHSU offers continuing medical education courses to physicians around the state, which are essential to maintaining a qualified and up-to-date physician workforce.
School of Nursing

OHSU's School of Nursing is dedicated to excellence in nursing education through lifelong learning and to the compassionate, high-quality care of individuals and communities. The school's faculty includes nationally and internationally renowned scholars, educators and clinicians.

The School of Nursing serves as the state's focal point for nursing education and research.

The OHSU School of Nursing offers:

• Doctorate in nursing practice
• Ph.D. in nursing
• Masters in public health, nursing, family nursing, nurse anesthesia, nurse midwifery, nursing education, psychiatric mental health nursing and science
• Graduate certificates in public health, advanced practice gerontological nursing, gerontology, nursing education, family nurse practitioner, nursing midwifery and psychiatric mental health nurse practitioner

Around the state

The School of Nursing has been instrumental in reshaping the distribution of nursing education throughout Oregon. The Portland campus, one of five for the School of Nursing, offers both nursing undergraduate and graduate programs. There are five campuses in all, including locations in Ashland, Klamath Falls, La Grande, Monmouth and Portland.

In addition, the school offers virtual educational programs.

OHSU also partners with community colleges and universities around the state to teach nursing students near the community in which they live or want to practice. Developed in response to a nursing shortage originally, the Oregon Consortium for Nursing Education program is now a national model. Currently students at eight community college campuses are participating in the program.

Other health care professional programs

The College of Pharmacy

The doctor of pharmacy (Pharm.D.) degree is awarded jointly by Oregon State University and OHSU. This formal partnership allows pairing of OSU’s strong scientific grounding with OHSU’s broad commitment to education in primary care and prepares graduates for a range of roles in pharmacy. This collaboration is the only publicly funded pharmacy program in the state. The College of Pharmacy offers:

• Doctor of Pharmacy (Pharm.D.)
• Doctor of Philosophy in Pharmaceutical Sciences (Ph.D.)
• Masters Degree in Pharmaceutical Sciences
• Combined Pharm.D./Ph.D. and PharmD/MBA programs

The College is primarily based on the Corvallis campus of OSU where Pharmacy is one of 11 academic colleges. It also maintains a satellite campus at OHSU. Pharmacy students spend their first two years on the OSU campus and the third year on the OHSU campus. The fourth year is comprised of seven six-week experiential clerkships.

Around the state

• In the fourth professional year, students complete supervised, off-campus clerkships in various pharmacy practice sites located throughout the state and region. Students may choose clerkships that fit their specific career interests.

School of Nursing tuition

For the first year of the OCNE curriculum

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Note: Starting in 2006/07 students completing the entire curriculum of the Oregon Consortium for Nursing Education (OCNE) program at OHSU attend three years, with three terms of attendance each year. Tuition amounts starting in 2006/07 are for 1st year OHSU OCNE students and are calculated at 9 credit hours Fall term and 12 credit hours (full-time) each in Winter and Spring terms. Prior to the OCNE curriculum, students were in a two-year program, attending four terms of full-time attendance each year.
The Rural Experiential Scholarships provide financial support to fourth year students who complete the majority of their clerkships at rural locations within Oregon.

The College of Pharmacy offers accredited Continuing Education that provides professional development opportunities for pharmacists throughout the state and fulfills state licensing requirements.

Graduate Programs in Human Nutrition

OHSU hosts one of two nationally accredited dietetic internship programs in Oregon. It is one of the largest programs in the U.S., and has been recognized for innovative, evidenced-based nutrition education since 1930. The program attracts students from around the country and most graduates become employed in Oregon. With over 60 sites across the state, dietetic interns complete a variety of supervised practice rotations during the 11-month program including public health, nutrition education, food service management and clinical nutrition.

In addition to the dietetic internship, the program offers advanced degrees in the field of nutrition. The Master of Science in Clinical Nutrition degree is research-oriented and provides advanced training in nutrition science, statistics, physiology, and clinical and laboratory nutrition assessment.

The Master of Clinical Dietetics is a non-thesis option designed for the registered dietician who wishes to enhance their clinical practice skills and applied nutrition knowledge.

The program offers:

- Dietetic Internship Graduate Certificate Program
- Combined Dietetic Internship/Master of Science in Clinical Nutrition (Combined DI/MSCN)
- Master of Science in Clinical Nutrition (MSCN)
- Master of Clinical Dietetics (MCD)

Radiation Therapy Program

The Radiation Therapy Program at OHSU prepares students in the field of Radiation Oncology, a highly specialized branch of medicine that utilizes ionizing radiation in the treatment of disease.

