



OREGON
HEALTH & SCIENCE
UNIVERSITY

OHSU Board of Directors Meeting

June 30, 2011
SON – 358/364
1:00 – 3:00 p.m.

OREGON HEALTH & SCIENCE UNIVERSITY BOARD OF DIRECTORS MEETING

June 30, 2011
1:00 – 3:00 p.m.
School of Nursing, Rooms 358 & 364

1:00 p.m.	Call to Order/ Chairman's Comments President's Comments Approval of Minutes (Action)	Charles Wilhoite Joe Robertson Charles Wilhoite
1:10 p.m.	Legislative Update	Connie Seeley
1:25 p.m.	Financial Report	Lawrence Furnstahl
1:35 p.m.	FY 12 Operating and Capital Budgets, Including Academic Fee Book (Action)	Joe Robertson Lawrence Furnstahl Bob Vieira
2:00 p.m.	Phase 2 – OHSU/OUS Collaborative Life Science Building (Action)	Mark Williams
2:30 p.m.	VGTI Research – HIV Vaccine	Dan Dorsa Louis Picker
3:00 p.m.	Other Business; Adjournment	Charles Wilhoite



Next meeting: Thursday, October 6, 2011
OHSU West Campus Admin Bldg
Manilow Hall – 1:00 – 3:00 p.m.

BOARD MINUTES

Oregon Health & Science University Board of Directors Meeting April 19, 2011

Board Members in Attendance: Charles Wilhoite, Román Hernández, Rachel Pilliod, Maria Pope, Joe Robertson, Mardilyn Saathoff, Jay Waldron, Meredith Wilson, David Yaden, Jon Yunker

Staff Presenters: Dan Dorsa, Lawrence Furnstahl, David Robinson, Connie Seeley, Amy Wayson

Chair's Comments

Charles Wilhoite opened the meeting by welcoming all in attendance. Mr. Wilhoite commented that the institution has had a successful initial eight months of its fiscal year, noting that OHSU is currently ahead of budget. OHSU continues to face the challenges of a changing healthcare environment and is involved in an exploration of its future. This meeting's discussions will include mention of initiatives and plans that OHSU is pursuing to ensure its continued viability and its continued ability to train highly qualified health care professionals, including plans related to the Collaborative Life Sciences Building and the Knight Cancer Institute.

President's Comments

Dr. Robertson reminded everyone about the Centennial Event and Gala for the School of Nursing on April 28 and 29. The event is a wonderful opportunity to honor OHSU's history and to highlight the School of Nursing as an exemplification of what is best about OHSU -- nationally recognized excellence applied to meeting the needs of our community.

Dr. Robertson attended OHSU Day at the State Capitol on April 18th. OHSU was represented in Salem by students and with informational booths. Dr. Robertson met with Senate President Peter Courtney and discussed students as the fabric of the institution. Mr. Courtney is a faculty member at Western Oregon University and shares our views about the importance of the students.

This morning's Portland Business Alliance meeting highlighted Portland's position behind the rest of the country in job creation, total number of jobs, and compensation. Dr. Robertson noted that OHSU is running counter to that trend having created over 1,100 new jobs over the last two years, typically better-than-average-wage jobs. OHSU's role in stimulating the economy is similar to that of the University of California, San Francisco (UCSF), as highlighted by Susan Desmond Helmond, the UCSF Chancellor, at last week's meeting of the Board of the Portland Branch of the Federal Reserve Bank of San Francisco. UCSF has approximately 4,000 students with a \$6 billion impact to the economy, while OHSU has nearly 3,000 students with a \$4 billion impact to the economy. Notably, UCSF receives support from the State in an order of magnitude greater than OHSU's state support. Given the population of the two metropolitan communities in which OHSU and UCSF are located (Portland 3.8 million, San Francisco 37.3 million,) OHSU's relative impact on its local economy is much greater.

Dr. Robertson noted that as we listen to today's accounts of preparations under way for the Collaborative Life Sciences Building on the Schnitzer Campus at the South Waterfront, we should appreciate that the groundbreaking for the Center for Health & Healing was only seven years ago. The South Waterfront has dramatically changed from a brown field to its current state in a relatively short period of time. This new building will be a stimulus to the area and a catalyst for a new era of development in Portland.

According to *US News and World Report's* first ever "Best Hospitals Metro Area" ranking, the OHSU Hospital was rated number one in the Portland Metro area. OHSU was also the only Oregon hospital to be nationally ranked in certain specialties including Cancer, Diabetes and Endocrinology, Ear Nose and Throat, Gastroenterology, Geriatrics, Gynecology, Heart and Heart Surgery, Kidney Disorders, Ophthalmology, Orthopedics, Pulmonary Medicine, and Urology. These rankings are a testament to the exceptional work of the clinical staff.

U.S. News and World Report's "Best Graduate Schools 2012 Edition", assessing 126 of America's best graduate schools programs, ranked the OHSU School of Medicine programs as follows: 2nd in Family Medicine, 3rd in Primary Care, 5th in Rural Medicine and 6th in the Masters Physician Assistant Program. It is a great achievement for the Physician Assistant Program to be ranked so highly, given that the program is only fifteen years old. The School of Nursing programs received the following rankings: 1st in Nurse Midwifery, 4th in Geriatric Nurse Practitioner, 6th in Family Nurse Practitioner, and 7th in overall Masters in Nursing.

Relaying more good news, Dr. Robertson reported that the late Wilbur N. Van Zile, Professor Emeritus and the first Graduate Residency Program Director for the OHSU School of Dentistry's Department of Oral and Maxillofacial Surgery, has given \$5.1 million to benefit the School of Dentistry residents and students. This phenomenal gift comes at a time of tremendous need for scholarship money.

The Coastal Margin Observation & Prediction (CMOP) grant was funded. The coastal margins are a biologically rich area where the rivers meet the oceans. This grant will look for early warning signs that could impact the ecosystem and human health.

Mr. Wilhoite commented that these results were tremendous and congratulated Dean Bleich and the School of Nursing on the 100 year celebration.

Approval of Minutes

Mr. Wilhoite asked for approval of the minutes of the February 15, 2011 Board meeting included in the Board Docket. Upon motion duly made and seconded, the minutes were approved, with Mr. Yaden and Mr. Hernández abstaining from the vote because they were not in attendance on February 15th.

Financial Update

Mr. Furnstahl stated that the total FY 11 year-to-date (YTD) operating income is \$23 million, with "all funds" earnings nearly \$25 million over budget. This is largely attributable to the Hospital's operating income at \$15.6 million over budget—reflecting the continued pattern of high surgical volume, high case mix, and good cost control. Unrestricted operating income for the University is slightly below budget, mainly due to the timing of transfers from the Foundation. The total unrestricted YTD operating income was \$21.7 million, or approximately \$13 million above budget, representing a 2.1% operating margin consistent with the results from the first 6 months of the year.

Mr. Furnstahl explained the restricted funds entries, noting that they are largely grant dollar related entries that vary from month to month, and they reflect offsetting factors -- depreciation expense on buildings and equipment purchased with grants offset by the capitalization of new equipment purchased with grant funding. The offset results in approximately a break-even through the first 8 months of this fiscal year.

Total investment returns for the FY 11 YTD are approximately \$22 million and the interest on unrestricted Foundation funds is approximately \$29 million through the first 8 months of the year. Combined with the \$23 million in operating income, the total increase in net worth for FY 11 YTD is \$75 million, representing a 6% increase in total net worth.

Referring to a table included in the Board packet, Mr. Furnstahl outlined the financial results compared to last year's results. Total operating revenue is up 6.5%, driven by patient care and research. Expenses are up 8%, primarily as a result of changes in employee compensation. This includes compensation for the additional employees necessary for patient activity and grant research activity, as well as merit increases for current employees.

Referring to the February YTD balance sheet, Mr. Furnstahl noted the forms in which the \$75 million increase in net worth is carried -- cash and investments at OHSU, our interest in self insurance funds at our captive insurance company, and unrestricted funds held and invested at the Foundation. Also reflected on the balance sheet are accounts receivable, physical plant, and long-term debt. Of the \$117.1 million in cash generated over the first eight months, \$89.4 million was used to repay debt, to buy new equipment and to renovate buildings. Referring to the materials reflecting days of cash

on hand and debt service coverage ratio, Mr. Furnstahl noted that the unspent cash resulted in an increase in days of cash on hand to 180 days, a number above the internal goal of 177 days of cash on hand. We also exceed our minimum requirement for our debt service coverage ratio.

Responding to a question from Mr. Yaden, Mr. Furnstahl explained that the case mix index is variable from month to month and should be analyzed on a rolling 3 month or year-to-date basis. Case mix index is driven by programmatic factors – what services we are expanding, where we are recruiting, etc. As we move towards more surgical programs, our case mix index will increase. The case mix has steadily increased from 1.7 to nearly 1.9 over the last three years.

IPOC Resolution 2011-04-02

Ms. Wayson explained that the Board appoints members to the Integrity Program Oversight Council, which historically has included the CFO. With Mr. Furnstahl's arrival at OHSU, he should be included as a member of this committee. Mr. Wilhoite asked for approval of Resolution 2011-04-02, appointing Lawrence Furnstahl as a member of the Integrity Program Oversight Council. Upon motion duly made and seconded, the Resolution was unanimously adopted.

OHSU/OUS Collaborative Life Sciences Building Resolution 2011-04-03

Dr. Robinson presented an update regarding Phase 1 of the OHSU/OUS Collaborative Life Sciences Building (CLS Building). Phase 1 refers to the project that is in collaboration with our Oregon University System partners. On April 6, the Board approved the Tenancy In Common Agreement, the Ground Lease Agreement, and the Proceeds Trust Agreement, all of which were executed on April 11. These documents allow OUS to proceed with a bond sale. The State's Preliminary Official Statement for that sale will be published shortly. OHSU has transferred its contribution to the project of \$40 million in donor funds to an escrow account. Additional funding for the project will include \$10 million from TriMet, \$50 million in general obligation bonds issued by the State, and \$60 million in revenue bonds issued by the State. Along with the \$40 million in donated funds, OHSU has committed to pay the debt service on \$30 million of the State issued revenue bonds.

Dr. Robinson reported that an RFP was issued for architects to design the CLS Building. Five finalists were reviewed by the steering committee and a local team of architects from SERA Architects was selected. They will be working in conjunction with CO Architects, a California-based firm with a strong expertise in designing academic buildings that include laboratories. The steering committee has reviewed submissions from six general contractors and is currently in the final selection process for the general contractor. An RFP has also been issued for an owner's representative to lead the project and coordinate activities between the architect and the general contractor.

A Blue-Ribbon Panel consisting of School of Dentistry faculty, students, alumni, and donors has assessed the School of Dentistry's ability to deliver high quality education in light of declining State appropriations and aging facilities that limit the expansion of clinical activities. This Panel sent a recommendation to Dr. Robertson that included moving the clinical facility portion of the Dental School to a new facility to be constructed adjacent to the CLS Building. The original proposal of the CLS Building included moving the first two years of the dental program along with the first two years of the medical program and the PA program. However, students in years three and four of the School of Dentistry clinical programs were to be left on the hill in a building that has \$25 million in deferred maintenance. The recommendation took into account current programs as well as expansion programs necessary to meet the growing dental needs of the State of Oregon. A detailed financial plan was prepared to ensure that moving the Dental School to the waterfront would not burden the School of Dentistry or OHSU. Private philanthropy of \$30 million will be required to move the clinical portion of the School of Dentistry to the CLS Building. This fundraising requirement was announced at the Oregon Dental Association meeting last week and was met with excitement, as a significant number of Oregon's dentists were schooled at the OHSU School of Dentistry.

Dr. Dorsa noted that the CLS Building will house Portland State University's general biology and chemistry programs along with Oregon State University's (OSU) third and fourth year pharmacy program. Dr. Dorsa chairs the OUS Research Council, a group that facilitated the commitment of researchers from PSU, OSU and University of Oregon to be housed together at the CLS Building. The general concept of the building includes shared common research services such as core facilities and administrative support. Inter-institutional collaborative space will allow for programs that bring faculty

members from each institution together with a common purpose. This is a new and exciting opportunity for scientists in the State of Oregon.

Dr. Dorsa recounted that OHSU's original thinking regarding the CLS Building evolved with our recruitment of pioneering scientist, Joe Gray, Ph.D., and his vision of the OHSU Center for Spatial Systems Biomedicine (OCSSB.) The OCSSB, including Dr. Gray and a "dream team" of investigators from the Lawrence Berkeley National Laboratory, will be in the CLS Building. They will focus on a new kind of science around investigating cancer and cancer biology. Their multi-scale analysis of cancer will be used to target drugs and other treatments to effectively destroy cancer cells, and will require high-end (nanoscale) instrumentation and a location that accommodates this vibration sensitive equipment. OHSU does not currently have a suitable place for this equipment. Therefore, we envision that 10,000 square feet at the bottom of the CLS Building will be constructed and used for this purpose. Another 10,000 square feet of wet lab space in the building will support the computational analysis required to process data. Dr. Gray's vision will necessitate significant faculty level collaborations with fundamental science departments at PSU including physics, chemistry, mathematics, and computer science.

Dr. Dorsa referred to slides provided by Dr. Gray, likening information gathered to date about cancer to a parts list for an automobile, where we lack the assembly manual. We need to understand how the parts go together, how they function normally, how dysfunction affects the rest of the system, and how time and use affect the analysis. Dr. Dorsa also referenced a picture of a tumor that had undergone an effective cancer treatment. Many of the cancer cells died with this treatment, but some still remained. The remaining cancer cells and their location need to be studied using microscopic techniques to determine the specific components in order to find a treatment that will eradicate the cancer completely. The infrastructure created at the CLS Building will not only address cancer, but will also benefit areas such as immunology and cardiovascular biology. Investing in specific facilities at the CLS Building will allow for new and exciting opportunities.

Dr. Robinson outlined preliminary thinking for a potential second tower adjacent to the CLS Building, referred to as "Phase 2". This could be the site for the patient care facility for the School of Dentistry, along with additional research space. This second development project would not be done in partnership with OUS. It would be fully funded by OHSU, either through issuing debt or raising additional money through philanthropy. He presented an artist's rendition of the conceptual idea for the building, noting that we are in the early planning stages. Phase 1, the CLS Building, would house the educational components. The lecture halls would be just outside of the main building as the necessary structural engineering is more cost effective with this layout. The second tower, Phase 2, would hold the additional research space and 66,000 assignable square feet of space for the Dental School.

Due to the specific, vibration-free requirements necessary for the OCSSB equipment, the only feasible location for the OCSSB is at the base of the CLS Building. Dr. Robinson proposed a plan to move forward with a slightly expanded version of the CLS Building to include 10,000 square feet of specialized research space in the basement of the CLS Building for the OCSSB equipment. The other 10,000 square feet of space needed for OCSSB computational analysis could be located anywhere in the CLS Building as that space does not need to be vibration-free. If a Phase 2 tower is constructed at a later date, an additional 200 parking spaces would be needed at that time. It would be more cost effective and less disruptive to the tenants of the CLS Building to construct these 200 parking spaces at the same time as the parking in the original plan.

Mr. Furnstahl outlined the anticipated funding necessary for the expanded CLS Building vision. The specialized research space for the OCSSB requires \$20 million and the incremental parking and foundation infrastructure to support the Phase 2 tower would cost an additional \$10 million. The total cost of the expanded CLS Building to OHSU would be \$100 million. This would be comprised of the previously mentioned \$40 million in gift funds, OHSU's servicing \$30 million of the OUS bonds, and \$30 million in new OHSU debt. Management expects to finance the additional program, parking, and infrastructure space by issuing new tax-exempt debt on OHSU's credit, with net proceeds of \$30 million, after costs of issuance, capitalized interest and debt service reserves funds.

Dr. Robinson explained the details of the Board resolution related to the CLS Building – the Resolution reflects the Board's approval of the institution's moving forward with designing the expanded CLS Building to include the 20,000 square feet of space for the OCSSB and the additional parking and infrastructure required for the second tower. As Mr. Furnstahl

noted, we will be submitting another Resolution later for the Board's consideration, related to the financing of the additional \$30 million investment.

Ms. Wayson added that the \$30 million investment is partially offset by the \$9 million that was approved by the Board in 2010. Ms. Wayson also noted that OHSU and OUS have negotiated transactional documents that govern the ownership and operation of the CLS Building. This Resolution requires that these documents be updated to include OHSU's entitlements to the OCSSB research space. Finally, Ms. Wayson also noted a correction required in the Resolution referencing prior Resolution 2011-04-01.

Responding to a question from Mr. Hernández, Dr. Robinson stated that he was not aware of in-hand financial commitments or donations for the creation of a new dental clinic, though the expectation is that the excitement generated by a CLS Building will translate to new donations. Dr. Clinton and others in the community would be ecstatic to see a new Dental School come to fruition.

Mr. Yaden expressed his enthusiasm about the recruitment of Dr. Gray and the collaborative nature of the CLS Building project in both research and education. The CLS Building is a tangible manifestation of the growing relationship with Portland State University. Dr. Robertson added that this collaborative effort ties back to the Strategic Plan to "partner to make Oregon a leader in health and science innovation for the purpose of improving the health and well-being of Oregonians." This project is in the best interest of the State as it incorporates the chemistry, mathematics and physics expertise from PSU with the biological sciences to continue OHSU's emergence as a world class academic health center. Mr. Wilhoite concurred, stating that it is strategic and cost effective to anticipate future expansion and prepare accordingly.

Mr. Wilhoite asked for approval of Resolution 2011-04-03 (with the corrected reference to the prior Resolution), requesting permission to move forward with designing the CLS Building to include 20,000 square feet for the Center for Spatial Systems Biomedicine, 200 additional parking spaces, and the infrastructure necessary for a future second tower. Upon motion duly made and seconded, the Resolution was unanimously adopted. Mr. Wilhoite commented that, over the next ten years, there will be a lot of exciting activity that speaks to OHSU's future and positively impacts the entire State.

Legislative Update

Dr. Robinson outlined the impact of the 2011-2013 Governor's Recommended Budget on OHSU programs, noting that because the State Budget has not been finalized, the final impact to OHSU may change. Funding from the State is comprised of monies for "Education and General," "CDRC," and the "Poison Center." Education and General encompasses funding for the School of Medicine, School of Nursing, School of Dentistry, Area Health Education Center, and the Office of Rural Health. Although the 2009-2011 Legislative Approved Budget for "Education and General" was \$67.4 million, because of the State economic crisis, actual funding for this period is \$62.2 million. OHSU funding in the 2011-2013 Governor's Recommended Budget is \$57 million, approximately an 8.5% decrease from current funding and a 15.5% decrease from the Legislative Approved Budget.

Referring to materials provided to the Board, Dr. Robinson noted the impact of the proposed reductions for each of the schools and programs receiving funding. The Poison Center is essentially flat funded relative to current funding, reflecting an 8.23% cut from the 2009-2011 Legislative Approved Budget. The biggest reduction in the Governor's Recommended Budget is the reduction in CDRC funding to \$4 million, a 57.16% cut from the 2009-2011 Legislative Approved Budget and a 53.6% reduction from the current funding. Responding to a question from a Board member, Dr. Robinson and Dr. Robertson agreed that the cuts to OHSU were comparable to the cuts proposed to the OUS system.