The OHSU Radiation Therapy program is a 24-month, full-time program leading to a Bachelor of Science-Radiation Therapy degree.

Clinical Laboratory Science Program

Clinical Laboratory Science, also called medical technology, combines the challenges and rewards of medicine with laboratory science. Clinical laboratory scientists perform complex and varied laboratory analyses, and use critical thinking skills in determining the accuracy and validity of test results.

The combined OIT/OHSU program is the only medical technology program in the state of Oregon. It is a 15-month program comprised of four consecutive quarters of academic course work and practicums, followed by a 16-week clinical externship at a hospital laboratory. Graduates are conferred a Bachelor of Science in Clinical Laboratory Science from Oregon Institute of Technology and OHSU.

Paramedic Education Program

The Paramedic Education Program is an integral part of OHSU’s Department of Emergency Medicine, Emergency Medical Services section. Staff physicians provide medical direction to the majority of EMS agencies in Multnomah and Clackamas Counties, portions of Washington County and Tualatin Valley Fire and Rescue. The Department of Emergency Medicine manages the emergency department at OHSU, an emergency medicine residency program, an EMS fellowship, the Oregon Poison Center and a research section.

The Paramedic program, a joint program between OHSU and Oregon Institute of Technology offers students a diversified education experience designed to develop strong leadership and clinical management skills.

The EMS program offers two degree options:

- Associate of Applied Science Degree in Paramedicine
- Bachelor of Science in EMS Management
### Fall enrollment*

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*This table excludes interns, residents trainees and students enrolled in the joint degree programs with Oregon State University and Oregon Institute of Technology.

### Degrees awarded for programs in the years indicated

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(a) Joint degree program with Oregon Institute of Technology.
(b) Graduate Certificate in Biostatistics program began Fall 2010.
(c) Science and Engineering programs were merged with the School of Medicine graduate programs effective Fall 2008.
(d) Master of Business Administration program began Winter 2009
(e) Master of Clinical Dietetics program began Fall 2007
(f) Joint degree program with Oregon State University.
(g) Graduate Certificate in Public Health program began Fall 2008.
(h) Doctor of Nursing Practice program began Summer 2007.
Healing — high quality care for all Oregonians

Patients from every county in the state and past its borders are seen at OHSU. Without the resources the university provides, many Oregonians would need to travel out of the region to have their complex health care needs met.

OHSU is Oregon’s only teaching hospital and conducts more research on human and environmental health than anywhere else in the state. As one of the pioneers of personalized medicine with an emphasis on health outcomes research, OHSU uniquely provides patients with customized, coordinated treatment plans.

Many OHSU doctors are researchers and teachers as well, who are constantly pursuing new ways to cure human disease and heal injuries. They apply this knowledge to their patients’ health and pass it on to their students, many of whom will be Oregon’s next specialized care providers, researchers and teachers.

OHSU also makes it possible for people to receive health care closer to home rather than traveling long distances for specialty care. OHSU brings traveling clinics to rural areas, continues to expand telemedicine services to rural Oregon, and collaborates with health care facilities around the state with shared programs and faculty.

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</tr>
<tr>
<td>To the dental clinics: 90,105</td>
</tr>
<tr>
<td>Pediatrics: 12,667</td>
</tr>
<tr>
<td>Adults: 77,438</td>
</tr>
<tr>
<td>To the emergency room: 32,486</td>
</tr>
<tr>
<td>Pediatrics: 8,036</td>
</tr>
<tr>
<td>Adults: 24,450</td>
</tr>
<tr>
<td>To the Observation Unit*: 4,465</td>
</tr>
<tr>
<td>Pediatrics and newborns: 851</td>
</tr>
<tr>
<td>Adults: 3,614</td>
</tr>
<tr>
<td>To Day Patient/Day Surgery: 26,845</td>
</tr>
<tr>
<td>Pediatrics: 5,183</td>
</tr>
<tr>
<td>Adults: 21,662</td>
</tr>
<tr>
<td><strong>Total patients:</strong> 251,033</td>
</tr>
<tr>
<td>To the hospitals and medical clinics: 230,996</td>
</tr>
<tr>
<td>Pediatrics: 56,590</td>
</tr>
<tr>
<td>Adults: 174,406</td>
</tr>
<tr>
<td>To the dental clinics: 20,037</td>
</tr>
<tr>
<td>Pediatrics: 4,397</td>
</tr>
<tr>
<td>Adults: 15,640</td>
</tr>
</tbody>
</table>

**Patient demographics**

- Patients from Oregon: 88 percent
- Hospitalized patients coming from outside Portland tri-county area: 48 percent
- More than a third of hospitalized patients are underinsured or uninsured.

*At OHSU’s Observation Unit patients are monitored, sometimes overnight, when it is uncertain whether they require hospitalization.
Embracing health care reform

Health reform isn’t just about how individual health care providers perform care. It’s also about how they work with others. The health care provider’s relationship with patients won’t be limited to office visits and hospital stays, but will span a continuum that begins in homes and ends in hospice. In the future, a patient’s care will be measured not by the treatments received, but by the health outcomes achieved.

OHSU is an important participant in health policy formation and implementation. Achieving the Triple Aim of better health, better care and lower costs — at the foundation of health care reform — means having effective relationships with all other parts of the health care system. To accomplish that, OHSU is building links with every Coordinated Care Organization in the state, home health agencies and hospice providers, skilled nursing facilities and primary care clinics, and with health care organizations from The Dalles to Astoria and from Vancouver to Medford.
**Gauging the effects of health care reform**

The nation has its eyes on Oregon following last year’s $1.9 billion agreement between the state and the federal government to curb health care costs. OHSU has a role to play — not just as a provider participating in reform — but as an academic center providing rigorous, independent analysis of what works and what doesn’t.

The National Institutes of Health and philanthropists Phil and Barbara Silver each invested $2.26 million to create the OHSU Center for Health Systems Effectiveness. The new center will study how well Oregon’s new Coordinated Care Organization model is working to combat spiraling health care costs.

A few examples of OHSU’s work on the health care reform front include:

- OHSU is a partner in Health Share of Oregon, a coordinated care organization designed to change the way services are provided to Portland-area Medicaid patients. Health Share — Oregon’s largest Coordinated Care Organization — is all about partnerships. Groups historically seen as competitors are now working together to improve the system.
- A $17.3 million Health Commons Grant from the Centers for Medicare and Medicaid Services Innovation Center awarded to Health Share is a springboard for broad delivery system changes in the region. Through five integrated care model interventions, the project’s three-year savings are estimated at $32.5 million, with a population impact of 19,000 patients. One of these five interventions originated at OHSU — Care Transitions Innovation, or C-TraIn — to provide transitional care quality improvement for patients who frequently fall through the cracks after being released from the hospital. As part of the Health Commons grant, C-TraIn will work with Legacy Emanuel, Legacy Good Samaritan and Legacy Mt. Hood to launch the intervention in each of those hospitals.

**Excellence in health care**

- OHSU’s Knight Cancer Institute helped pioneer personalized medicine through a discovery that identified how to shut down cells that enable cancer to grow without harming healthy ones.
- OHSU Brain Institute scientists are nationally recognized for discoveries that have led to a better understanding of Alzheimer’s disease and new treatments for Parkinson’s disease, multiple sclerosis and stroke. OHSU is home to one of the largest communities of brain and central nervous system experts in the nation.
- OHSU’s Casey Eye Institute is a global leader in ophthalmic imaging, and in clinical trials related to gene therapies to treat eye disease.
- OHSU’s Knight Cardiovascular Institute is one of only a handful of hospitals around the country to use microbubble technology to instantly detect heart attacks.
- OHSU Doernbecher offers the region’s broadest range of pediatric treatments — to more children in more places than any other hospital in Oregon or Southwest Washington.
- OHSU is conducting more than 170 clinical trials to bring new treatments and cures to patients sooner.
- OHSU’s Transplant Program is one of the longest-running programs in the world and one of the largest and most successful transplant programs in the United States.
- OHSU continues to focus on partnerships to bring high quality health care to areas all around the state. For example, OHSU’s work with Columbia Memorial Hospital in Astoria increases diagnostic and therapeutic capability in the region, stimulating local economies while lending OHSU expertise to community members and providers.
OHSU provides a round-the-clock Telemedicine Network, which connects pediatric intensivists, neonatologists, stroke neurologists, neurosurgeons, trauma surgeons and other specialists to emergency rooms throughout Oregon. Thanks to telemedicine, patients have faster access to specialty care not otherwise available in their community.