Dr. Robinson recounted that he had reported to the Education Subcommittee of the Ways and Means Committee that the proposed budget cuts would require an estimated 12.5% tuition increase for the School of Dentistry, an estimated 4% tuition increase for the School of Medicine, a reduction in the School of Medicine graduate (PhD) program of approximately 15%, and a reduction in the percentage of Oregon students admitted to OHSU from 70% to 65%. We also expect to convert our current School of Medicine mandatory rural rotation program to an elective rotation, in order to

avoid substantial housing, travel, maintenance, and organizational expenses associated with the program. This is a significant change because of the impact on healthcare in rural Oregon in the future.

Dr. Robinson continued by noting that the proposed budget cuts are expected to result in a reduction in School of Nursing class sizes by eight students at each of the Portland, Klamath Falls, La Grande, and Ashland campuses. The rationale behind these reductions is State regulation that mandates that one preceptor oversee no more than eight nursing students in a clinical setting. With the proposed student reductions, one preceptor can be eliminated at each campus. The School of Nursing will continue to utilize online delivery systems to avoid the expense involved with duplicating faculty skills on multiple campuses.

Because of the interdisciplinary and multi-mission approach to health care at the CDRC, the proposed Budget reductions affect multiple programs. Dr. Robinson recounted that he reported to the Education Subcommittee of the Ways & Means Committee that the following programs would be eliminated at the CDRC with the proposed cuts:

- Medical and dietary consultation for statewide newborn metabolic screening,
- Diagnosis and treatment of life-threatening and disabling metabolic disorders,
- Genetic diagnosis and counseling for children with birth defects,
- Interdisciplinary program for medically fragile infants with feeding and swallowing disorders,
- Interdisciplinary programs for children and youth with Spina Bifida and other forms of congenital spinal cord paralysis, and
- Oregon's only comprehensive multi-specialty program for children with cleft palate/craniofacial disorders.

Regarding the Office of Rural Health, if the cuts outlined in the Governor's Recommended Budget occur, the Office of Rural Health will eliminate the Program Coordinator for the federally funded state loan repayment program. This program utilizes federal matching funds for loan repayment in order to attract healthcare professionals to rural Oregon. Without the Coordinator, the program will discontinue, resulting in a loss of \$400,000-500,000 a year in federal funding for this purpose.

With the proposed Budget cuts, the Area Health Education Center (AHEC) will eliminate the manager responsible for the Community Health Clerkship and the Oregon Rural Scholars Program, and implement some significant and some minor cuts to AHEC activities.

Dr. Robinson commented that none of the cuts outlined are desirable, but after multiple years of budget cuts there are few options to reduce costs without eliminating or significantly altering vital programs. Dr. Robertson added that over the last several years OHSU has continued to increase the number of students served while State funding for OHSU in absolute dollars has decreased. The clinical mission already provides \$100 million in support of the academic mission. We supply \$17 million in funding to support the residency positions that are not federally funded. The State appropriates dollars for 3 specific areas only, and the institution cannot further burden its other programs to address the proposed Budget cuts.

Ms. Seeley commented that various groups in the community appeared before the Legislature in support of OHSU at the budget discussion, including AFSCME, the Oregon Nurses Association, the Oregon Medical Association, our students, our faculty, the Portland Business Alliance, and families that will be impacted by the cuts at CDRC. She indicated that this show of support was tremendously impactful.

Ms. Seeley continued by noting that cuts to funding through the Oregon Health Authority are currently unclear. The Governor has targeted a 19% reduction to Medicaid, which if applied equally to all healthcare providers, results in a \$14 million annual reduction in revenue to OHSU. This is a worst-case scenario as discussions are currently ongoing as to ways to offset this reduction. Responding to a question from a Board member, Ms. Seeley clarified that the 19% reduction is with reference to post-allotment funding.

Ms. Seeley reported that the Governor is also leading discussions about transforming the way that Medicaid services are delivered in Oregon. OHSU is staying abreast of this issue by supporting and assisting the Governor and providing leadership -- Dr. Robertson was chosen to participate with 40 other stakeholders within the healthcare community in a

series of weekly meetings around these issues. That conversation is now continuing in a special committee of the Legislature.

Dr. Robertson added that OHSU continues to support healthcare reform and advocates for access to services, an essential path to achieving quality and cost reduction. However, many aspects of healthcare reform are focusing on the front end of the delivery system. Absent careful planning, this effort can have unintended consequences for OHSU, an institution that provides tertiary/quaternary care at the other end of the care continuum. OHSU is unique and operates differently than the other 25 major DRG large hospitals. We are willing to compete in the marketplace, but we must be included in the change process discussions before policy is finalized.

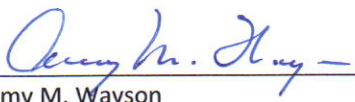
Ms. Seeley continued with a report on five Bills before the Legislature that are important to OHSU. The three bills that have made their way out of the first chamber are SB 397 related to a modification of the Oregon Tort Claims Act, SB 392 the Researcher Safety Bill Extension, and HB 2199 related to the Oregon Opportunity Task Force. Of the other two bills that are still viable, one relates to un-befriended patients admitted to hospitals and the other is our PERS exemption bill.

Mr. Wilhoite commented on the complexity of issues at OHSU and how it is vital for the institution to remain informed and involved in legislative policy so that the mission can move forward. Citing immense budgetary pressure, Mr. Wilhoite said that difficult decisions will need to be made such as removing the mandatory rural rotation for residents or reducing in-state student acceptance. He thanked those members of the public who recognize the public benefits that will be sacrificed with implementation of the proposed budget cuts and who conveyed that message to the Legislature. Dr. Robertson noted that if the possibility existed for the clinical enterprise to generate greater subsidies in the future, OHSU would try to bridge these issues. Unfortunately health care reform brings additional financial pressure to the clinical enterprise, thus making difficult budgetary and program decisions unavoidable.

Adjournment

Hearing no further business, Mr. Wilhoite adjourned the meeting.

Respectfully submitted,



Amy M. Wayson
Board Secretary



Legislative Update

Connie Seeley – Chief of Staff, Office of the President

Where we started...

- **Post – Allotment Funding Level 2009-11**
\$73.3 Million
- **Governor's Recommended 2011-13**
\$63.4 Million

Legislative Actions.....

Add backs - \$4.4 million:

- \$3.5 million for CDRC
 - \$867K For Nursing
 - \$125K For Rural Health (rural rotations)
- **ADDITIONAL \$3.7 million in one-time money (MOE)**
 - All agencies are also subject to a 3.5 % hold back
 - \$2.4 million

Where we ended up

- **Current Funding Level 09-11 (*Post – Allotment*)**
\$73.3 Million
- **Governor's Recommended 2011-13**
\$63.4 Million - 13.5% *reduction from current funding*
- **LAB - All sources combined (GF and MOE)**
\$69.2 Million – 5.6% *reduction from current funding*
- **LAB All sources and holdback (Feb '12)**
\$71.6 Million – 2.4% *reduction from current funding*

The Final Numbers

	Current Funding (Post Allotment)	Governor's Recommendation 2011- 13	% Change over Current Funding	2011-13 LAB	% Change over Current Funding
Education & General	\$62,273,577	\$57,000,000	8.47%	\$55,978,562	10.11%
CDRC	\$8,622,926	\$4,000,000	53.61%	\$7,239,450	16.04%
Poison Center	\$2,415,301	\$2,400,000	0.63%	\$2,316,624	4.09%
TOTAL	\$73,311,804	\$63,400,000	13.52%	\$65,534,636	11.86%
Note: Numbers account for the 3.5% “hold-back” and do not include one-time MOE resources					

OHSU Budget Impacts

- **Education in General**

Essentially flat funding over FY '11
(GRB was 8.5% reduction)

- **CDRC**

Reduction of ~6% over FY '11
(GRB was 53.6% reduction)

- **Poison Control**

Essentially flat funding over FY'11
(GRB was flat)

Medicaid Reductions & the Provider Tax

The Tax

- The Provider Tax on hospitals has been increased from 2.4% to 5.5%
- The additional funds raised by the increase in the tax are being used to “buy-down” the proposed Medicaid reductions for all providers.

What does it mean for us?

- All hospitals will receive a 3% reduction in Medicaid reimbursement in the first year of the biennium.
- The reductions in the second year of the biennium will be greater, how much greater will depend on how much savings can be captured from the “transformation” of Medicaid.

Policy Bill Updates

Passed

- SB 397 (Clarification of Tort Claims Act)
- SB 392 (Researcher Safety Bill Extension)
- HB 2199 (Oregon Opportunity Task Force Sunset)
- SB 579 (Hospital Consent for Unbefriended Patients)

In committee upon adjournment

- SB 223 (PERS Exemption for OHSU Faculty Physicians)



Proposed FY12 Budget

OHSU Board of Directors
June 30, 2011

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Introduction

- This document presents the proposed FY12 budget for OHSU, which we have developed in the context of the following work:
 - The “Path to Leadership” business strategy developed through the McKinsey engagement and discussed at last October’s Board retreat
 - The subsequent PwC engagement to identify \$100 million of gross annual savings over four years, from productivity and process redesign
 - January 2011 rating agency presentations
 - The 10 year financial planning model, and the Knight Center of Emphasis plan, both introduced at the April Finance & Audit Committee meeting.
- After discussion of the FY12 budget by the Finance & Audit Committee at its May and June meetings, we are requesting approval of the budget from the Board of Directors at the June 30th meeting.

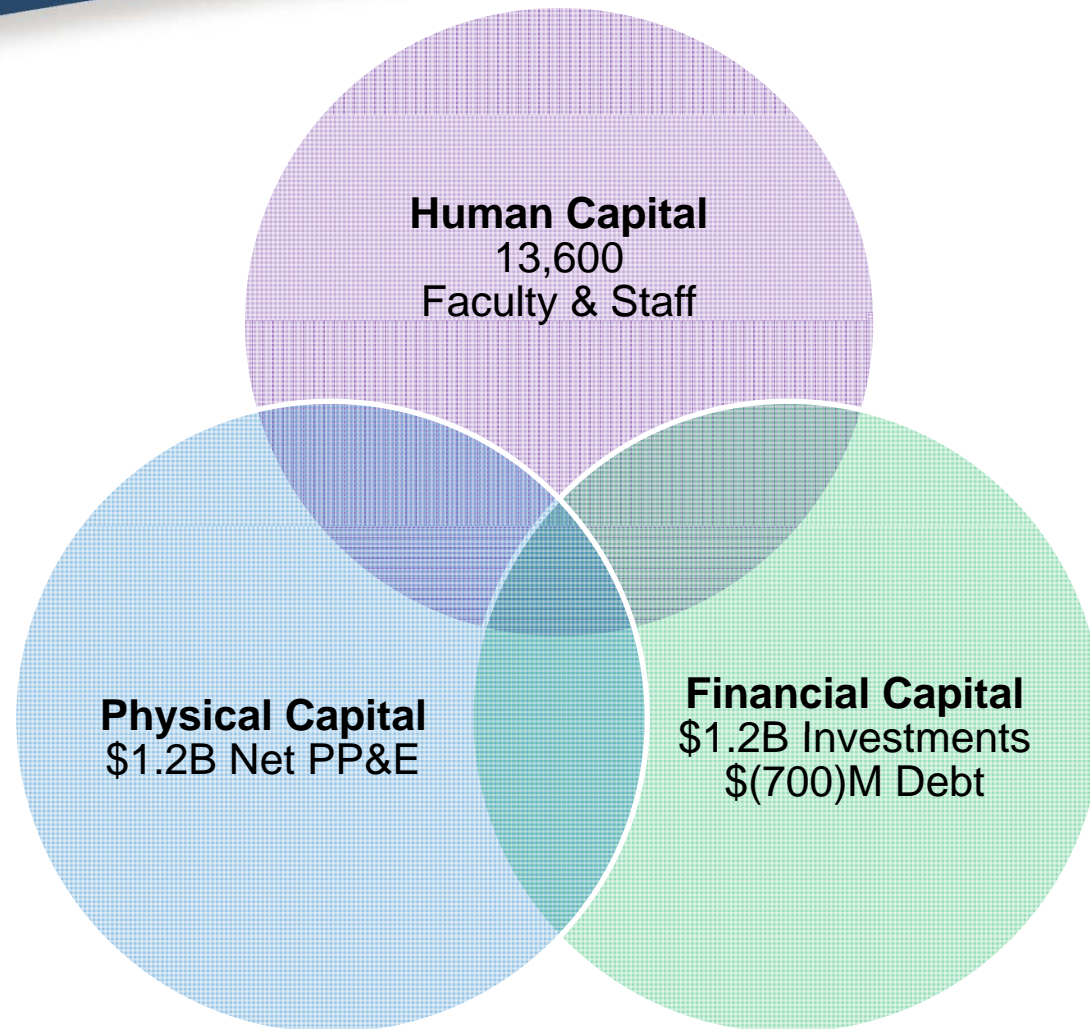
Path to Leadership from October Retreat

- At last October's retreat, the Board discussed recommendations from the first phase of the McKinsey consulting project, aimed at securing OHSU's path to leadership.
- Critical elements are:
 - Shifting to a more focused investment approach, while also diversifying revenue sources by unlocking value from OHSU activities
 - Optimizing business support functions
 - Optimizing portfolio and productivity of research enterprise
 - Continuing health system growth with targeted opportunities
 - Pursuing opportunities within the academic mission that meet criteria for risk and reward
 - Continuing robust growth of the foundation.
- The FY12 budget advances each of these strategies, in support of OHSU's mission to improve the health and well being of people in Oregon and beyond.

Securing Capital in FY10 – FY12 Budgets

- Universities and academic health centers are competitive and capital organizations:
 - Competitive for faculty, students and staff, and for patients, gifts and grants
 - Capital in that we build assets that provide value over long periods of time:
 - Human and intellectual capital
 - Facilities, library, technology and computing
 - Financial capital (cash & investments, net of debt).
- In FY10, OHSU generated \$68 million in operating income, restoring financial capital and securing a solid A credit rating. Strong results facilitated investments in FY11.
- In FY11, we turned to human capital, especially competitive pay and staffing for high productivity in the clinical enterprise, plus consulting for business strategy and process redesign. These investments reduce earnings to an estimated \$37 million this year, but pave the way for enhanced clinical earnings and productivity savings in FY12.
- The FY12 budget increases operating income to \$57 million—despite pension and Medicaid impacts—in order to increase investment in critical physical capital.

Balancing OHSU's Competitive Capital



FY11 April YTD Operating Results

- The FY12 budget builds from this year's financial performance. OHSU operating income through April—including hospital, university unrestricted and restricted funds but before the foundations—totals \$31 million, and projects on a straight-line basis to about \$37 million.
- These “all-funds” earnings are nearly \$25 million above budget, reflecting:
 - \$15 million improvement against budget in the hospital, with increased surgical volume, continued tight control of variable expense and holding vacancies open
 - \$(4) million shortfall for unrestricted university operations, largely reflecting this year's investment in business strategy and process redesign consulting
 - \$14 million positive variance from budget in restricted funds:
 - This nets depreciation expense for buildings and other physical plant funded from grants, offset by capitalization credits from new grant-funded capital spending, put on the balance sheet and then depreciated in future years
 - The FY11 budget underestimated the offsetting capitalization credits.

FY11 April: Earnings \$25m Above Budget

FY11 April YTD Financial Results by Major Unit - 10 Months (millions)

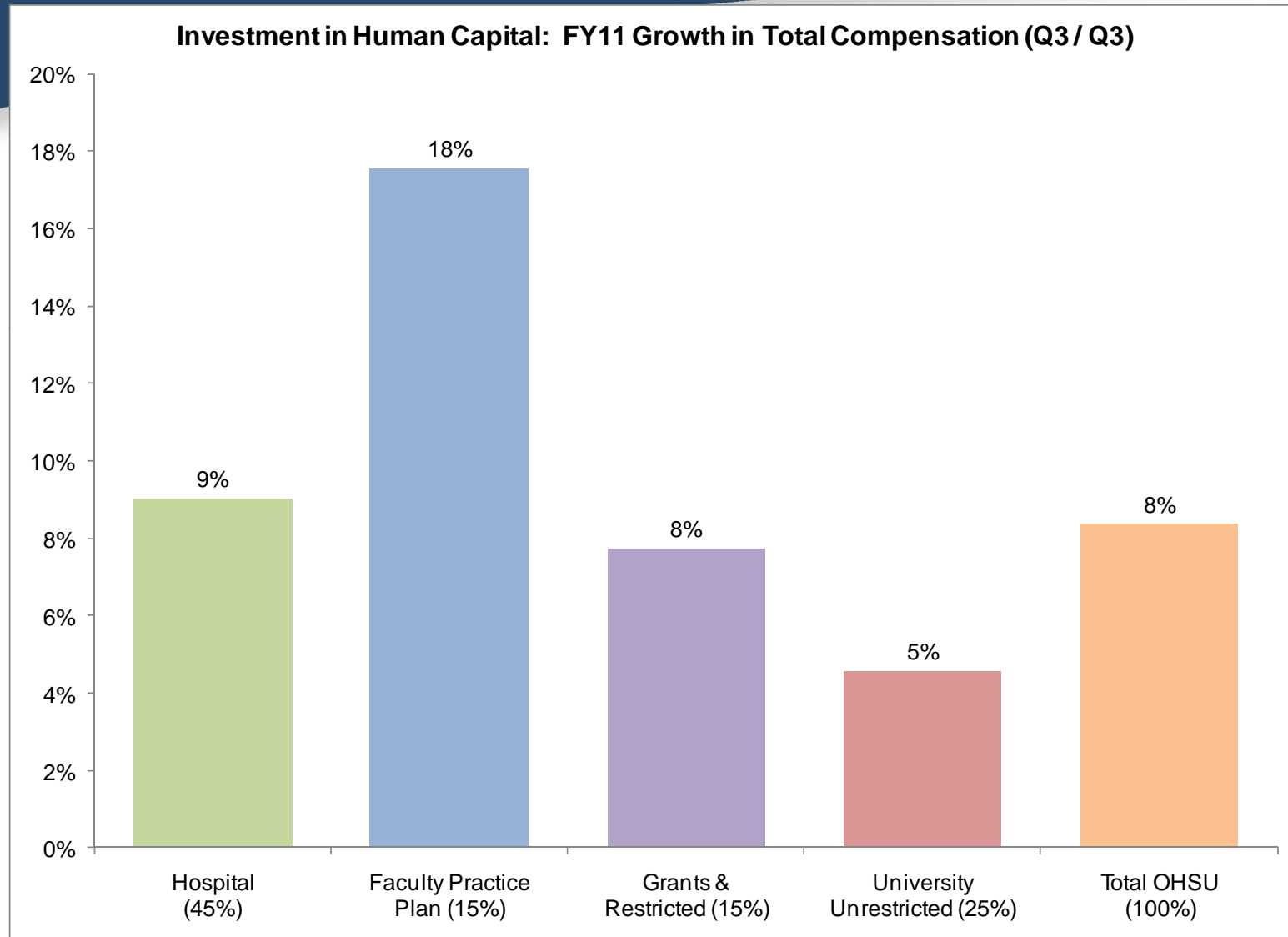
	FY10 Actual	FY11 Budget	FY11 Actual	Actual - Budget
Operating Income:				
Hospital	\$54.4	\$28.4	\$43.1	\$14.7
University unrestricted	(4.4)	(9.2)	(13.7)	(4.5)
Unrestricted obligated group	50.0	19.2	29.4	10.2
Restricted funds	(1.5)	(12.7)	1.7	14.4
OHSU operating income before foundations	48.5	6.5	31.1	24.6
Investment total return & other	30.1	24.6	28.2	3.6
Net income	78.6	31.1	59.3	28.2
Unrestricted foundation gain (loss)	29.9		31.2	
Capital gifts & other	1.6		43.1	
Increase in net worth (10 months)	110.1		133.6	
Beginning net worth (6/30)	1,079.3		1,186.4	
Ending net worth (4/30)	\$1,189.4		\$1,320.0	