As important: telemedicine makes it possible for more people to receive treatment in their hometown hospitals. That saves patients the cost of emergency transport to larger medical centers. It also spares their families from taking time off work to travel to another community to support a loved one.

To date, 26 percent of the patients treated with the help of OHSU’s Telemedicine Network have been able to stay at their local hospital saving an estimated $2 million in transport costs alone. In addition to 12 health care facilities the OHSU Telemedicine Network is connected to the Yellowhawk Tribal Center in Umatilla and two state prisons.
Research at OHSU distinguishes Oregon at the national level. Big ideas are born here that have fundamentally transformed the way the world thinks about, and treats, certain diseases.

Research at OHSU attracts leading scientists and top students who share the drive to explore great and important challenges. It brings money in from outside sources to be spent locally. It launches businesses and provides jobs for local people. It puts Oregon on the map.

Research funding gains

OHSU researchers continue to add significantly to the economy of Oregon, bringing in $359 million in fiscal year 2012, most of which came from out of state.

While research funding is only one measure of excellence, it is a robust measure. OHSU researchers in six disciplines were among the strongest in the nation as measured by NIH funding levels. These include microbiology, ophthalmology, otolaryngology, neurosciences, emergency medicine and family medicine. The OHSU School of Medicine remains in the top 20 in the nation in total awards from the NIH.

Most of the dollars awarded to OHSU to support research come from out of state, representing a significant contribution to Oregon’s economy. It is estimated that each dollar of NIH funding generates over twice as much in state economic output.

The role of research in health care reform

OHSU continues to lead in innovative approaches to health care reform on the clinical side. But research also plays a critical role in improving treatments, reducing costs and ultimately ensuring that patients receive the best possible care. Research scientists at OHSU are making major national contributions to this crucial endeavor.
At OHSU researchers have made discoveries that fundamentally transform what is possible. They jumpstart new thinking and ignite hope. The biggest and best of OHSU’s discoveries have one thing in common — they change the landscape of health.

**Grants/awards — $359 million**
- Amount of funding focused on clinical trials: $41 million.
- Amount of funding coming from outside Oregon: 95 percent.
- Competitive research awards have more than quadrupled since 1995, the year OHSU became a public corporation.
- OHSU is in the highest echelon nationally for funding for the neurosciences from the NIH.

**Research Highlights**
- In 2012, OHSU announced 117 invention disclosures, 56 commercialization agreements, and 81 industry collaboration agreements. In the same time period, 553 material transfer agreements were reached with corporate researchers or researchers at other nonprofit institutions.
- OHSU continues to be among the nation’s top 20 biomedical research institutions in 2012, according to the Blue Ridge Institute for Medical Research’s annual independent analysis of National Institutes of Health funding data.
- Recent OHSU research includes:
  - Conducting the world’s first clinical trials on gene therapies that may prevent some types of blindness.
  - Using a relatively harmless and extremely common virus to help the immune system protect against the AIDS virus.
  - Making a human neural stem cell discovery that offers new hope for thwarting fatal brain diseases related to myelin loss.
  - Being the first to successfully convert human skin cells into embryonic stem cells.

which is forming a partnership with the University of Washington Center for Comparative and Health System Effectiveness Alliance and Spectrum Research, Inc., in Tacoma. This partnership will strengthen regional networks — and thereby improve knowledge.

**Health Systems Effectiveness**

The Oregon Clinical and Translational Research Institute at OHSU was instrumental in establishing a new center to study how health care systems deliver care and determine how to improve health care delivery. This new center, the Center for Health Systems Effectiveness, catalyzed a major award from the NIH, an award that was then matched by a generous private gift, for a total award of $4.52 million. These funds will support research to specifically evaluate Oregon’s health care transformation, focusing on the implementation of the state’s Coordinated Care Organizations.
Community service — connecting with Oregon

OHSU cares for the state’s most vulnerable citizens — the most seriously ill, people who can’t afford care and those coping with cultural and language barriers. It provides community service programs throughout the state and pays for the uncovered costs related to education and research that OHSU provides.

OHSU has cared for uninsured and otherwise medically underserved people for more than a century. The university’s community health care programs reach out to vulnerable groups in urban areas as well as underserved rural communities throughout the state. These programs span OHSU’s missions and provide a breadth of services that no other entity in the state can match. A sampling of activities includes:

• Work to increase the number of primary care practitioners serving vulnerable populations in the inner city and in rural communities to improve access to health care services and information statewide.

• A focus on strengthening the diversity of the state’s health care workforce.

• Support and expertise to health care providers, researchers and students throughout Oregon.

• Partnering with teachers around the state to help children better understand science.

• Programs that serve as a pipeline for secondary-school students to explore careers in health and science.

• Science education opportunities for elementary school students through college age.

• A 24-hour regional poison emergency information and resource center — the Oregon Poison Center — that fielded more than 42,000 calls in 2012, saving lives and helping to prevent unnecessary trips to the hospital.

• Help for rural communities to recruit and retain primary care providers and administer several tax credit programs that help keep rural health care systems viable through the Office of Rural Health.

• The Oregon Rural Practice-Based Research Network, a statewide clinical research network, extends medical research opportunities to rural communities. Recently named a Center of Excellence by the Agency for Healthcare Research and Quality, network members include 158 clinicians at 46 practices across Oregon, providing care to more than 235,000 patients.

• The Oregon Center for Children and Youth with Special Health Needs, which helps build the capacity of families, providers and communities caring for children with special needs through training programs, multidisciplinary clinics, public health agencies and community planning activities.

Other programs offered by OHSU include: Traveling pediatric subspecialty clinics, workforce “pipeline” programs to develop the health care leaders of tomorrow, information resources for providers, including a physician consult service and access to OHSU library materials online, and information resources for members of the public, including expertise on poisons and chemicals in the workplace and environment.
Oregon’s Community Benefit Reporting Program requires health care institutions to report annually on the activities they provide to the community that generate costs that exceed their income.

As the state’s only academic health center, OHSU’s mission includes a number of activities and programs that no other hospital can offer: educating the next generation of health care providers, discovering new cures, providing care for the most vulnerable and difficult cases, and statewide outreach that touches all 36 Oregon counties. OHSU’s case mix index — a measure of the complexity of care provided — is the highest in Oregon, and OHSU provides a number of advanced medical services not available anywhere else in the state.

Other community benefits include charity care (also known as uncompensated care), government sponsored health care programs (Medicare and Medicaid as well as other public services that offer lower rates of reimbursement than commercially insured patients) and other services provided for the benefit of the community, such as health professions education, research and community health improvement services.

The chart above outlines the cost of OHSU’s community services for fiscal year 2012 (July 2011 through June 2012).
Clinical outreach partnerships

Through a network of partnerships, OHSU is enhancing community-based care, serving Oregon’s most vulnerable citizens, increasing access to health care education and bringing groundbreaking health research to rural communities. OHSU’s partnerships are numerous and it would be difficult to describe each in detail here. The following are a few examples:

The OHSU Knight Cancer Institute and Pacific Oncology joined forces to provide high-quality community based care in Beaverton, Gresham, Tualatin, Newberg and Portland.

OHSU’s Transplantation Medicine Program travels to Bend, Boise, Idaho, Eugene, Medford, Walla Walla and The Dalles to provide pre-transplant education and post-operation care to renal transplant patients. They partner with local physicians to coordinate clinic space for post-op visits and follow-up care with primary care physicians.

An OHSU collaboration with Coos Bay brings the town’s only radiation cancer specialist to OHSU for one week every quarter to practice at OHSU, while an OHSU radiation oncologist stays in Coos Bay to attend to patients there. The exchange provides an opportunity for the Coos Bay specialist to participate in the academic medicine environment in Portland. And, OHSU’s radiation oncologists pick up new insights in Coos Bay to pass along to their students, who are encouraged to consider practicing in rural communities.

Investing in today’s youth and tomorrow’s leaders

OHSU’s Science Education Opportunities program works with communities, schools and a network of teachers throughout the state to provide opportunities to increase students’ interests in careers in health and science. During the summer of 2012, OHSU hosted over 150 students in full-time summer internships (more than 50 high-school aged and 100-plus undergraduate students) in research and clinical areas throughout OHSU. Other activities in 2012 included:

- Hosting 285 underserved 9-10 grade students (all enrolled in a health science track) for the Discover Careers! Program. Students met OHSU professionals representing 12 different health science careers.
- Bringing together 385 teachers during the Annual Brain Awareness Teacher Workshop at OHSU. The event brings teachers from around the state together for mentoring and collaborative opportunities.
- Recruiting and organizing OHSU representatives from the OHSU Center for Diversity and Inclusion, the Portland Alcohol Research Center, Oregon Young Worker Safety Program and Doernbecher Perioperative Services at the 2012 Annual NW Youth Careers Expo, held at the Oregon Convention Center. This one-day event served over 5,000 high school students from the metro area and provided career exploration, mock interviews, and small group discussions about careers in a wide range of industries including health careers.