FY11 April: Revenue +6.3% & Expense +7.7%

FY11 April YTD Operating Results by Revenue & Expense Line - 10 Months (000)

	FY10 Actual	FY11 Budget	FY11 Actual	Actual - Budget	Actual / Last Year
Net patient revenues	\$1,035	\$1,097	\$1,098	\$0	6.0%
Grants & contracts - direct	268	295	296	1	10.3%
Indirect cost recovery	59	66	63	(2)	6.2%
Gifts	24	29	24	(5)	-1.6%
Net tuition & fees	41	43	44	1	8.1%
State appropriations	33	31	30	(2)	-10.0%
Other revenues	75	75	79	4	5.1%
Operating revenues	1,536	1,636	1,634	(3)	6.3%
Salaries & benefits	849	950	918	(32)	8.1%
Services & supplies	523	557	566	9	8.2%
Depreciation	85	88	88	0	4.5%
Interest	31	35	30	(4)	-2.9%
Operating expenses	1,488	1,630	1,602	(27)	7.7%
OHSU operating income before foundations	49	7	31	25	-35.9%
Investment total return & other	30	25	28	4	
Net income	79	31	59	28	
Unrestricted foundation gain (loss)	30		31		
Capital gifts & other	2		43		
Increase in net worth (10 months)	110		134		
Beginning net worth (6/30)	1,079		1,186		
Ending net worth (4/30)	\$1,189		\$1,320		

FY11 Investment in Competitive Pay & Staff



FY11 April: Net Worth +11% + \$39M Cash

FY11 April YTD Balance Sheet and Cash Flow - 10 Months (millions)

	6/30/10	4/30/11	\$ Change	% Change
Cash & investments	\$310	\$349	\$39	13%
Cash at OHSU insurance company	65	66	1	2%
Unrestricted interest in foundations	146	177	31	21%
Accounts receivable	263	260	(3)	-1%
Net physical plant	1,214	1,210	(5)	0%
Long-term debt	(728)	(710)	17	-2%
Working capital & other, net	(83)	(31)	52	-62%
Net worth	\$1,186	\$1,320	\$134	11%

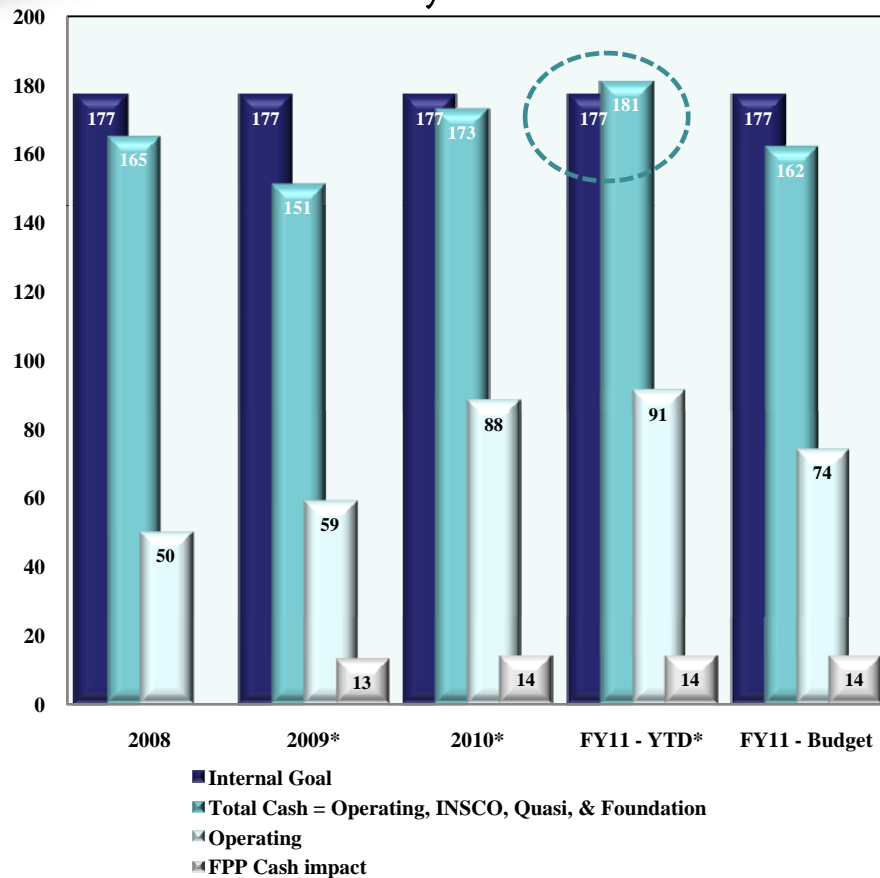
Net worth does not include an additional \$509m at the foundations (6/30/10 value)

FY11 April YTD Cash Flow:

Operating income	\$31
Depreciation	88
Investment total return & other	28
Capital gifts & other	3
Sources of cash	151
Capital spending	(84)
Debt repayment	(18)
Working capital & other	(10)
Uses of cash	(112)
Sources less uses of cash	39
Beginning cash & investments	310
Ending cash & investments	\$349

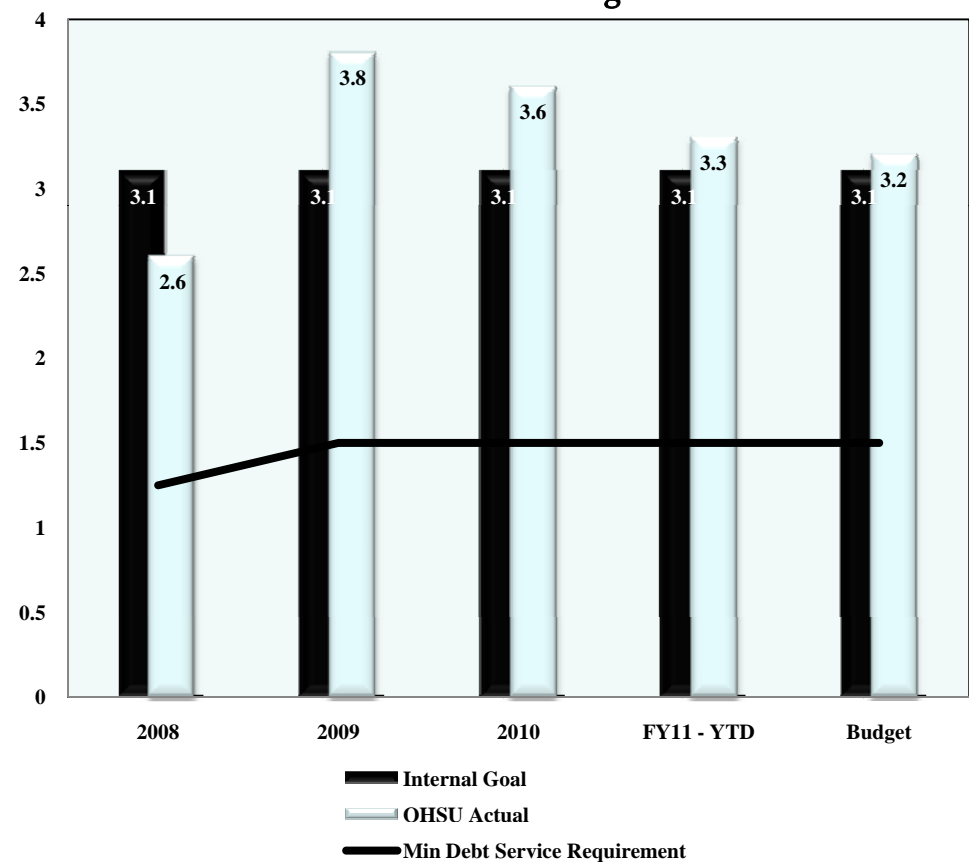
FY11 April: 181 Days Cash On Hand

Consolidated Days Cash on Hand - YTD



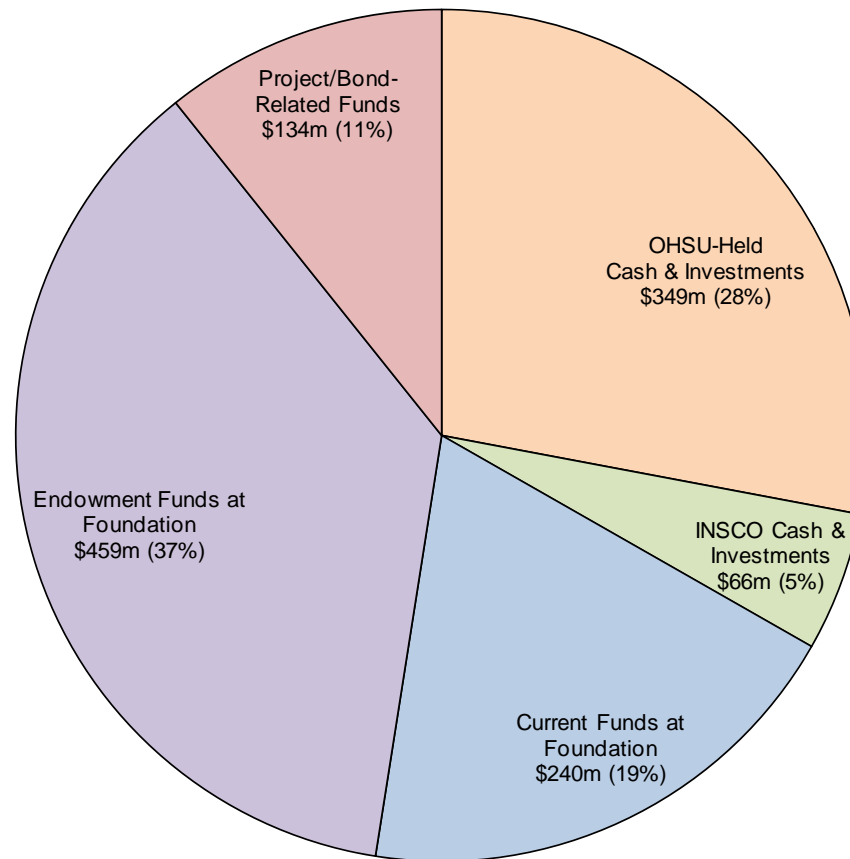
*2009 – 2011 Operating Days Cash includes FPP cash held at the Foundation

Debt Service Coverage Ratio



Total Investments Including Foundations

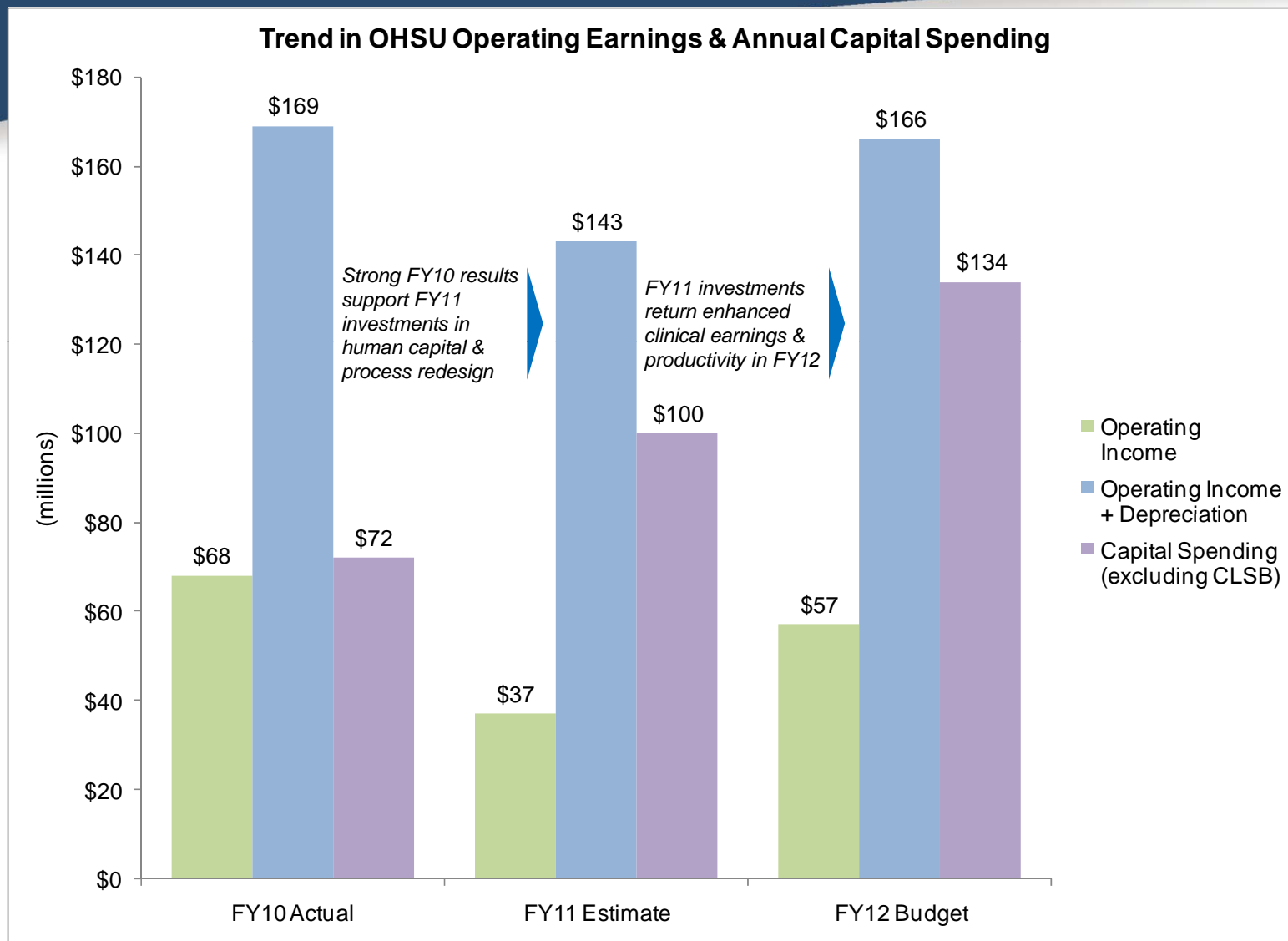
**Composition of OHSU Investments including Foundation
(total = \$1.25b at 4/30/11)**



\$57M Operating Income Target for FY12

- As part of last January's rating agency presentations, we projected FY12 operating income of \$71 million, but noted that this did not yet include the impact of potential cuts to Oregon Medicaid payments.
- These are still in flux, but our current planning estimate is a net reduction in hospital Medicaid payments of approximately \$14 million.
- Therefore, we are targeting FY12 operating income of \$57 million (\$71m less the \$14 million Medicaid cut). The \$57 million target is approximately 3.5% margin of \$1.5 billion in unrestricted operating income, and compares to the \$37 million operating income now estimated for FY11.
- This level of earnings, adding back depreciation, supports \$134 million of annual capital spending, while holding our targeted 177 days of unrestricted cash on hand.
- Reaching this target, given flat or reduced payments from Medicare, Medicaid and State appropriations, the end of ARRA "stimulus" funding for grants, and a \$20 million increase in pension expense, will require that each area not only implement process redesign and productivity initiatives identified over the past several months, but also secure additional gains.

Trend in Operating Income & Capital Spend

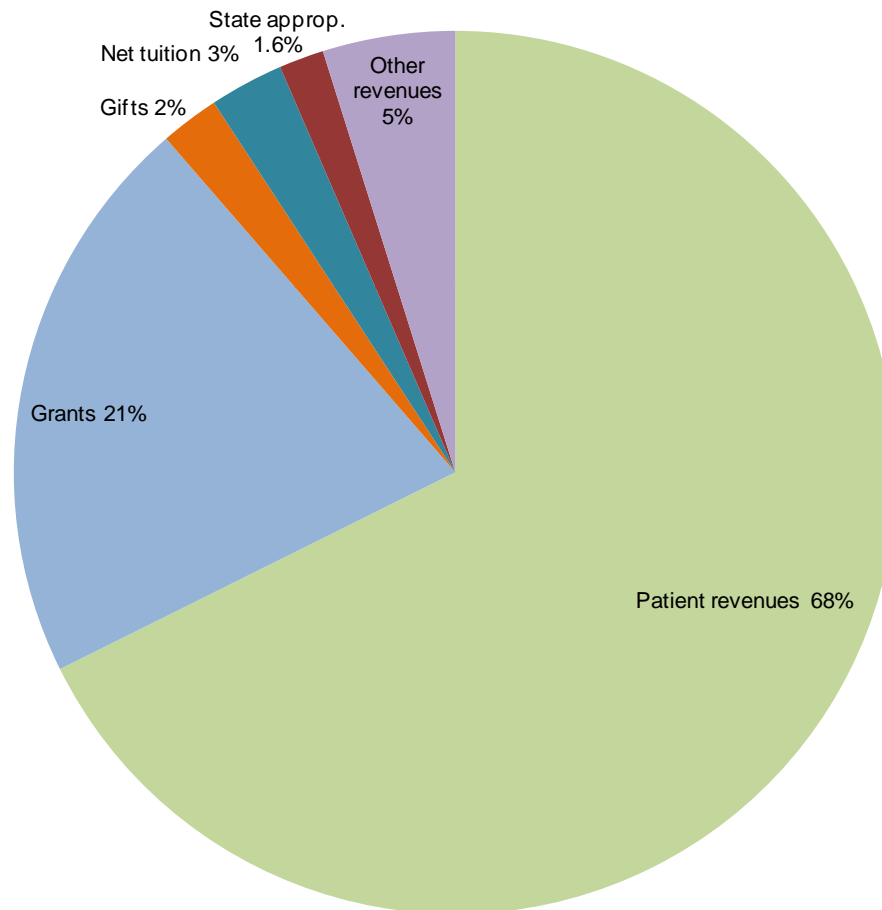


FY12 Targets +5% Revenue & +4% Expense

(millions)	FY10 Actual	FY11 Estimate	FY12 Budget	FY12B / FY11E
Net patient revenues	\$1,248	\$1,317	\$1,397	6%
Grants & contracts - direct	322	355	357	1%
Indirect cost recovery	73	76	76	0%
Gifts	34	29	45	55%
Net tuition & fees	51	53	56	6%
State appropriations	38	36	34	-5%
Other revenues	82	95	100	6%
Operating revenues	1,848	1,960	2,064	5%
Salaries & benefits	1,033	1,101	1,161	5%
Services & supplies	609	679	702	3%
Depreciation	101	106	109	3%
Interest	37	36	35	-3%
Operating expenses	1,780	1,923	2,007	4%
OHSU operating income before foundations	68	37	57	53%
Investment total return & other	26	28	14	-50%
Net income	94	66	71	9%
Unrestricted foundation gain (loss)	11	31	10	-67%
Capital gifts & other	2	43	3	-93%
Increase in net worth	107	140	85	-39%
Beginning net worth	1,079	1,186	1,326	12%
Ending net worth	\$1,186	\$1,326	\$1,410	6%

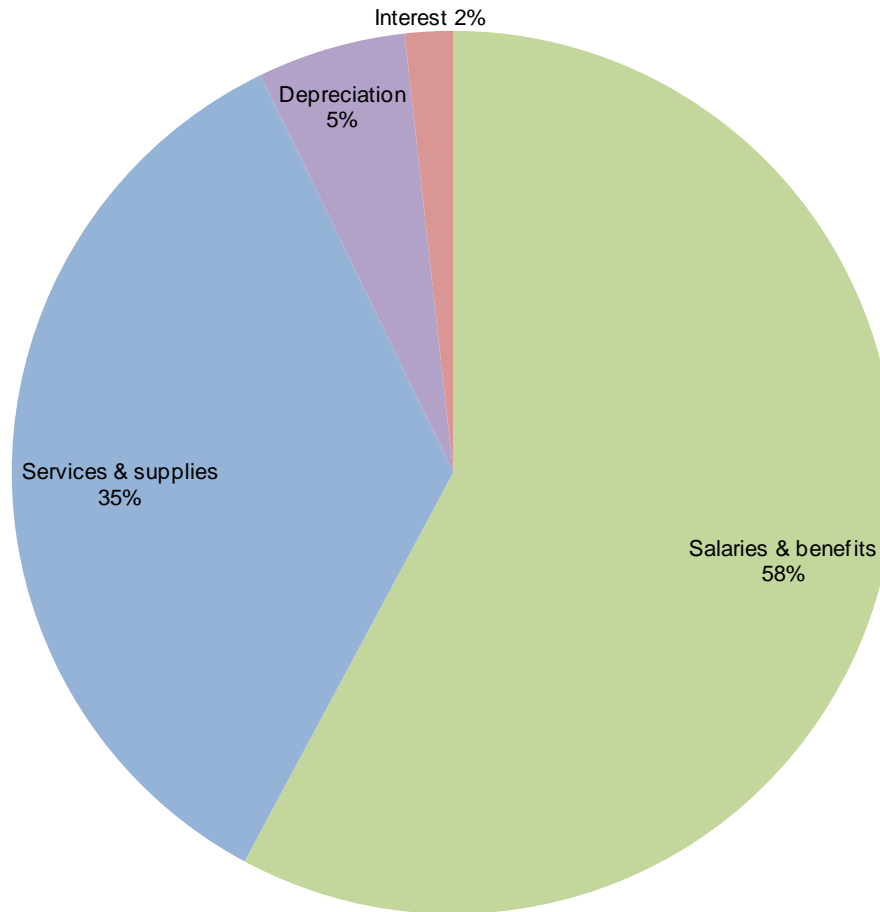
FY12 Budget: Composition of Revenues

FY12 Proposed Budget Revenues (total = \$2,064m)

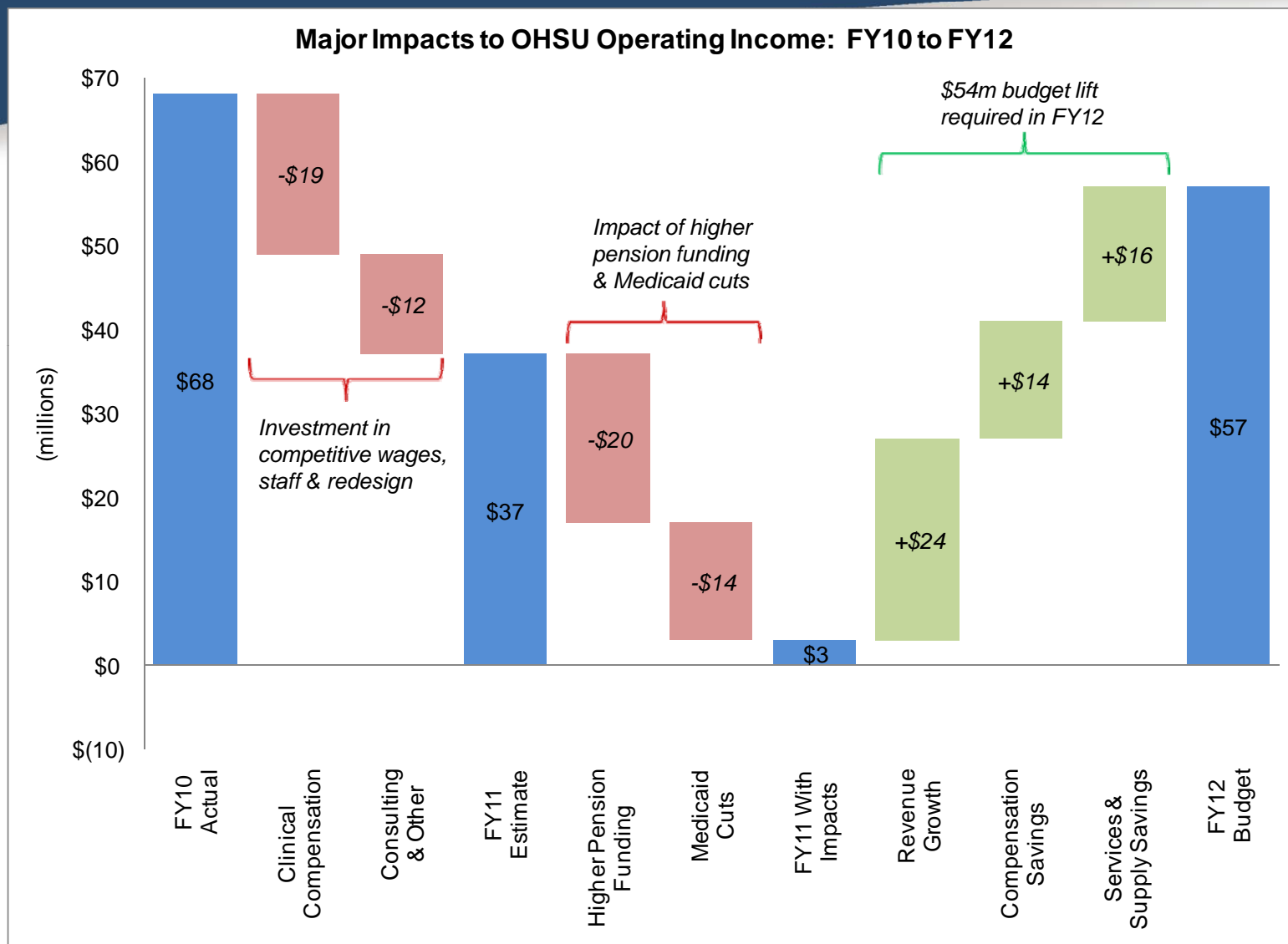


FY12 Budget: Composition of Expenses

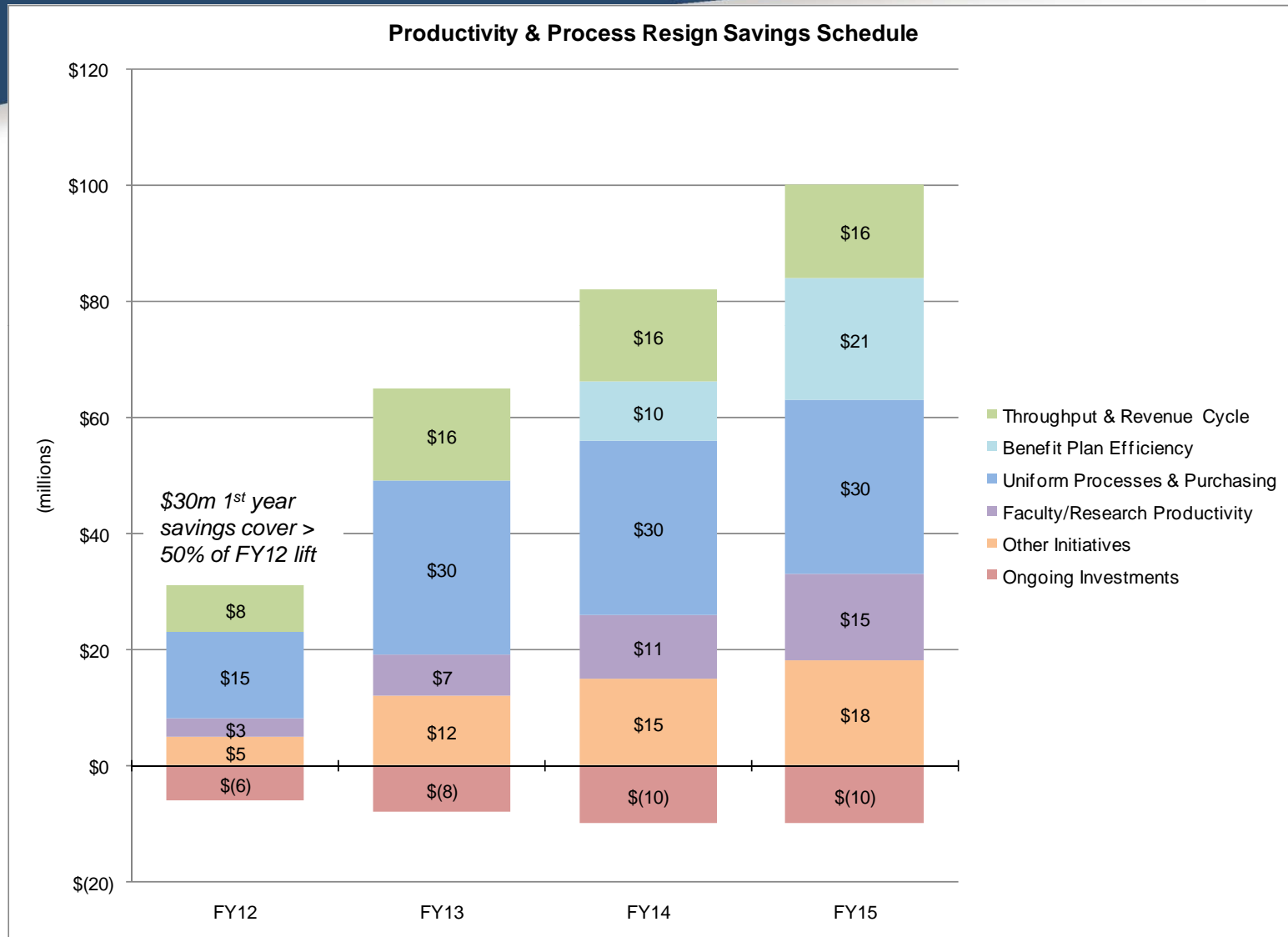
FY12 Proposed Budget Expenses (total = \$2,007m)



Building to FY12 Operating Income Target



“PwC” Savings Cover >50% of Earnings Lift

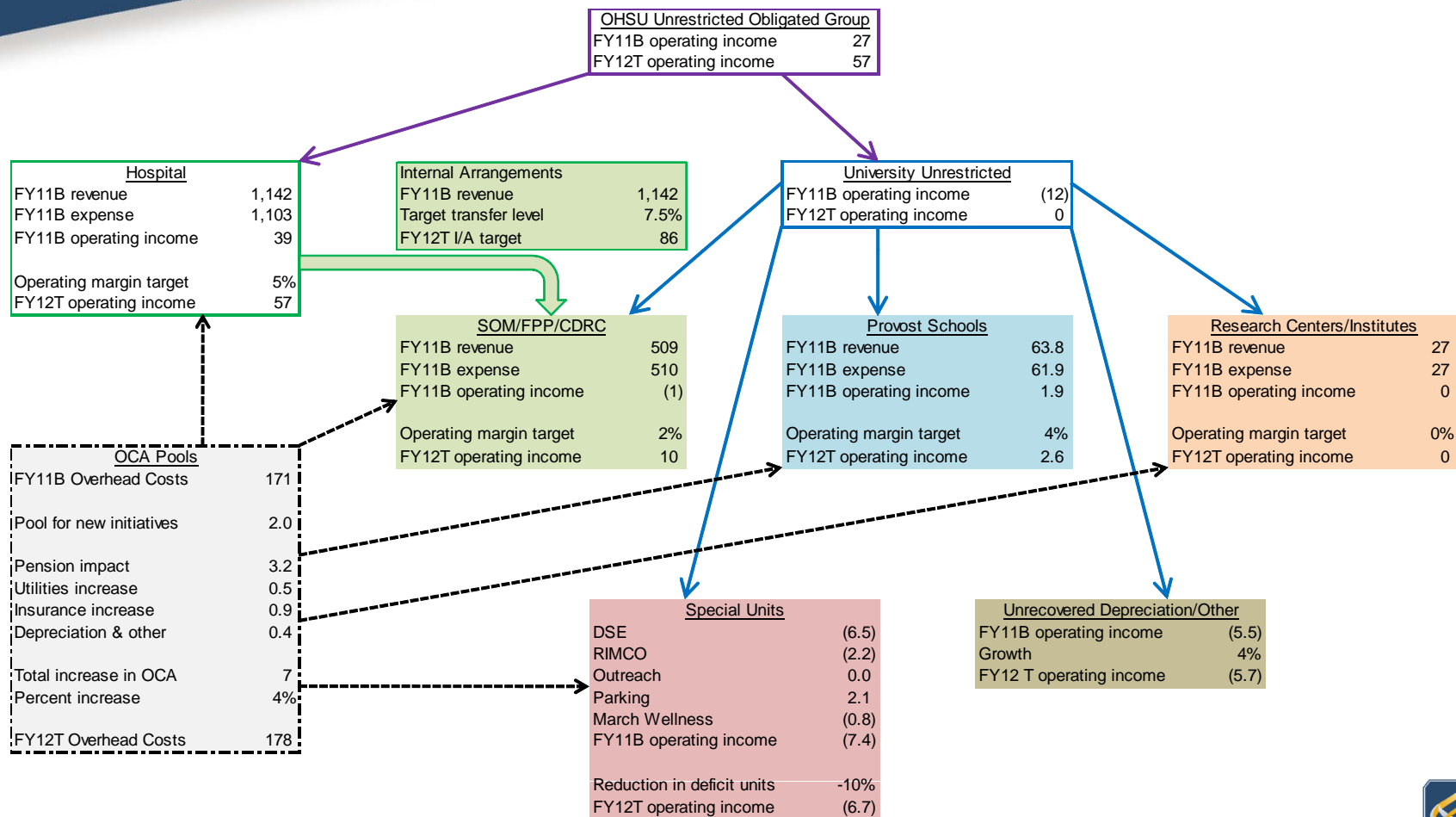


Setting FY12 Margin Targets

- To achieve \$57 million operating income, we have set the following margin targets by major unit. They will be applied to the FY11 budgeted revenue, to yield a FY12 dollar margin target (see chart on next page).

a. Hospital	5%
b. School of Medicine/Practice Plan	2%
c. Provost Schools	4%
d. Research Centers/Institutes	0%
e. Special units with budgeted deficits	10% reduction in deficit
f. Special units with budgeted gains	Same gain
g. Administrative/overhead units	Absorb inflation

FY12 Margin Targets by Major Unit



Forward Visibility for Margin Targets

- By applying the margin percents to the prior year revenues, a fixed dollar target can be set for the forthcoming year's budget, and units can take full advantage of volume, rate and cost methods to achieve the target.
- The resulting margin dollars may be transferred to the foundation, but remain under control of the unit, school or practice plan, for quasi-endowment or for future capital or other investment needs.
- We expect to use these margin targets for the next three budget cycles (FY12 - FY14), in order to create a more predictable multiple-year budget planning process.
- The hospital and school of medicine continue the joint planning and setting of specific “Internal Arrangement” transfers, but within an aggregate FY12 guideline of approximately 7.5% of FY11 budgeted hospital revenue.
- In addition, the Provost, Dean of the School of Medicine, and Vice President for Research have pooled part of the resources within their budgets, to support academic programs that provide benefits across mission areas.

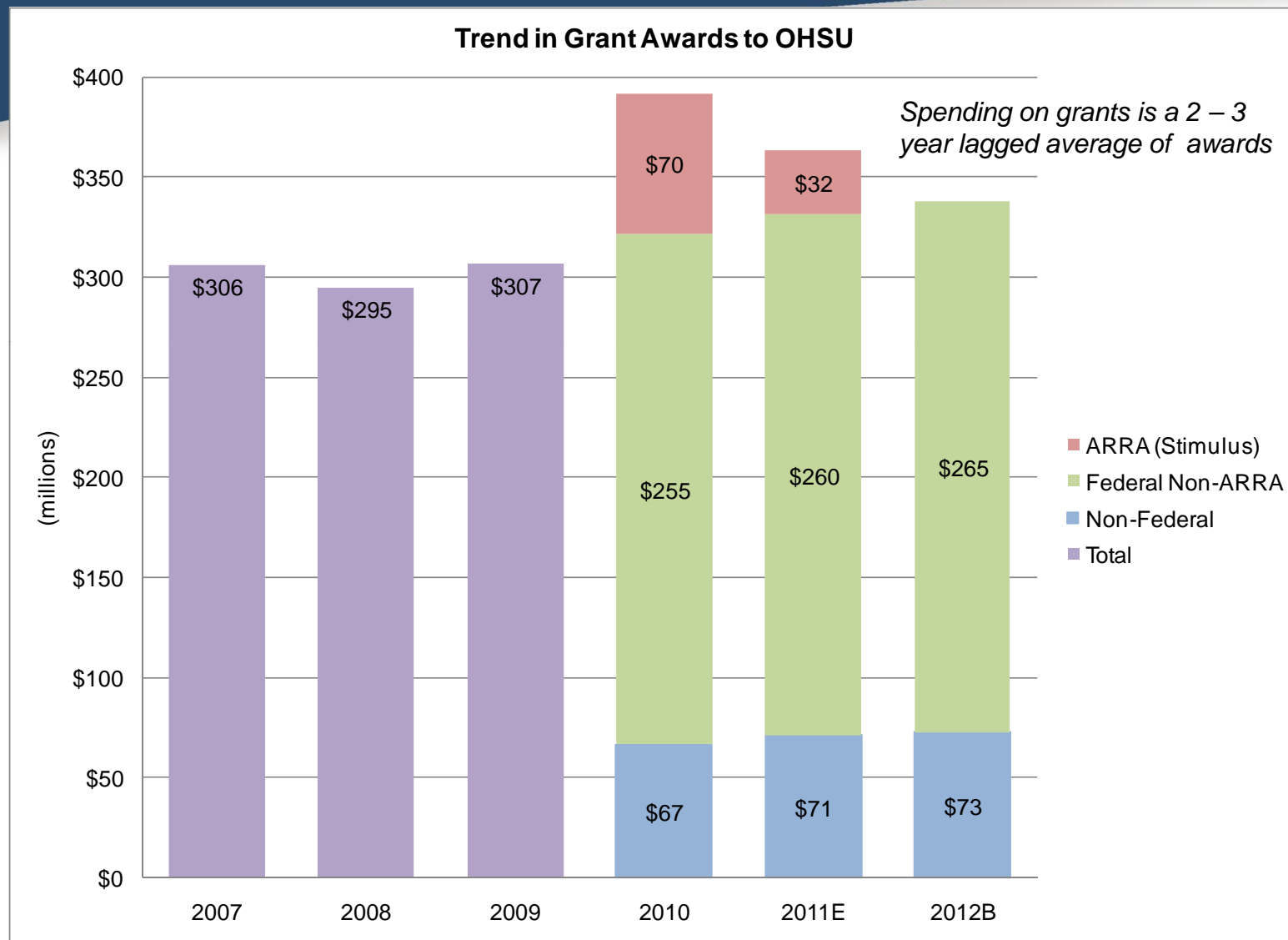
Major Drivers of Volume & Revenue

- The next section summarizes major drivers of volume and revenues:
 - Clinical activity
 - Grants
 - Gifts
 - Enrollment and tuition
 - Knight Center of Emphasis plan.
- Overall, these volumes generate revenue growth of 5% or \$100m, from \$1.96 billion to \$2.06 billion, despite pressures from the state and federal budgets.
- Keeping cost growth to 4% expands operating income by 1 percent of budget or \$20 million, from \$37 million to \$57 million.