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Through partnerships with programs serving low income, uninsured and underinsured Oregonians, the Casey Eye Institute Outreach Van offers free vision screenings on site at an expanding network of community outreach locations. Participants are examined at no cost and community groups assist with follow up for individuals in need of help with purchasing glasses or access to continued medical support.

The Northwest Marrow Transplant Program is a collaboration between OHSU and Legacy Health System. The program offers every available blood and marrow transplantation procedure from around the region to patients who need a bone marrow transplant.

The OHSU Telemedicine Network provides cutting-edge videoconferencing technology to rural communities across the state. OHSU and Doernbecher Children’s Hospital medical specialists can instantly provide critical consults and see exactly what physicians in emergency rooms throughout the state are seeing. In 2012, there were 14 sites included in the network. Consults are provided for pediatric intensive care, stroke, trauma and psychiatric needs.

Cancer patients in Marion and Polk counties are more likely to be treated close to home and have access to cutting-edge clinical trials near their community, due to the partnership between Salem Cancer Institute and OHSU Knight Cancer Institute. The collaboration is one of many efforts to provide added access to care with existing or expanded services closer to where patients live. The partnership allows both providers to share expertise and resources, while avoiding duplicative services.

A partner for workers across the state

The Center for Research on Occupational and Environmental Toxicology is dedicated to health and safety in the workforce. Through basic and applied research, outreach and education, CROET works to prevent illness and injury in partnership with labor, industry, government and the community. The Toxicology Information Center is an invaluable resource on occupational and environmental safety, and CROETweb provides up-to-date safety and health information by industry sector.

CROET also conducts workplace interventions and develops prevention programs to address safety issues, and provides education and information to Oregon’s workforce. A sampling of interventions includes:

The Oregon Fatality Assessment and Control Evaluation Program, which is designed to prevent occupational fatalities through surveillance, targeted investigation, assessment and outreach that are associated with traumatic work-related deaths in Oregon. It focuses on surveillance of occupational fatalities in Oregon and the development of prevention programs to arrest workplace trends leading to fatalities.

Safety and Health Interventions for Lone Workers is focused on safety and health interventions for lone workers, and on behavioral self-management methods to understand how organizations can best protect and promote health amongst workers who are physically isolated from their peers.
Area Health Education Centers

The AHEC program consists of five regional centers covering the state, each of which provides education and training for current and future health care professionals, and encourages health care practice in rural and underserved areas. Through AHEC programs, OHSU students and residents participate in clerkships, partnering with community physicians throughout the state. This exchange fills a provider shortage and spurs interest in rural health among young professionals.

Through job shadowing, science clubs and other career exploration activities, youths in Oregon have an opportunity to be mentored by professionals and develop strategies for following a healthcare career path. Various programs are offered at AHEC Centers around the state.

Office of Rural Health

OHSU’s Office of Rural Health helps rural health care systems get established and remain viable.

The office works directly with Oregon’s rural communities on community development, strategic planning, hospital board training and leadership development. The office has been designated by the federal government to carry out a program designed to help ensure the financial viability of small rural hospitals. It also is responsible for administering several programs to improve health care for rural Oregonians.

Functions of the office include:

- Leadership and participation in federal and state groups
- Representation of rural interests to Congress and Legislature
- Advocacy with federal and state agencies.
- Coordination with other agencies and organization, including collaborative policy development
- Serve as an information clearinghouse to provide rural health information to health care providers, elected officials and government agencies, educators and members of the public.
- Providing recruitment and retention services to help rural communities recruit and retain primary care providers.
Statewide collaboration
Key performance measures

1. DMD Access - Percent of first-year dental school positions filled by Oregon residents.

2. MD Access - Percent of first-year medical school positions filled by Oregon residents.

3. Nursing Access - Percent of first-year nursing positions filled by Oregon residents.

4. Nursing Completion - Percent of nursing student cohorts completing baccalaureates.

5. Degrees & Certificates - Total degrees and certificates awarded.

6. Dentist Workforce - Total DMD Degrees Awarded.

7. Physician Workforce - Total MD degrees Awarded.

8. Nursing Workforce - Total bachelor's degrees awarded in Nursing.

9. Nursing Faculty - Total graduate degrees and certificates awarded in nursing.


11. Professional Competence - Percent of MD students passing senior-level credentialing exams.

12. Professional Competence - Percent of BS Nursing graduates passing credentialing exams.
The origins of OHSU date back to the formation of the University of Oregon Medical School in 1887. The School of Dentistry and the School of Nursing were subsequently founded. In the 1920s the Multnomah County Hospital was constructed adjacent to the medical school. Operated by the county, the hospital provided a large amount of indigent care, serving those who would otherwise go without.