Intensity-Adjusted Hospital Activity Up 4.6%

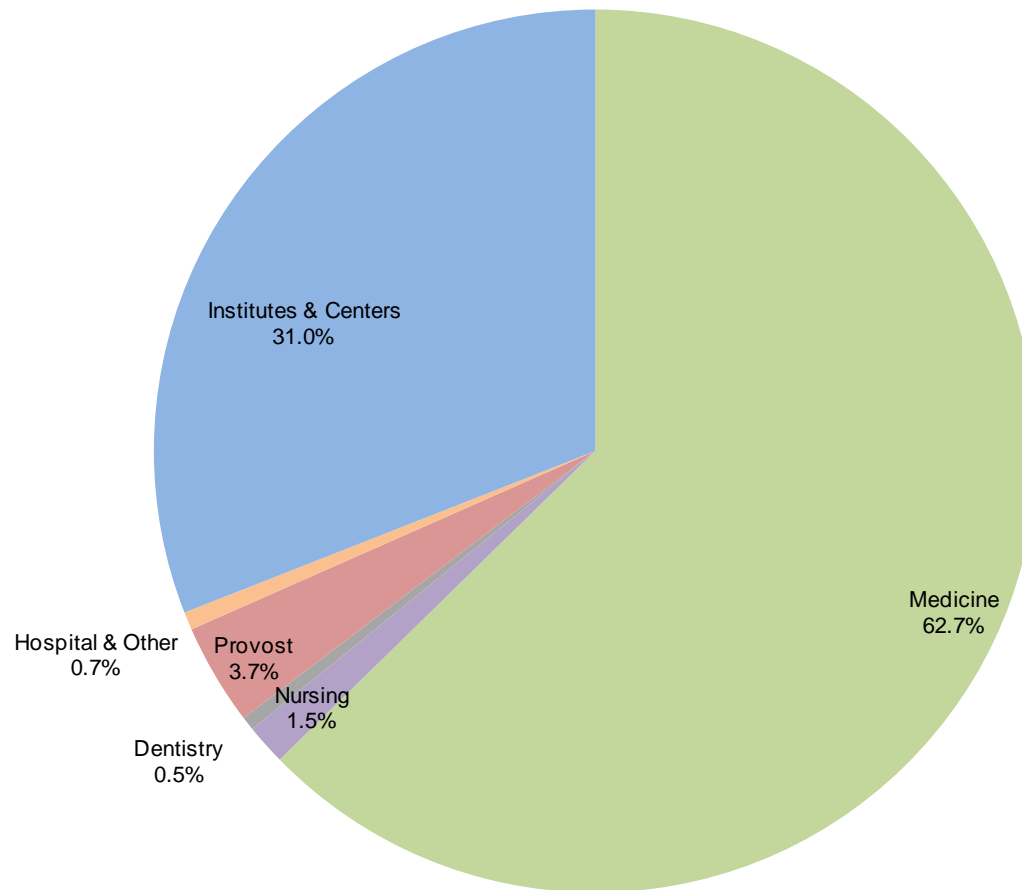
	FY10 Actual	FY11 Estimate	FY12 Budget	FY12B / FY11E
Inpatient admissions	29,248	28,579	29,741	4.1%
Average length of stay	5.3	5.5	5.4	-2.4%
Average daily census	424	429	436	1.6%
Casemix Index (CMI)	1.83	1.91	1.93	1.0%
Outpatient share of activity	41.3%	42.1%	41.8%	-0.7%
CMI/OP adjusted admissions	91,125	94,195	98,563	4.6%
Surgical cases	28,710	29,337	31,265	6.6%
Emergency visits	43,709	46,033	45,484	-1.2%

Base Grants Grow While ARRA Ends

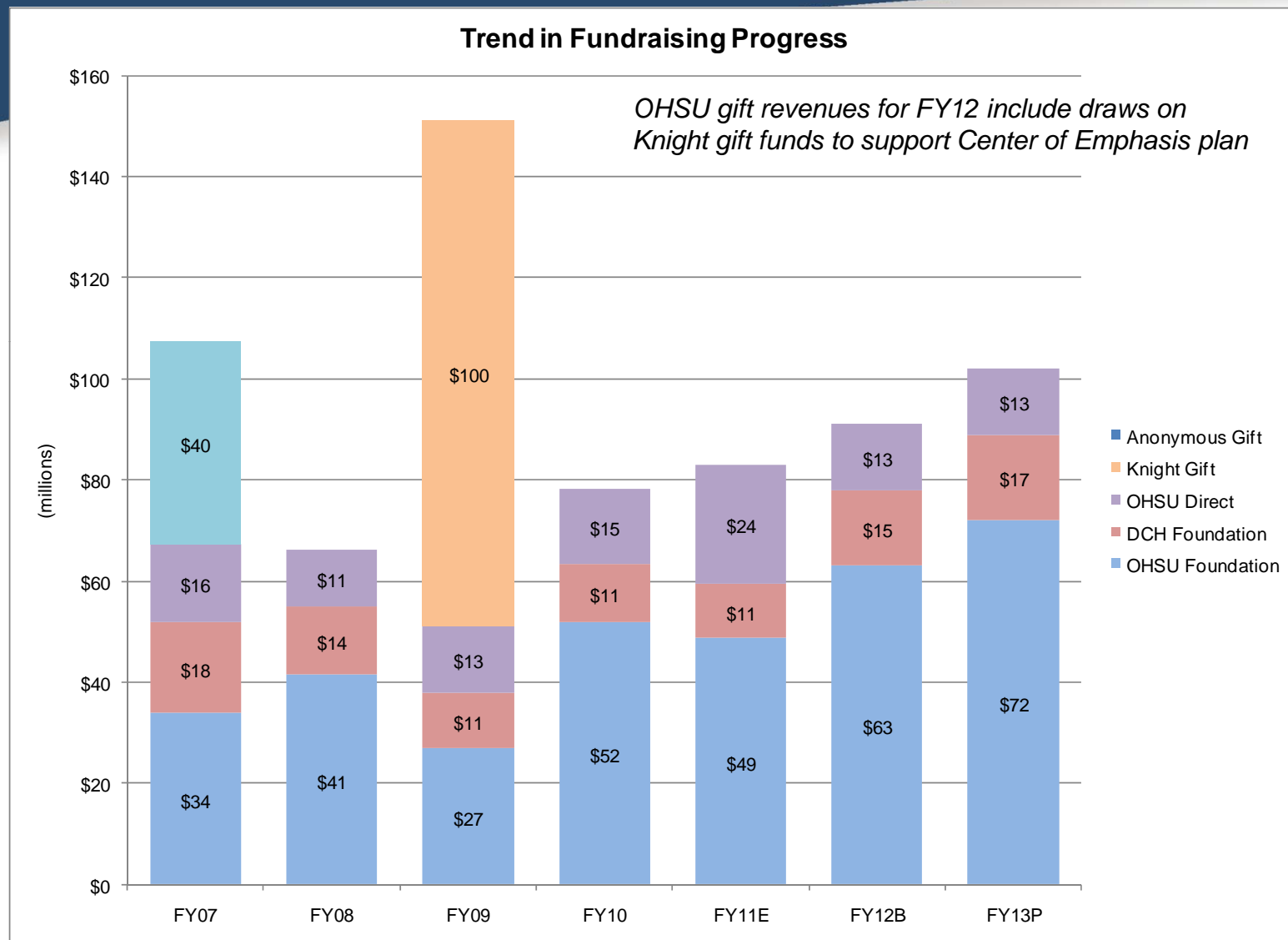


Current Distribution of Grants by Area

Distribution of Grant Awards by Area (FY10 Actual = \$392M)



Fundraising Budgeted to Rise ~10% in FY12



Enrollment Budgeted to Rise 2.5%

	FY10			FY11			FY12 Budget			FY12 / FY11
<u>SCHOOL OF MEDICINE</u>	Resident	Non-Res	Total	Resident	Non-Res	Total	Resident	Non-Res	Total	
MD Program	320	168	488	331	139	470	337	148	485	3.2%
Grad Medicine (PhDs)	77	209	286	79	204	283	81	194	275	-2.8%
Grad Medicine (Masters)	163	46	209	197	68	265	197	68	265	0.0%
Grad Medicine (Certificate)	75	31	106	83	40	123	83	40	123	0.0%
Grad Medicine (Non-Degree)	41	5	46	33	10	43	33	10	43	0.0%
Grad Medicine (Online)	27	69	96	44	118	162	44	118	162	0.0%
	703	528	1,231	767	579	1,346	775	578	1,353	0.5%
<u>ALLIED HEALTH PROGRAMS</u>										
Physician Assistant	40	31	71	38	38	76	38	38	76	0.0%
Radiation Therapy	15	3	18	15	3	18	17	1	18	0.0%
	55	34	89	53	41	94	55	39	94	0.0%
<u>SCHOOL OF DENTISTRY</u>										
DMD Program	201	98	299	197	102	299	186	112	298	-0.3%
Dental Graduate	15	20	35	8	19	27	19	14	33	22.2%
	216	118	334	205	121	326	205	126	331	1.5%
<u>SCHOOL OF NURSING</u>										
Undergraduate Nursing	642	68	710	651	67	718	680	85	765	6.5%
Graduate Nursing	123	61	184	140	63	203	163	48	211	3.9%
	765	129	894	791	130	921	843	133	976	6.0%
TOTAL – ALL PROGRAMS	1,739	809	2,548	1,816	871	2,687	1,878	876	2,754	2.5%

Proposed FY12 Tuition Rates (Medicine)

(Rates are per Term unless otherwise indicated)

(Rates are per Term unless otherwise indicated)	Terms / Year		2009-10	2010-11	2011-12	FY12 /	2009-10	2010-11	2011-12	FY12 /
<u>SCHOOL OF MEDICINE</u>	New	Return	RESIDENT	RESIDENT	RESIDENT	FY11	NON-RES	NON-RES	NON-RES	FY11
MD Program										
MD 1st Year - Yearly Tuition	Annual		\$31,725	\$32,996	\$34,316	4.0%	\$44,881	\$46,677	\$48,545	4.0%
PhD & Other Graduate Programs										
Grad Medicine (PhDs)	3	4	6,048	6,048	6,048	0.0%	6,723	6,723	6,723	0.0%
SoM MPH	3	4	2,322	2,457	2,601	5.9%	3,933	4,167	4,419	6.0%
Certificate in Biostatistics (began 2010-11)	3	4	N/A	3,150	3,150	0.0%	N/A	4,050	4,050	0.0%
Biomedical Informatics (On Campus Students)	3	4	4,590	4,770	4,950	3.8%	5,265	5,490	5,715	4.1%
Biomedical Informatics (Distance Learning)	3	4	4,950	5,175	5,400	4.3%	5,715	5,940	6,165	3.8%
MCR & HIP	3	4	4,500	4,500	4,500	0.0%	4,500	4,500	4,500	0.0%
Dept. of Biomed Engin or Envir Health	3	4	5,850	6,030	6,030	0.0%	5,850	6,030	6,030	0.0%
Division of Management										
DoM (MBA)	3	3	4,725	4,725	4,950	4.8%	4,725	4,725	4,950	4.8%
DoM (MS/Cert in MST with Hightech Track)	n/a	4	5,625	5,625	5,625	0.0%	5,625	5,625	5,625	0.0%
DoM (MS/Cert in MST with Bioscience or Health Track)	3	4	4,725	4,725	4,950	4.8%	4,725	4,725	4,950	4.8%
Allied Health Programs										
Dietetic Intern, MS Clin. Nutrition & MCD	3	4	5,670	5,895	6,012	2.0%	8,469	8,811	8,982	1.9%
Physician Assistant (3rd year is 1 term)	4	4/1	7,506	7,731	7,884	2.0%	7,506	7,731	7,884	2.0%
Radiation Therapy (3rd year is 1 term)	3	4/1	4,104	4,320	4,608	6.7%	5,664	5,664	5,916	4.4%

Proposed Tuition Rates (Dentistry & Nursing)

(Rates are per Term unless otherwise indicated)

SCHOOL OF DENTISTRY

DMD Program

	Terms / Year		2009-10	2010-11	2011-12	FY12 /	2009-10	2010-11	2011-12	FY12 /
	New	Return	RESIDENT	RESIDENT	RESIDENT	FY11	NON-RES	NON-RES	NON-RES	FY11
DMD 1st Year	Annual		\$26,020	\$28,706	\$32,141	12.0%	\$43,116	\$47,213	\$52,782	11.8%

Dental Graduate

Dental Grad 1st Year	4	4	6,866	7,647	8,565	12.0%	8,428	9,352	10,475	12.0%
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SCHOOL OF NURSING

Undergraduate Nursing

Undergrad Nursing (Acc. Bacc. Students)	4	1	4,884	4,884	4,980	2.0%	6,564	6,564	6,696	2.0%
Undergrad Nursing (OCNE Students)	3	3	3,468	3,468	3,504	1.0%	6,564	6,564	6,624	0.9%
RN/BS (new students admitted Fall or Spring)	3/1	4	4,884	4,884	4,932	1.0%	4,884	4,884	4,932	1.0%

Graduate Nursing

Grad Nursing (EOU, SOU, OIT)	n/a	4	4,338	4,338	4,464	2.9%	5,769	5,769	5,940	3.0%
Grad Nursing PDX (Matric Prior to Summer 2007)	n/a	4	4,338	4,338	4,464	2.9%	4,338	4,338	4,464	2.9%
Grad Nursing PDX (Matric Summer 2007 & Later)	3	4	4,338	4,338	4,464	2.9%	5,769	5,769	5,940	3.0%
Grad Nursing Post Master DNP, MPH & Nurs Ed	3	4	4,338	4,338	4,464	2.9%	5,769	5,769	5,940	3.0%
Grad Nursing Nurse Anesthesia	3	4	5,769	5,769	5,940	3.0%	5,769	5,769	5,940	3.0%
Grad Nursing Outside Oregon (Montana, etc.)	3	4	4,338	4,338	4,464	2.9%	5,769	5,769	5,940	3.0%

Knight Center of Emphasis Plan

- Knight COE plan expands basic and translational research significantly over 10 years
 - Adds 9 senior scientists and 41 junior or mid-level scientists
 - Over 500 non-faculty staff
 - Makes significant investments in technology transfer staff and technology transfer IT to support commercialization revenues
 - Plan targets \$125 million of new revenues after 10 years.
- FY12 budget includes first year of 10-year Knight COE plan, including:
 - \$2 million in incremental grants (“Discovery Engine”)
 - \$3 million in incremental revenues for advanced laboratory services
 - \$13 million in Knight gift funds used to support faculty startup and program development, plus approximately half of Knight COE equipment and renovations in the capital budget.

Overhead Cost Allocations

- Over the past year, a broad working group of faculty and administrators developed a proposal to simplify the way OHSU allocates space, insurance and administrative overhead costs (overhead cost allocation, or OCA).
- The FY12 budget will implement this reform, by setting FY12 OCA charges now, expressed in terms of rates (\$ per FTE, \$ per square foot, % of expense, insurance allocation) and charge resulting OCA amounts based on actual volume of FTEs, space and expense incurred.
- This will eliminate timing differences between budget estimates and actual, and other quirks that greatly complicated the old methodology. It also moves allocations across units, with the largest impact in the School of Medicine.
- To ensure that administrative and support units comprising the SGA and Space OCA pools achieve an equivalent level of performance as the revenue-generating areas, we will require them to absorb inflation, equal to approximately 3.5% or \$4 million.
- The hospital bears many support costs (such as facilities) directly, and thus has different OCA rates than the rest of the university (see summary on next page).

FY12 Overhead Cost Pools & Rates

	University	Hospital	Total	% Hospital
IT & Telecommunications (000)	\$14,112	\$12,705	\$26,817	
Central Finance	2,612	4,691	7,303	
Facilities & Logistics	9,769	10,431	20,200	
BICC (Library)	1,966	2,502	4,467	
Central Administration	5,614	8,343	13,958	
Pool for Central Initiatives	715	1,285	2,000	
Insurance	7,962	14,225	22,187	
Subtotal - OHSU-Wide pools	42,750	54,182	96,931	56%
Research Services & Tech Transfer	13,021	40	13,061	
Academic Affairs & Student Services	4,160	0	4,160	
Central Academic Commitments	5,372	0	5,372	
Central Leases & Internal Rents	6,905	4	6,909	
Credits & Other, Net	(1,150)	45	(1,105)	
Central Utilities	8,759	1,892	10,651	
Central Depreciation	23,728	4,526	28,254	
Central Interest Expense	11,161	2,078	13,239	
Subtotal - University-Focused Pools	71,957	8,585	80,541	11%
Total OCA Cost Pools	\$114,706	\$62,766	\$177,473	35%
Allocation Method:				
Square Feet	40,367	7,505	47,872	
FTEs	25,076	23,297	48,373	
Percent of Expense	\$49,264	\$31,964	\$81,228	

Major FY12 OCA Rates:

Personnel Services (Per FTE)	\$2,075	\$1,378
Information Technology (Per FTE)	\$3,745	\$2,786
Other OCA (Percent of Expense)	6.6%	3.5%
Facility Costs - Lab (Per Square Foot)	\$52.64	
Facility Costs - Other (Per Square Foot)	\$43.85	\$6.34

Overhead Cost Allocations

- The FY12 OCA budget includes increases for only a limited number of items:
 - \$2 million pool for incremental OHSU-wide support initiatives
 - Project Management Office for process redesign \$1,000k
 - Diversity initiative (first year to ~\$1m second year) 500k
 - Pool for regulatory, legal & compliance capacity 500k
 - \$3.2 million for pension increases for administrative and support staff
 - \$1.8 million for insurance, utilities, interest and depreciation.
- The aggregate guideline is to keep the overall growth in OCA costs (at 4%) below the growth in total OHSU revenues (5%), so that overhead and support costs slowly decrease as a percent of revenue over time.

FY12 Budget: Strategies, Risks & Challenges

- The next two pages summarize budget strategies and risks to manage for major organizational units across OHSU: School of Medicine, Provost's Office, Research, Hospital, and Central Services (including Information Technology, Central Finance, Human Resources, Facilities & Logistics).
- The challenges outlined here underline the importance of optimizing OHSU's resources to secure a balance across human, physical and financial capital.
- In FY12, this tension is especially clear in facilities and information technology infrastructure, where we are increasing capital investment but tightening operations budgets, in order to keep support costs from increasing as a share of total expense.
- We list these challenges in the budget to emphasize the focus OHSU management has on continuing to manage risk successfully.

FY12 Budget: Strategies

- Summary of strategies to achieve budget targets
 - Expand beds on Kohler 9th floor to support admissions growth
 - Accomplish “PwC” targets for performance, productivity & process redesign
 - Clinical faculty productivity initiatives & research faculty salary coverage goals
 - Align clinic staffing with volume & increase coverage of research staff on grants
 - Increase tuition, research recharge and clinical revenues
 - Continue to integrate administrative functions in mission-similar areas
 - Labor productivity & position control (restructure or eliminate vacant positions)
 - Reduce non-salary costs, including travel & professional development expense
 - Overall, prioritize functions and activities from most to least critical, and prune from bottom of list to reinvest at top of list.

FY12 Budget: Risks & Challenges

- Summary of risks and challenges to manage
 - End of ARRA funding, negative impact of the economy and government budget deficits on Medicare, Medicaid, NIH/NSF, State funding and other sources
 - Market competition for clinical activity
 - Maintaining competitive rates for tuition, research & clinical services
 - Competitive salaries, faculty & staff satisfaction and retention
 - Rising Case Mix Index and shorter hospital stays is a labor intensive path
 - Enhancing data systems to implement and measure PwC strategies
 - Delays in upgrades to core computer applications
 - Insufficient preventive maintenance on campus buildings
 - Slower response times to customer demands from support units.

Capital Budget: Investing in Physical Assets

- The tight budget guidelines across OHSU, including absorbing inflation in support areas, and the resulting challenges to manage noted above, are necessary to increase earnings sufficiently to support a \$134 million capital budget (excluding CLSB).
- FY12 capital budget is 35% higher than this year's spending, and 85% above FY10 levels.
- Spending has been sized to maintain 177 days of cash on hand, taking into account earnings before depreciation, debt repayment, working capital, investment returns, and the current (April) cash position of 181 days, 4 days or about \$16 million above target.
- Capital priorities include expanded bed and ancillary service capacity in the hospital, implementation of the Knight plan, funds for roof replacement and critical deferred maintenance, COGNOS business intelligence system supporting process redesign, and the first year of a multi-year telephone replacement with a "Voice Over Internet Protocol" (VOIP) system.

FY12 Annual Capital Spending by Area

(000)	FY12 Budget
Facilities / Deferred Maintenance	\$13,050
Information Technology	12,400
Provost / Library	4,000
Research	2,500
School of Medicine	1,200
Space Committee	6,000
Contingency	1,750
Estimated Spending Delayed into FY13 (30%)	(11,745)
Subtotal - University Unrestricted	29,155
Knight Center of Emphasis Plan	10,979
Capital from Grants & Restricted Funds	14,000
Subtotal - University Capital Spending	54,134
Hospital capacity / expansion	21,740
Equipment & Other Replacement	33,265
New Technology	2,963
Other Strategic Investments	13,353
Contingency / Discretionary	8,500
Subtotal - Hospital Capital Spending	79,821
FY12 OHSU Annual Capital Spending	\$133,955

FY12 Capital Budget: Major Priorities (000)

○ Facilities / Deferred Maintenance	
– Deferred Maintenance (Mac Hall, MRB, BH, Vollum, BSC, BICC)	\$4,967
– University Roof Pool	3,000
– Physical Plant Electrical Infrastructure	929
– Canyon Parking EFIS Replacement	780
– Expansion Joint Replacement	765
○ Information Technology Group	
– Unified Communication Project (telephone replacement)	\$4,696
– Cognos Initiatives (business intelligence system)	1,811
– University Data Infrastructure	1,903
– Building Wiring for University Buildings	968
– Intranet Replacement – Ozone	663

FY12 Capital Budget: Major Priorities (000)

○ Provost / Research / School of Medicine / Space Committee	
– Library Main Collections	\$3,611
– Emerging Technology Fund	1,200
– Optical Coherence Tomography Imaging Systems	280
– ONPRC Research Building Seismic Upgrade	1,721
– Student Activities Building	1,000
○ Knight Cancer Institute – Center of Emphasis Plan	
– Discovery Engine Equipment, Hardware/Software	\$6,750
– Lab Services Equipment	2,275
– Space Needs / Lab Remodel	1,529
○ Grants / Restricted Fund Capital	
– Cytometry Core - RJH 5 (continuation)	\$3,850
– ONPRC Pens (continuation)	3,400
– ASB Containment Expansion	1,614

FY12 Capital Budget: Major Priorities (000)

○ Hospital – Capacity / Expansion	
– Kohler Pavilion Inpatient Unit on 9th Floor	\$3,291
– OHS 13/14 Mother Baby Unit	3,395
– OHS 10A Modernization	3,180
– HRC Core Lab	4,375
– KPV Operating Rooms 25/26	8,324
– DCH Operating Room	3,011
○ Hospital – Technology	
– EPIC Inpatient	\$566
– EPIC Beaker (Lab)	2,822
– EPIC Willow (Ambulatory Pharmacy)	997
– EPIC Phoenix (Transplant)	300

Capital Budget: Priorities Deferred to Later

- Despite the 35% growth in annual capital spending from this year, we are still bearing infrastructure risks, especially in facilities and information technology. The following are major projects that we are deferring to future years.

- Facilities & Campus Infrastructure

– North Campus Utility Plant	\$4,121
– Campus / Hospital Wayfinding Project	2,100
– New Identification (Badge) System	1,000

- Information Technology Infrastructure

– Upgrading Building Wiring (partial funding in FY12)	3,825
– Second Data Center (1 st year of multi-year project)	5,000

- Should financial performance exceed budget, we may advance key infrastructure projects (most likely utility plant and IT wiring upgrade) in the second half of FY12.

Capital Budget: Collaborative Life Sciences

- Included within FY12 budgeted cash flow is the first year of construction for the Collaborative Life Sciences Building Phase IA, approved at the last Board meeting.
- This first phase includes \$70 million for the OHSU share of the original joint project with OUS, plus \$30 million for the Center for Spatial Systems Biomedicine (Dr. Joe Gray lab) and parking / infrastructure needed for CLSB Phase II.
 - Of this \$100 million, approximately \$30 will be spent next year.
- Given significant success to date toward the \$30 million School of Dentistry fundraising goal, we are also seeking Board approval for CLSB Phase II, a \$105 million project comprising \$70 million for the clinical (3rd & 4th) years of Dentistry education, plus \$35 million for built-out and shelled research space.
 - FY12 budget anticipates \$15 million for design and a partial first year of construction for Phase II.

Capital Budget: CLSB Project Funding

- CLSB Phases IA + II total \$205 million, to be funded by:
 - \$90 million from gifts, donated equipment, and School of Dentistry earnings, of which 75% has been achieved to date (including the \$40 million anonymous gift and progress on the School of Dentistry fundraising campaign)
 - \$30 million from OHSU's share of OUS F-bonds, already issued
 - \$85 million from new OHSU debt to be issued after FY12.

- FY12's expected spending of \$45 million in CLSB project costs is funded by:

First year draw on \$40m anonymous gift funds	\$14m
First year draw on \$30m OHSU share of OUS F-bonds	11m
Cash from application of \$29m of existing OHSU bond funds	20m
<i>(\$29m will be drawn down in June 2011 instead of FY12)</i>	

Cash Flow +\$77M or +25% Over 2 Years

(millions)	FY11 Estimate	FY12 Budget	Two-Year Total
Operating income	\$37	\$57	\$94
Depreciation	106	109	215
Investment total return & other	28	14	42
Capital gifts & other	3	3	6
CLSB gift + bond funds applied	0	25	25
Other bond funds applied (6/11)	29	0	29
Sources of cash	204	208	412
Annual capital spending	(100)	(134)	(234)
CLSB project spending	0	(45)	(45)
Debt repayment	(19)	(20)	(39)
Working capital & other, net	(10)	(7)	(17)
Uses of cash	(129)	(206)	(335)
Sources less uses of cash	75	2	77
Beginning cash & investments	310	385	310
Ending cash & investments	\$385	\$387	\$387

*Does not include ~\$900m of cash & investments at the foundations,
at OHSU insurance company, or in project/bond funds held by trustee*

Plant +5% & Net Worth +19% Over 2 Years

(millions)	6/30/10 Actual	6/30/11 Estimate	6/30/12 Budget	Two-Year Change
Cash & investments	\$310	\$385	\$387	25%
Cash at OHSU insurance company	65	65	65	0%
Unrestricted interest in foundations	145	176	187	29%
Accounts receivable	263	263	270	3%
Net physical plant	1,214	1,208	1,278	5%
Long-term debt	(728)	(739)	(719)	-1%
Unexpended bond funds	29	30	19	-34%
CLSB gift funds	0	40	26	
Other assets & liabilities, net	(112)	(102)	(102)	-9%
Net worth	\$1,186	\$1,326	\$1,410	19%

Net worth does not include an additional \$509m at the foundations (6/30/10 value)

Conclusion

- Key priorities within the proposed FY12 budget include:
 - Continued focused growth in the hospital and faculty practice
 - Measured expansion of research funding base, post ARRA/stimulus grants, and of enrollment and tuition
 - Robust fundraising
 - Launch of the Knight Center of Emphasis plan
 - Implementation of the first year productivity and process redesign initiatives, plus additional savings from holding vacancies and reducing service & supply costs
 - Overcoming pension and government budget pressures to achieve \$57 million in operating income and support a \$134 million annual capital budget, while meeting the target of 177 days cash on hand.
- After review at Finance & Audit Committee in May and June, we are requesting approval of the budget from the Board of Directors at the June 30th meeting.

RESOLUTION 2011-06-04
OREGON HEALTH & SCIENCE UNIVERSITY
BOARD OF DIRECTORS
(Operating Budget and Capital Budget)

WHEREAS, Management has developed and has provided to the Board for its review the Operating Budget for Oregon Health & Science University for fiscal year 2011-12, including the tuition and fees for the academic year 2011-12 ("FY11-12 Operating Budget");

WHEREAS, Management has developed and has provided to the Board for its review the Capital Budget for Oregon Health & Science University for fiscal year 2011-12 ("FY 11-12 Capital Budget");

WHEREAS, the Board believes that the University's adoption of each of (i) the FY 11-12 Operating Budget, and (ii) the FY 11-12 Capital Budget is in the best interests of the University.

NOW, THEREFORE, BE IT RESOLVED, by the Board of Directors as follows:

1. The Operating Budget for Oregon Health & Science University for fiscal year 2011-12 included in the June 30, 2011 Board docket accompanying this Resolution, including the tuition and fees for the academic Year 2011-12 as shown in the OHSU Academic Year Fee Book 2011-12, is hereby approved and adopted.
2. The Fiscal Year 2011-12 Capital Budget included in the June 30, 2011 Board docket accompanying this Resolution is hereby approved and adopted.

This Resolution is adopted this 30th day of June 2011.

Yeas _____

Nays _____

Signed by the Secretary of the Board on June 30, 2011.

Amy M. Wayson
Board Secretary

Oregon Health & Science University

DRAFT

Academic Year Fee Book 2011-2012

Prepared by:

The Office of the Registrar
& Financial Aid, June 30, 2011



Fee Book

Academic Year 2011-2012

Oregon Health & Science University

DRAFT

The fee policies as outlined in this document apply to the Fall, Winter, Spring and Summer terms of the 2011-2012 academic year. All prior academic year *Fee Books* are repealed except as to rights or obligations previously acquired or incurred thereunder.

Definitions

A. Graduate Student

A graduate student is one who holds a degree from an accredited college or university unless such a student is classified as a post baccalaureate, non-graduate student eligible for undergraduate fee status, or is pursuing a course of study leading to the Degree of Doctor of Medicine or Doctor of Dental Medicine.

B. Nonresident Student

A non-resident student is one who fails to meet the *Determination of Residence* requirements of the OHSU Residency Policy.

C. Full-Time Student

A full time undergraduate student is one who is enrolled for at least 12 credits and not more than 18 credits per term. A full time graduate student is one who is enrolled for at least 9 credits and not more than 16 credits per term. This definition applies to all programs.

D. Part-Time Student

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

E. Over-Time Student

An over-time student is one who is enrolled in more than the maximum credits designated for a full-time student (more than 18 credits for undergraduates; more than 16 credits for graduates).

F. Open Enrollment

Enrollment for course credits is available to all qualified students (it is understood that enrollment in particular courses may be subject to certain requirements; e.g., successful completion of prerequisites, grade point average, instructor's consent).

G. Closed Enrollment

Enrollment for credit in courses taught under contract or agreement, whereby student participation is limited under the terms of the contract (usually a sponsored course intended for instruction of individuals designated by the contractor).

H. Self-Support Enrollments

All courses for credit, whether open or closed enrollment, that (as a group) are required to generate sufficient fee income to support the cost of instruction.

I. Employee Tuition Benefit Program

An Employee Tuition Benefit program is available for some OHSU academic programs. A listing of Employee Tuition Benefit eligible programs and the *Application for Employee Tuition Benefit* form are available in the Human Resources Office and also on the Human Resources website.

Employees must submit a completed and current OHSU Employee Tuition Benefit Application form no earlier than 30 calendar days prior to the start of each term. Approved employees must turn in a completed Employee Tuition Benefit form to the appropriate school Registrar's Office not later than 3 weeks from the first day of class starting in which the benefit is used. Students of PCC will only have 2 weeks from the first day of class starting in which the benefit is used. Employees may register for classes without the approved Employee Tuition Benefit Application form, but must have the form when they pay their tuition and fees for that term.

J. Home Institution

A student's home institution is the institution to which that student is formally admitted and matriculated in a degree program, regardless of where the student is enrolled.

K. Fee Remission

The Fee Remission is a means by which a student's fees are assessed at the prescribed rate and then reduced by being offset by funds from some other source.

L. Mandatory Enrollment Fees

Mandatory Enrollment Fees are those fees that a student is assessed for which the student has no discretion not to pay. Mandatory Enrollment Fees include, but are not limited to: Tuition, Technology or Instructional Aids Fee, Building Fee, Health Service Fee, Major Medical Fee, Incidental Fee and others. There may be differentials for some fees based on residency or some other criteria. Mandatory Enrollment Fees are set by the OHSU Board of Directors.

I. Tuition Policies

A. These policies apply to both undergraduate and graduate students at all enrollment levels.

1. Tuition is established to provide support for costs of instruction expenditures.
2. Resident and nonresident differentials may apply to undergraduate and graduate students.
3. Full-time students are assessed applicable fees at the full-time rate. Part-time students are also assessed applicable fees, which may or may not be prorated by credit hour, based on program requirements.

B. Students in Self-Support Courses for Credit

1. Self-support tuition and fees will be assessed to participating students regardless of the credit hours carried or fees paid for enrollment.
2. Both open and closed (grant or contract) instruction courses are included in the self-support classifications.
3. Self-support Course Fees are to be established by the academic program.
4. No residency classification is required for self-support credit instruction.
5. Staff or any graduate assistant's fee privileges do not apply to self-support courses. Exceptions may be allowed by the academic program for courses deemed to have met the condition of self-support.

II. Other Tuition and Fee Policies

A. Health Service and Incidental Fees

After consultation with student associations and other advisory bodies, as appropriate, the Health Service and Incidental Fees will be included in the Academic Year Fee Book.

B. Building Fee

1. Full-time students are assessed a Building Fee of \$20.00 per term. The Building Fee for nursing students at EOU, OIT, SOU and WOU are set by those campuses.
2. Part-time students are assessed a Building Fee prorated to the credit hours taken per term.

C. Application Fee

1. General Policy

An Application Fee will be assessed to all students seeking formal admission to Oregon Health & Science University. An application will not be evaluated until the

Application Fee has been received. The amount of the Application Fee varies and is set by the academic program.

2. Other Policies

If a student matriculates into an academic program, is not subsequently registered for one or more terms, and then re-enters the same program, a second Application Fee will not be required. Applicants for admission as graduate students will be required to pay the Application Fee, including those advancing from the undergraduate level to graduate standing.

If a student applies to enroll for fall, winter, or spring term of an academic year but delays enrollment until a subsequent term, a second Application Fee will not be assessed if enrollment occurs within that academic year or the summer session following that academic year. If enrollment is delayed until the subsequent academic year, a second Application Fee will be assessed.

The Application Fee applies to prospective international students. All Application Fees are not refundable and cannot be waived.

D. Other Fees, Deposits, Fines, and Service Charges

1. Advance Tuition Deposit

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

2. Late Registration Fee \$35.00

3. Returned Check \$40.00

A returned check charge will be assessed in the amount of \$40.00. In addition, the institution may assess the late registration fee if the returned check was used to pay tuition and fees.

4. Change of Program Fee, per course Up to \$10.00

5. Grade Transcript Fee

Official copy, ordered 48 hours in advance \$15.00

Official copy, same day service \$20.00

Faxed official copy \$20.00

If priority delivery service is requested, there will also be a \$20 charge in addition to the above charge.

- | | | |
|----|-------------------------------|---------|
| 6. | Certified Copies of Diplomas | \$10.00 |
| 7. | Duplicate Diploma | \$50.00 |
| 8. | Medical Student Dean's Letter | \$10.00 |
| 9. | Records Retrieval Fee | \$20.00 |

A fee will be assessed to retrieve educational records stored in an archival area.

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

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

11. Examination for Credit

Institution-administered examination for credit, per course examination, regardless of credit hours involved.	Up to \$40.00
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- | | | |
|-----|----------------|---------|
| 12. | Graduation Fee | \$50.00 |
|-----|----------------|---------|

13. Instructional Aids Fee

Dental and Dental Graduate Students, per term	\$250.00
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Medical Students, per term	Up to \$534.00
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- | | | |
|-----|---|---------|
| 14. | School of Nursing Transcript Evaluation Fee | \$25.00 |
|-----|---|---------|

A fee will be assessed for a preliminary evaluation of transcripts, prior to submission of an application for admission, for the purpose of determining whether completed coursework would fulfill prerequisites required by the School of Nursing for admission to the baccalaureate nursing program. A preliminary transcript evaluation is not a requirement of the School of Nursing application process.

The final determination of whether an applicant's completed coursework meets the admission requirements may be made only by the Registrar's Office after an application for admission has been submitted.

- | | | |
|-----|-------------------------------------|---------|
| 15. | International Student Fee, per term | \$50.00 |
|-----|-------------------------------------|---------|

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

16. Nursing Graduate Program Enhancement Fee, per term \$1250.00

A fee is assessed to graduate nursing students who have been determined, based on admissions criteria, to require specialized support services in areas of language competencies (reading, writing, listening, speaking) and orientation to graduate academic life. Students' needs for such services are evaluated during the admissions process.

17. Nursing Assessment Fee, per term up to \$40.00

A fee is assessed to baccalaureate and accelerated baccalaureate students for standardized tests that are administered at various points during the curriculum. The purpose of the tests is to provide feedback to the student on progress made in mastering the content of the curriculum and in preparing for the RN licensure examination.

E. Refund Policy

Refunds may be granted to students in accordance with the refund schedule on file with the university Registrar's Office. This schedule shall be prepared annually. There is no refund for Employee Tuition Benefits. A listing of academic programs not eligible for Employee Tuition Benefit is on file with the Registrar's Office.

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

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

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

F. Institution Fees and Charges

1. Self-Support Instruction, Registration, and Fee Policies

Institution officials may establish policies for pre-registration and fee assessments for self-support instruction. Such policies and assessments may be established as necessary to improve planning, improve services to students, or to assure that the self-support principle can be maintained.

2. Charges for Services to Non-students

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

G. Institution Authority to Adjust Charges

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

III. Other Fees and Policies

A. Graduate Assistants

Graduate students appointed by the schools of Dentistry, Medicine, and Nursing and paid at established institutional salary rates as graduate teaching assistants, graduate research assistants, or graduate fellows may be exempt from the payment of tuition on the first 16 credits per term, as specified in each school's policies. The graduate student exemption from payment of tuition does not apply to courses leading to the M.D. or D.M.D. degrees. Tuition will be assessed to the employing account or department, not to exceed the graduate resident, full-time student tuition per term. When an assistant is authorized to exceed 16 credits per term, the institution shall charge the assistant the resident overload tuition for the excess credits, based on residency status. The enrollment privilege does not apply to self-support courses.

If an assistant has been on an academic year appointment, serving in that appointment spring term, and the academic program intends to reappoint the assistant in the following fall term, the assistant may exercise the study privilege during the interim summer term upon approval of the academic program.

Graduate assistants are assessed and are individually responsible for payment of Building Fee, Health Service Fee, Major Medical Fee, Incidental Fee and Instructional Aids Fee approved for the school and program in which they are enrolled at the credit hour level carried, and at rates applicable to graduate students. Remission of some or all of these fees is at the discretion of the academic program.