For 30 years, students and faculty at the medical and nursing schools have been educated and trained within the environment of public and community service at Multnomah County Hospital. For another 20 years after the Medical School Hospital was built, students and faculty worked at both hospitals. During this time the commitment to community service and indigent care became an integral part of the Medical School Hospital.

In 1974 the Legislature created OHSU by combining the University of Oregon medical, nursing and dentistry schools into one entity, which also included Doernbecher Children’s Hospital, the former Multnomah County Hospital and the Medical School Hospital (or University Hospital). The university became a public corporation in 1995. In 2001 the university merged with the Oregon Graduate Institute of Science & Technology. The institute became the OGI School of Science & Engineering, and OHSU’s name was changed to Oregon Health & Science University, reflecting its expanded mission in the areas of bioscience and technology. In 2010 the Science and Engineering School was merged into the School of Medicine as the new Department of Science & Engineering.

**Chronology**

1867
Oregon’s first formal medical education begins at Willamette University.

1887
University of Oregon establishes first medical school in the Pacific Northwest.

1913
The two programs merge to form the University of Oregon Medical School.

1917

1923
Multnomah County Hospital opens on Marquam Hill, with medical school serving its indigent patients.

1926
Doernbecher Memorial Hospital for Children is built on Marquam Hill.

1932
U of O Medical School forms Department of Nursing Education.

1954
Child Development and Rehabilitation Center is built on Marquam Hill.

1956
Medical School Hospital is built, and U of O Dental School moves to Marquam Hill.

1974
Schools of dentistry, medicine and nursing join to create U of O Health Sciences Center (later Oregon Health Sciences University).

1980s and 1990s
OHSU expands with new centers and institutes, and in many cases, new buildings to house them. New programs include the Vollum Institute, Center for Ethics in Health Care, Dotter Interventional Institute, Casey Eye Institute, Center for Research on Occupational and Environmental Toxicology, the Neurological Sciences Institute and the Biomedical Information Communication Center.

Other construction projects include new facilities for the School of Nursing and Doernbecher Children’s hospital. Additional clinical and research space is added in the new Mark O. Hatfield Research building; and clinical space expands on Marquam Hill in the new Physicians Pavilion, and throughout Portland as primary care community clinics are added.

1994
Oregon Regional Primate Research Center joins OHSU as an affiliate research institute.

1995
OHSU becomes a public corporation.
2001
OHSU merges with Oregon Graduate Institute of Science and Technology, becoming Oregon Health & Science University. Oregon Legislature approves the Oregon Opportunity investment in OHSU.

2004
Schnitzer Investment Corporation donates nearly 20 acres of South Waterfront property to OHSU.

2005
Biomedical Research Building opens on Marquam Hill.

2006
Center for Health and Healing becomes first waterfront building to open; and tram links South Waterfront campus with Marquam Hill through the new Peter O. Kohler Pavilion.

2007
The Diversity Advisory Council is founded, leading to the adoption of the first university-wide diversity strategic plan.

2008
The OHSU Cancer Institute is renamed the Knight Cancer Institute, in honor of Phil and Penny Knight and their $100 million contribution, the largest in OHSU’s history.

2011
The OHSU/OUS Collaborative Life Sciences Building and Skourtes Tower ground breaking takes place on the Schnitzer Campus.

2012
A gift of $25 million establishes the Bob and Charlee Moore Institute for Nutrition and Wellness at OHSU. A gift of $125 million from Phil and Penny Knight creates the OHSU Cardiovascular Institute.

OHSU Celebrates is 125th anniversary.
Diversity is vitally important to OHSU's evolution as a world-class health and science university. Being a diverse institution creates an intellectually vibrant climate where a variety of ideas and perspectives work together to foster innovation.

OHSU is an equal opportunity, affirmative action institution. 7/13