B. Auditors

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

C. Courses Taken at Other Institutions

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

IV. Accounts Receivable Policy

A. Student Responsibility

At the time a student formally registers for classes, either by signing and submitting the appropriate registration forms to the Registrar's Office, or by registering online, the student agrees to:

1. Assume financial responsibility for any tuition and fees as posted to his/her student account.
2. Abide by the official college policies regarding withdrawal from the University.
3. Assume the responsibility for understanding the University's official policy concerning schedule changes and satisfactory academic progress which may result in additional charges or the loss of eligibility for certain types of financial aid. It is considered the student's responsibility to understand how these changes can affect his/her financial situation with regard to financial aid eligibility.
4. Make sure OHSU student records are current and advise of any demographic changes such as name, address, telephone and email.

B. Payment Due Dates

Accounts Receivable approved financial arrangements must be in place one week after the start of classes for each program. Electronic Bills, or E-Bills, for tuition and fees are the official student billing method for OHSU. E-Bills are sent out on the second Tuesday of every month. Some advantages of E-Bills are: saves paper and postage, accessible 24 hours a day from anywhere with internet access and eliminates the need to wait for a paper bill to arrive.

Students that do not receive an E-Bill can confirm account charges by accessing the online Institutional Student Information System (ISIS), <http://www.ohsu.edu/registrar/ISISOnline.htm> or by calling the Baird Hall Cashier's Office at (503) 494-8243. All students must pay on time even if an E-Bill is not received. Please refer to your statement for the last day to pay tuition and fees in full before late charges are assessed.

C. Payment Options

Payment to student accounts can be made using cash, check, credit card (Visa/MasterCard) in person, by US mail or online through Institutional Student Information System (ISIS) which is a secure payment option. However, student financial aid must be applied to student accounts before a credit card payment will be accepted. Any balance remaining after financial aid has been applied may be paid by credit card.

D. Refunds

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

Credit Card – If payment is made on a student account by credit card, then credit must be issued to the original credit card according to Visa/MasterCard regulations.

Check – Refunds in the form of a check can be picked up at the Baird Hall Cashier's Office, sent directly to the student's address on file or express mailed to another OHSU campus for pickup. Please be aware that there is a 24 hour hold on all checks before they can be disbursed. The refund check will be delivered to the student upon presentation of a valid student ID. If a valid student ID is not available, students will be asked for two of the following: driver's license or other valid state or federal ID, student ID number, date of birth or social security number. The student will then be asked to verify the current address.

Direct Deposit – Direct deposit is the electronic transfer of funds into a checking or savings account. It is the quickest, safest and most convenient way to receive a refund. To elect to have refunds direct deposited, students must complete the OHSU Student Direct Deposit Authorization Form, attach a blank check and fax, mail or bring the form to the Baird Hall Cashier's Office. This method is not currently available to the following campuses: EOU, OIT, SOU or WOU.

Exceptions will be handled on a case by case basis.

E. Payment Plans

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

F. Educational Promissory Note

OHSU offers extended payment terms utilizing an Educational Promissory Note for unpaid tuition and fees. The Educational Promissory Note is offered on a per term basis with a new note required each term. This is a mandatory note for all unpaid tuition and fees.

G. Contractual Agreements

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

H. Collection Actions

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

1. Prevention of students from registering for classes
2. Hold on registration, official transcripts, licensure certification, diplomas and grades
3. Debt referral to third party collection agency
4. Tax Off-set of debt against State of Oregon Income Tax Refund, only Oregon residents
5. Accounts with unresolved balances are subject to additional collection charges, legal and attorney fees.
6. Litigation against debtor.

I. Withdrawals

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

J. Delinquent Accounts

Please refer to your statement for the last day to pay tuition and fees in full before late charges are assessed. If payment is not paid in full by stated due date, then the following policies may apply.

1. Interest will be assessed at a rate of 1% per month of the outstanding balance.

2. All accounts over 121+ days delinquent and not making regular monthly payments will be sent to Oregon Department of Revenue or an outside collection agency.
3. Accounts referred to an outside collection agency will incur a collection fee of \$40.00 and will be subject to additional collection charges, legal and attorney fees. After an account has been turned over to a collection agency, OHSU can no longer accept payment on this account and students must remit payment directly to the agency.
4. Oregon Health & Science University reserves the right to recover all costs involved with the collection and/or litigation of delinquent accounts.
5. Oregon Health & Science University is a non-profit institution of higher learning. Student receivable accounts are considered to be educational loans offered for the sole purpose of financing an education and are not dischargeable in bankruptcy proceedings.
6. The University reserves the right to demand payment in the form of a certified check, money order, cash or credit card in the event that one or more checks have been returned unpaid for any reason.

The following website addresses most Accounts Receivable issues:

<http://www.ohsu.edu/xd/about/services/financial-services/managing/billing/students.cfm>

OHSU 2011-2012 Academic Year Fee Book

Draft
6/30/2011

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ALLIED HEALTH - Dietetic Intern, Clinical Nutrition or Clinical Dietetics
2011-2012 Tuition & Fee Charges By Term

Draft 6/30/2011

Tuition		Building	Incidental	Student	Drug Test*	Health	Dental**	Major**	Total Charges	
Residents	Non-Residents	Fee	Fee	Activity Fee	Fee	Service Fee	Insurance	Medical Fee	Residents	Non-Residents

DIETETIC INTERNS

Full-Time

9-16 credit hours

6,012.00	8,982.00	20.00	281.00	15.00	36.00	257.00	117.44	1,190.84	7,929.28	10,899.28
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MS IN CLINICAL NUTRITION & MASTER OF CLINICAL DIETETICS

Full-Time

9-16 credit hours

6,012.00	8,982.00	20.00	281.00	15.00	36.00	257.00	117.44	1,190.84	7,929.28	10,899.28
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Part-Time

1 credit hour

668.00	998.00	6.00	0.00	0.00	36.00	257.00	117.44	1,190.84	2,275.28	2,605.28
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2 credit hours

1,336.00	1,996.00	8.00	0.00	0.00	36.00	257.00	117.44	1,190.84	2,945.28	3,605.28
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3 credit hours

2,004.00	2,994.00	10.00	0.00	0.00	36.00	257.00	117.44	1,190.84	3,615.28	4,605.28
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4 credit hours

2,672.00	3,992.00	12.00	0.00	0.00	36.00	257.00	117.44	1,190.84	4,285.28	5,605.28
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5 credit hours

3,340.00	4,990.00	14.00	0.00	0.00	36.00	257.00	117.44	1,190.84	4,955.28	6,605.28
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6 credit hours

4,008.00	5,988.00	16.00	0.00	0.00	36.00	257.00	117.44	1,190.84	5,625.28	7,605.28
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7 credit hours

4,676.00	6,986.00	18.00	0.00	0.00	36.00	257.00	117.44	1,190.84	6,295.28	8,605.28
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8 credit hours

5,344.00	7,984.00	20.00	0.00	0.00	36.00	257.00	117.44	1,190.84	6,965.28	9,605.28
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Over-Time

Each Additional Hour

668.00	998.00									
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NOTES:

*The Drug Test Fee is charged to new students and is charged during Fall term only.

**Students are required to purchase OHSU major medical insurance or a policy approved by OHSU. There is an OHSU major medical insurance waiver option available.

For waiver application information and deadlines, refer to the following website: http://www.aetnastudenthealth.com/stu_conn/student_connection.aspx?groupid=474951

**The Major Medical/Dental rates represent 4 months of coverage. The Winter & Spring term rates for Dietetic Interns are Major Medical = \$893.13 and Dental = \$88.08 and coverage ends June 3, 2012. The Fall term rates for Coordinated Masters students that attended Summer 2011 are Major Medical = \$893.13 and Dental = \$88.08. Insurance coverage for masters students ends August 31, 2012. Summer 2012 rates for new students will be determined according to the 2012-13 Academic Calendar.

ALLIED HEALTH - Physician Assistant Studies
2011-2012 Tuition and Fees by Term

Draft 6/30/2011

Tuition		Building Fee	Incidental Fee	Tech Fee	Disability Insurance	Student Activity Fee	Program Fees	Drug* Test Fee	Health Service Fee	Dental** Insurance	Major** Medical Fee	Total Charges	
Residents	Non-Residents											Residents	Non-Residents

PHYSICIAN ASSISTANT

Full-Time

(9 or more cr.)	7,884.00	7,884.00	20.00	281.00	136.00	27.00	15.00	215.00	36.00	257.00	117.44	1,190.84	10,179.28	10,179.28
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Part-Time

1 credit hour	876.00	876.00	6.00	0.00	136.00	27.00	0.00	215.00	36.00	257.00	117.44	1,190.84	2,861.28	2,861.28
2 credit hours	1,752.00	1,752.00	8.00	0.00	136.00	27.00	0.00	215.00	36.00	257.00	117.44	1,190.84	3,739.28	3,739.28
3 credit hours	2,628.00	2,628.00	10.00	0.00	136.00	27.00	0.00	215.00	36.00	257.00	117.44	1,190.84	4,617.28	4,617.28
4 credit hours	3,504.00	3,504.00	12.00	0.00	136.00	27.00	0.00	215.00	36.00	257.00	117.44	1,190.84	5,495.28	5,495.28
5 credit hours	4,380.00	4,380.00	14.00	0.00	136.00	27.00	0.00	215.00	36.00	257.00	117.44	1,190.84	6,373.28	6,373.28
6 credit hours	5,256.00	5,256.00	16.00	0.00	136.00	27.00	0.00	215.00	36.00	257.00	117.44	1,190.84	7,251.28	7,251.28
7 credit hours	6,132.00	6,132.00	18.00	0.00	136.00	27.00	0.00	215.00	36.00	257.00	117.44	1,190.84	8,129.28	8,129.28
8 credit hours	7,008.00	7,008.00	20.00	0.00	136.00	27.00	0.00	215.00	36.00	257.00	117.44	1,190.84	9,007.28	9,007.28

Per Credit Hour	876.00	876.00
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Physician Assistant is a flat fee lock step program and not available on a per credit hour basis. Students attend a total of 9 terms over two academic years of attendance.

For students requiring remediation (approval by the Program Director required) tuition and fees will be based on the above graduated scale for part-time attendance.

NOTES:

*The Drug Test Fee is charged to the Class of 2013 and is charged for Summer term only.

**Students are required to purchase OHSU major medical insurance or a policy approved by OHSU. There is an OHSU major medical insurance waiver option available. For waiver application information and deadlines, refer to the following website: http://www.aetnastudenthealth.com/stu_conn/student_connection.aspx?groupid=474951

**The Major Medical/Dental rates represent 4 months of coverage. The Fall and Spring term rates for the Class of 2012 are Major Medical = \$595.42 and Dental = \$58.72. The Fall and Spring term rates for the Class of 2013 are Major Medical = \$893.13 and Dental = \$88.08. Summer 2012 rates for all students will be determined according to the 2012-13 Academic Calendar.

ALLIED HEALTH - Radiation Therapy Technology
2011-2012 Tuition & Fee Charges By Term

Draft 6/30/2011

Tuition		Building	Incidental	Student	Drug Test*	Health	Dental**	Major**	Total Charges	
Residents	Non-Residents	Fee	Fee	Activity Fee	Fee	Service Fee	Insurance	Medical Fee	Residents	Non-Residents

RADIATION THERAPY TECHNOLOGY

Full-Time

12-18 credit hours	4,608.00	5,916.00	20.00	281.00	15.00	36.00	257.00	117.44	1,190.84	6,525.28	7,833.28
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Part-Time

1 credit hour	384.00	493.00	9.00	0.00	0.00	36.00	257.00	117.44	1,190.84	1,994.28	2,103.28
2 credit hours	768.00	986.00	10.00	0.00	0.00	36.00	257.00	117.44	1,190.84	2,379.28	2,597.28
3 credit hours	1,152.00	1,479.00	11.00	0.00	0.00	36.00	257.00	117.44	1,190.84	2,764.28	3,091.28
4 credit hours	1,536.00	1,972.00	12.00	0.00	0.00	36.00	257.00	117.44	1,190.84	3,149.28	3,585.28
5 credit hours	1,920.00	2,465.00	13.00	0.00	0.00	36.00	257.00	117.44	1,190.84	3,534.28	4,079.28
6 credit hours	2,304.00	2,958.00	14.00	0.00	0.00	36.00	257.00	117.44	1,190.84	3,919.28	4,573.28
7 credit hours	2,688.00	3,451.00	15.00	0.00	0.00	36.00	257.00	117.44	1,190.84	4,304.28	5,067.28
8 credit hours	3,072.00	3,944.00	16.00	0.00	0.00	36.00	257.00	117.44	1,190.84	4,689.28	5,561.28
9 credit hours	3,456.00	4,437.00	17.00	0.00	0.00	36.00	257.00	117.44	1,190.84	5,074.28	6,055.28
10 credit hours	3,840.00	4,930.00	18.00	0.00	0.00	36.00	257.00	117.44	1,190.84	5,459.28	6,549.28
11 credit hours	4,224.00	5,423.00	19.00	0.00	0.00	36.00	257.00	117.44	1,190.84	5,844.28	7,043.28

Over-Time

Each Additional Hour	384.00	493.00
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NOTES:

*The Drug Test Fee is charged to new students and is charged during Fall term only.

**Students are required to purchase OHSU major medical insurance or a policy approved by OHSU. There is an OHSU major medical insurance waiver option available.

For waiver application information and deadlines, refer to the following website: http://www.aetnastudenthealth.com/stu_conn/student_connection.aspx?groupid=474951

**The Major Medical/Dental rates represent 4 months of coverage. The Spring term rates for 1st year students and the Winter and Spring term rates for 2nd year students are Major Medical = \$893.13 and Dental = \$88.08. Summer 2012 rates for all students will be determined according to the 2012-13 Academic Calendar.

**DENTISTRY - DMD or Graduate Dental
2011-2012 Tuition & Fee Charges by Term**

Draft 6/30/2011

Tuition		Building	Incidental	Student	Disability*	Pager	ASDA*	Drug Test**	Health	Major***	Instruction	Total Charges	
Residents	Non-Residents	Fee	Fee	Activity Fee	Insurance	Charge	Dues	Fee	Service Fee	Medical Fee	Aids	Residents	Non-Residents

DENTAL

Full-Time (9 or more credit hours)

1st & 2nd Year	9,326.00	15,315.00	20.00	281.00	10.00	104.00	18.30	75.00	36.00	257.00	893.13	250.00	11,270.43	17,259.43
3rd & 4th Year	9,011.00	15,109.00	20.00	281.00	10.00	104.00	18.30	75.00	0.00	257.00	893.13	250.00	10,919.43	17,017.43

Tuition for Summer 2012 for students entering their 1st or 2nd year is 50% of the above 1st & 2nd year tuition amount (resident \$4,663 & non-resident \$7,658).

Tuition for Summer 2012 for students entering their 3rd or 4th year is 50% of the above 3rd & 4th year tuition amounts (resident \$4,506 & non-resident \$7,555).

Students needing to finish graduation requirements during Summer 2012 or beyond will be charged full tuition and fees for every subsequent term enrolled until all graduation requirements have been completed.

Dentistry is a flat fee lock-step program and not available on a part-time basis unless approved by the Dean for unusual circumstances.

GRADUATE DENTAL (Masters and Advanced Specialty Programs)

All Years	8,565.00	10,475.00	20.00	281.00	10.00	104.00	18.30	0.00	36.00	257.00	893.13	250.00	10,434.43	12,344.43
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Graduate students are assessed tuition and fees for four terms per academic year.

NOTES:

*The Disability Insurance Fee and the ASDA Dues Fee are charged Fall Term only.

**The Drug Test Fee is charged in the Summer term to new students only.

***Students are required to purchase OHSU major medical insurance or a policy approved by OHSU. There is an OHSU major medical insurance waiver option available. For waiver application information and deadlines, refer to the following website: http://www.aetnastudenthealth.com/stu_conn/student_connection.aspx?groupid=474951

***The Major Medical rate represents 3 months of coverage.

The Fall term Major Medical rate for 2nd through 4th year DMD students is \$1190.84.

Summer 2012 rates for all students will be determined according to the 2012-13 Academic Calendar.

MEDICINE - MD
2011-2012 Tuition & Fee Charges By Term

Draft 6/30/2011

Tuition		Building	Incidental	Student	Instruction	Disability*	Answer**	Pager	Drug**	Health	Dental***	Major***	Total Charges	
Residents	Non-Residents	Fee	Fee	Activity Fee	Aids	Insurance	Pod Fee	Fee	Test Fee	Service Fee	Insurance	Medical Fee	Residents	Non-Residents

MEDICINE

Full-Time (9 or more credit hours)

1st year	8,665.00	12,258.00	20.00	281.00	15.00	400.00	111.00	35.00	0.00	36.00	257.00	117.44	1,190.84	11,128.28	14,721.28
2nd year	11,439.00	16,182.00	20.00	281.00	15.00	534.00	111.00	0.00	0.00	0.00	257.00	117.44	1,190.84	13,965.28	18,708.28
3rd year	8,565.00	12,114.00	20.00	281.00	15.00	400.00	111.00	0.00	18.00	0.00	257.00	117.44	1,190.84	10,975.28	14,524.28
4th year	8,967.00	12,691.00	20.00	281.00	15.00	400.00	111.00	0.00	18.00	0.00	257.00	117.44	1,190.84	11,377.28	15,101.28

Part-Time

1 credit (seminar)	60.00	60.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	60.00	60.00
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The M.D. program is a fixed fee, continuity program and is not available on a part-time basis, unless approved by the Program Director for unusual circumstances. Second year students are responsible for paying full tuition and fees for 3 terms annually. First, third and fourth year students are responsible for paying full tuition and fees for 4 terms annually.

Students are required to pay four years of full tuition and fees (14 or 15 terms depending upon matriculating class) toward the M.D. degree. Students approved for extended enrollment that have not paid for 4 years will be assessed per term tuition and fees at the above rates based upon their matriculating class. Students whose matriculating class is no longer enrolled or students whose enrollment has extended more than one year beyond their matriculating class will be assessed per term tuition and fees at the above rates based upon their current class, until they have paid for 4 years. Students that have already paid for 4 years will be assessed per term fees at the above 4th year rate (except for tuition).

NOTES:

*The Disability Insurance Fee is charged in Fall term only.

**The Answer Pod Fee and the Drug Test Fee are charged Summer term only.

***Students are required to purchase OHSU major medical insurance or a policy approved by OHSU. There is an OHSU major medical insurance waiver option available. For waiver application information and deadlines, refer to the following website: http://www.aetnastudenthealth.com/stu_conn/student_connection.aspx?groupid=474951

***The Major Medical/Dental rates represent 4 months of coverage.

The Fall term rates for 1st year students are Major Medical = \$595.42 and Dental = \$58.72.

The Winter and Spring term rates for 1st year students are Major Medical = \$893.13 and Dental = \$88.08 and insurance coverage for 1st year students ends July 31, 2012.

The Winter term rates for 2nd year students are Major Medical = \$893.13 and Dental = \$88.08.

The Fall and Spring term rates for 3rd year students are Major Medical = \$595.42 and Dental = \$58.72.

The Fall and Winter term rates for 4th year students are Major Medical = \$893.13 and Dental = \$88.08.

Summer 2012 rates for all students will be determined according to the 2012-13 Academic Calendar.

MEDICINE - Graduate Medicine - Basic Science PhD
2011-2012 Tuition & Fee Charges By Term

Draft 6/30/2011

	Tuition		Building	Incidental*	Student	Resource	Health	Dental**	Major**	Total Charges	
	Residents	Non-Residents	Fee	Fee	Activity Fee	Fee	Service Fee	Insurance	Medical Fee	Residents	Non-Residents
GRADUATE MEDICINE - Basic Science Doctoral Programs											
9 credit hours	6,048.00	6,723.00	20.00	281.00	15.00	154.00	257.00	117.44	1,190.84	8,083.28	8,758.28
Per credit											
1 credit hour	672.00	747.00	6.00	0.00	0.00	154.00	257.00	117.44	1,190.84	2,397.28	2,472.28
2 credit hours	1,344.00	1,494.00	8.00	0.00	0.00	154.00	257.00	117.44	1,190.84	3,071.28	3,221.28
3 credit hours	2,016.00	2,241.00	10.00	0.00	0.00	154.00	257.00	117.44	1,190.84	3,745.28	3,970.28
4 credit hours	2,688.00	2,988.00	12.00	0.00	0.00	154.00	257.00	117.44	1,190.84	4,419.28	4,719.28
5 credit hours	3,360.00	3,735.00	14.00	0.00	0.00	154.00	257.00	117.44	1,190.84	5,093.28	5,468.28
6 credit hours	4,032.00	4,482.00	16.00	0.00	0.00	154.00	257.00	117.44	1,190.84	5,767.28	6,217.28
7 credit hours	4,704.00	5,229.00	18.00	0.00	0.00	154.00	257.00	117.44	1,190.84	6,441.28	6,966.28
8 credit hours	5,376.00	5,976.00	20.00	0.00	0.00	154.00	257.00	117.44	1,190.84	7,115.28	7,715.28
Over-Time											
Each additional hour	672.00	747.00									

NOTES:

*Students whose entire program is located at the West Campus pay \$41 for the Incidental Fee.

**Students are required to purchase OHSU major medical insurance or a policy approved by OHSU. There is an OHSU major medical insurance waiver option available. For waiver application information and deadlines, refer to the following website: http://www.aetnastudenthealth.com/stu_conn/student_connection.aspx?groupid=474951

**The Major Medical/Dental rates represent 4 months of coverage. Insurance coverage ends August 31, 2012. The Fall term rates for new students who start in Summer 2011 are Major Medical = \$893.13 and Dental = \$88.08. Summer 2012 rates for new students will be determined according to the 2012-13 Academic Calendar.

MEDICINE - Graduate Medicine - Master of Public Health or Graduate Certificate in Biostatistics
2011-2012 Tuition & Fee Charges By Term

Draft 6/30/2011

	Tuition		Building	Incidental	Student	Resource	Health	Dental*	Major*	Total Charges	
	Residents	Non-Residents	Fee	Fee	Activity Fee	Fee	Service Fee	Insurance	Medical Fee	Residents	Non-Residents
GRADUATE MEDICINE - Master of Public Health											
9 credit hours	2,601.00	4,419.00	20.00	281.00	15.00	0.00	257.00	117.44	1,190.84	4,482.28	6,300.28
Per credit											
1 credit hour	289.00	491.00	6.00	0.00	0.00	0.00	257.00	117.44	1,190.84	1,860.28	2,062.28
2 credit hours	578.00	982.00	8.00	0.00	0.00	0.00	257.00	117.44	1,190.84	2,151.28	2,555.28
3 credit hours	867.00	1,473.00	10.00	0.00	0.00	0.00	257.00	117.44	1,190.84	2,442.28	3,048.28
4 credit hours	1,156.00	1,964.00	12.00	0.00	0.00	0.00	257.00	117.44	1,190.84	2,733.28	3,541.28
5 credit hours	1,445.00	2,455.00	14.00	0.00	0.00	0.00	257.00	117.44	1,190.84	3,024.28	4,034.28
6 credit hours	1,734.00	2,946.00	16.00	0.00	0.00	0.00	257.00	117.44	1,190.84	3,315.28	4,527.28
7 credit hours	2,023.00	3,437.00	18.00	0.00	0.00	0.00	257.00	117.44	1,190.84	3,606.28	5,020.28
8 credit hours	2,312.00	3,928.00	20.00	0.00	0.00	0.00	257.00	117.44	1,190.84	3,897.28	5,513.28
Over-Time											
Each additional hour	289.00	491.00									
GRADUATE MEDICINE - Graduate Certificate in Biostatistics											
9 credit hours	3,150.00	4,050.00	20.00	281.00	15.00	0.00	257.00	117.44	1,190.84	5,031.28	5,931.28
Per credit											
1 credit hour	350.00	450.00	6.00	0.00	0.00	0.00	257.00	117.44	1,190.84	1,921.28	2,021.28
2 credit hours	700.00	900.00	8.00	0.00	0.00	0.00	257.00	117.44	1,190.84	2,273.28	2,473.28
3 credit hours	1,050.00	1,350.00	10.00	0.00	0.00	0.00	257.00	117.44	1,190.84	2,625.28	2,925.28
4 credit hours	1,400.00	1,800.00	12.00	0.00	0.00	0.00	257.00	117.44	1,190.84	2,977.28	3,377.28
5 credit hours	1,750.00	2,250.00	14.00	0.00	0.00	0.00	257.00	117.44	1,190.84	3,329.28	3,829.28
6 credit hours	2,100.00	2,700.00	16.00	0.00	0.00	0.00	257.00	117.44	1,190.84	3,681.28	4,281.28
7 credit hours	2,450.00	3,150.00	18.00	0.00	0.00	0.00	257.00	117.44	1,190.84	4,033.28	4,733.28
8 credit hours	2,800.00	3,600.00	20.00	0.00	0.00	0.00	257.00	117.44	1,190.84	4,385.28	5,185.28
Over-Time											
Each additional hour	350.00	450.00									

NOTES:

*Students are required to purchase OHSU major medical insurance or a policy approved by OHSU. There is an OHSU major medical insurance waiver option available. For waiver application information and deadlines, refer to the following website: http://www.aetnastudenthealth.com/stu_conn/student_connection.aspx?groupid=474951

*The Major Medical/Dental rates represent 4 months of coverage. Insurance coverage ends August 31, 2012. The Fall term rates for new students who start in Summer 2011 are Major Medical = \$893.13 and Dental = \$88.08.

For MD/MPH students who are working on the MPH, the Winter and Spring term rates are Major Medical = \$893.13, Dental = \$88.08 and the insurance coverage ends June 30, 2012.

Summer 2012 rates for new students will be determined according to the 2012-13 Academic Calendar.

MEDICINE - Graduate Medicine - Biomedical Informatics
2011-2012 Tuition & Fee Charges By Term

Draft 6/30/2011

Tuition*		Building	Incidental	Student	Health	Technology	Dental**	Major**	Total Charges	
Residents	Non-Residents	Fee	Fee	Activity Fee	Service Fee	Fee	Insurance	Medical Fee	Residents	Non-Residents

GRADUATE MEDICINE - Biomedical Informatics (On Campus Students)

9 credit hours	4,950.00	5,715.00	20.00	281.00	15.00	257.00	0.00	117.44	1,190.84	6,831.28	7,596.28
Per credit											
1 credit hour	550.00	635.00	6.00	0.00	0.00	257.00	0.00	117.44	1,190.84	2,121.28	2,206.28
2 credit hours	1,100.00	1,270.00	8.00	0.00	0.00	257.00	0.00	117.44	1,190.84	2,673.28	2,843.28
3 credit hours	1,650.00	1,905.00	10.00	0.00	0.00	257.00	0.00	117.44	1,190.84	3,225.28	3,480.28
4 credit hours	2,200.00	2,540.00	12.00	0.00	0.00	257.00	0.00	117.44	1,190.84	3,777.28	4,117.28
5 credit hours	2,750.00	3,175.00	14.00	0.00	0.00	257.00	0.00	117.44	1,190.84	4,329.28	4,754.28
6 credit hours	3,300.00	3,810.00	16.00	0.00	0.00	257.00	0.00	117.44	1,190.84	4,881.28	5,391.28
7 credit hours	3,850.00	4,445.00	18.00	0.00	0.00	257.00	0.00	117.44	1,190.84	5,433.28	6,028.28
8 credit hours	4,400.00	5,080.00	20.00	0.00	0.00	257.00	0.00	117.44	1,190.84	5,985.28	6,665.28
Over-Time											
Each additional hour	550.00	635.00									

GRADUATE MEDICINE - Biomedical Informatics (All Distance Learning Students)

9 credit hours	5,400.00	6,165.00	0.00	0.00	0.00	0.00	145.00	0.00	0.00	5,545.00	6,310.00
Per credit											
1 credit hour	600.00	685.00	0.00	0.00	0.00	0.00	145.00	0.00	0.00	745.00	830.00
2 credit hours	1,200.00	1,370.00	0.00	0.00	0.00	0.00	145.00	0.00	0.00	1,345.00	1,515.00
3 credit hours	1,800.00	2,055.00	0.00	0.00	0.00	0.00	145.00	0.00	0.00	1,945.00	2,200.00
4 credit hours	2,400.00	2,740.00	0.00	0.00	0.00	0.00	145.00	0.00	0.00	2,545.00	2,885.00
5 credit hours	3,000.00	3,425.00	0.00	0.00	0.00	0.00	145.00	0.00	0.00	3,145.00	3,570.00
6 credit hours	3,600.00	4,110.00	0.00	0.00	0.00	0.00	145.00	0.00	0.00	3,745.00	4,255.00
7 credit hours	4,200.00	4,795.00	0.00	0.00	0.00	0.00	145.00	0.00	0.00	4,345.00	4,940.00
8 credit hours	4,800.00	5,480.00	0.00	0.00	0.00	0.00	145.00	0.00	0.00	4,945.00	5,625.00
Over-Time											
Each additional hour	600.00	685.00									

NOTES:

*Eligible members of organizations that have signed a tuition discount agreement with OHSU will receive a 5% tuition discount for the Graduate Certificate in Biomedical Informatics program.

**Students are required to purchase OHSU major medical insurance or a policy approved by OHSU. There is an OHSU major medical insurance waiver option available.

For waiver application information and deadlines, refer to the following website: http://www.aetnastudenthealth.com/stu_conn/student_connection.aspx?groupid=474951

**The Major Medical/Dental rates represent 4 months of coverage. Insurance coverage ends August 31, 2012. The Fall term rates for new students who start in Summer 2011 are Major Medical = \$893.13 and Dental = \$88.08. Summer 2012 rates for new students will be determined according to the 2012-13 Academic Calendar.

MEDICINE - Graduate Medicine - Master of Clinical Research, Certificate in Human Investigations or Health Sciences Technology Entrepreneurship Cert.
2011-2012 Tuition & Fee Charges By Term Draft 6/30/2011

Tuition*		Building	Incidental	Student	Health	Dental	Major	Total Charges	
Residents	Non-Residents	Fee	Fee	Activity Fee	Service Fee	Insurance	Medical Fee	Residents	Non-Residents

GRADUATE MEDICINE - Master of Clinical Research, Certificate in Human Investigations or Health Science Technology Entrepreneurship Certificate

9 credit hours	4,500.00	4,500.00	20.00	281.00	15.00	0.00	0.00	0.00	4,816.00	4,816.00
Per credit										
1 credit hour	500.00	500.00	6.00	0.00	0.00	0.00	0.00	0.00	506.00	506.00
2 credit hours	1,000.00	1,000.00	8.00	0.00	0.00	0.00	0.00	0.00	1,008.00	1,008.00
3 credit hours	1,500.00	1,500.00	10.00	0.00	0.00	0.00	0.00	0.00	1,510.00	1,510.00
4 credit hours	2,000.00	2,000.00	12.00	0.00	0.00	0.00	0.00	0.00	2,012.00	2,012.00
5 credit hours	2,500.00	2,500.00	14.00	0.00	0.00	0.00	0.00	0.00	2,514.00	2,514.00
6 credit hours	3,000.00	3,000.00	16.00	0.00	0.00	0.00	0.00	0.00	3,016.00	3,016.00
7 credit hours	3,500.00	3,500.00	18.00	0.00	0.00	0.00	0.00	0.00	3,518.00	3,518.00
8 credit hours	4,000.00	4,000.00	20.00	0.00	0.00	0.00	0.00	0.00	4,020.00	4,020.00
Over-Time										
Each additional hour	500.00	500.00								

NOTES:

*Certain courses with HIP Subject Codes will not be charged the per credit tuition amount. For a listing of the current tuition exempt courses, refer to the program website at: <http://www.ohsu.edu/xd/education/schools/school-of-medicine/academic-programs/hip/curriculum/tuition.cfm>

MEDICINE - Graduate Medicine - Department of Biomedical Engineering or Institute of Environmental Health
2011-2012 Tuition & Fee Charges By Term

Draft 6/30/2011

Tuition*		Building	Incidental**	Student	Resource	Health	Dental***	Major***	Total Charges	
Residents	Non-Residents	Fee	Fee	Activity Fee	Fee	Service Fee	Insurance	Medical Fee	Residents	Non-Residents

GRADUATE MEDICINE - Programs in the Department of Biomedical Engineering (Biomedical Engineering, Computer Science & Engineering or Electrical Engineering)
or Programs in the Institute of Environmental Health (Biochemistry & Molecular Biology or Environmental Science & Engineering)

Full-Time PhD students

9+ credit hours	6,030.00	6,030.00	20.00	41.00	15.00	154.00	257.00	117.44	1,190.84	7,825.28	7,825.28
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Part-Time

1 credit hour	670.00	670.00	6.00	0.00	0.00	154.00	257.00	117.44	1,190.84	2,395.28	2,395.28
2 credit hours	1,340.00	1,340.00	8.00	0.00	0.00	154.00	257.00	117.44	1,190.84	3,067.28	3,067.28
3 credit hours	2,010.00	2,010.00	10.00	0.00	0.00	154.00	257.00	117.44	1,190.84	3,739.28	3,739.28
4 credit hours	2,680.00	2,680.00	12.00	0.00	0.00	154.00	257.00	117.44	1,190.84	4,411.28	4,411.28
5 credit hours	3,350.00	3,350.00	14.00	0.00	0.00	154.00	257.00	117.44	1,190.84	5,083.28	5,083.28
6 credit hours	4,020.00	4,020.00	16.00	0.00	0.00	154.00	257.00	117.44	1,190.84	5,755.28	5,755.28
7 credit hours	4,690.00	4,690.00	18.00	0.00	0.00	154.00	257.00	117.44	1,190.84	6,427.28	6,427.28
8 credit hours	5,360.00	5,360.00	20.00	0.00	0.00	154.00	257.00	117.44	1,190.84	7,099.28	7,099.28

Full-Time Masters Students

9-12 credit hours	6,030.00	6,030.00	20.00	41.00	15.00	0.00	257.00	117.44	1,190.84	7,671.28	7,671.28
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Part-Time

1 credit hour	670.00	670.00	6.00	0.00	0.00	0.00	257.00	117.44	1,190.84	2,241.28	2,241.28
2 credit hours	1,340.00	1,340.00	8.00	0.00	0.00	0.00	257.00	117.44	1,190.84	2,913.28	2,913.28
3 credit hours	2,010.00	2,010.00	10.00	0.00	0.00	0.00	257.00	117.44	1,190.84	3,585.28	3,585.28
4 credit hours	2,680.00	2,680.00	12.00	0.00	0.00	0.00	257.00	117.44	1,190.84	4,257.28	4,257.28
5 credit hours	3,350.00	3,350.00	14.00	0.00	0.00	0.00	257.00	117.44	1,190.84	4,929.28	4,929.28
6 credit hours	4,020.00	4,020.00	16.00	0.00	0.00	0.00	257.00	117.44	1,190.84	5,601.28	5,601.28
7 credit hours	4,690.00	4,690.00	18.00	0.00	0.00	0.00	257.00	117.44	1,190.84	6,273.28	6,273.28
8 credit hours	5,360.00	5,360.00	20.00	0.00	0.00	0.00	257.00	117.44	1,190.84	6,945.28	6,945.28

Over-Time

Each additional hour	670.00	670.00									
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NOTES:

*Full-time Masters students pay the per credit tuition rate of \$670 for all credits in excess of 12 during a term. Non-matriculated students pay the per credit tuition rate of \$670 for all credits taken during a term.

**The Incidental fee for students located on the Portland campus is \$281 per term.

***Students are required to purchase OHSU major medical insurance or a policy approved by OHSU. There is an OHSU major medical insurance waiver option available. For waiver application information and deadlines, refer to the following website: http://www.aetnastudenthealth.com/stu_conn/student_connection.aspx?groupid=474951

***The Major Medical/Dental rates represent 4 months of coverage. Insurance coverage ends August 31, 2012. The Fall term rates for new students who start in Summer 2011 are Major Medical = \$893.13 and Dental = \$88.08. Summer 2012 rates for new students will be determined according to the 2012-13 Academic Calendar.

A lab fee of \$300 per quarter will apply to Environmental and Biomolecular Systems Division Masters students who work in the lab.

MEDICINE - Graduate Medicine - Division of Management
2011-2012 Tuition & Fee Charges By Term

Draft 6/30/2011

Tuition*		Building	Incidental	Student	Health	Dental**	Major**	Total Charges	
Residents	Non-Residents	Fee	Fee	Activity Fee	Service Fee	Insurance	Medical Fee	Residents	Non-Residents

GRADUATE MEDICINE - Master of Science in Healthcare Management, Certificate in Healthcare Management or Master of Business Administration in Healthcare Management

9-12 credit hours	4,950.00	4,950.00	20.00	281.00	15.00	257.00	117.44	1,190.84	6,831.28	6,831.28
Part-Time										
1 credit hour	550.00	550.00	6.00	0.00	0.00	0.00	0.00	0.00	556.00	556.00
2 credit hours	1,100.00	1,100.00	8.00	0.00	0.00	0.00	0.00	0.00	1,108.00	1,108.00
3 credit hours	1,650.00	1,650.00	10.00	0.00	0.00	0.00	0.00	0.00	1,660.00	1,660.00
4 credit hours	2,200.00	2,200.00	12.00	0.00	0.00	0.00	0.00	0.00	2,212.00	2,212.00
5 credit hours	2,750.00	2,750.00	14.00	0.00	0.00	0.00	0.00	0.00	2,764.00	2,764.00
6 credit hours	3,300.00	3,300.00	16.00	0.00	0.00	0.00	0.00	0.00	3,316.00	3,316.00
7 credit hours	3,850.00	3,850.00	18.00	0.00	0.00	0.00	0.00	0.00	3,868.00	3,868.00
8 credit hours	4,400.00	4,400.00	20.00	0.00	0.00	0.00	0.00	0.00	4,420.00	4,420.00
Over-Time										
Each additional hour	550.00	550.00								

GRADUATE MEDICINE - Master of Science or Certificate in Management in Science and Technology (Students in the Hightech Track)

9-12 credit hours	5,625.00	5,625.00	20.00	281.00	15.00	257.00	117.44	1,190.84	7,506.28	7,506.28
Part-Time										
1 credit hour	625.00	625.00	6.00	0.00	0.00	0.00	0.00	0.00	631.00	631.00
2 credit hours	1,250.00	1,250.00	8.00	0.00	0.00	0.00	0.00	0.00	1,258.00	1,258.00
3 credit hours	1,875.00	1,875.00	10.00	0.00	0.00	0.00	0.00	0.00	1,885.00	1,885.00
4 credit hours	2,500.00	2,500.00	12.00	0.00	0.00	0.00	0.00	0.00	2,512.00	2,512.00
5 credit hours	3,125.00	3,125.00	14.00	0.00	0.00	0.00	0.00	0.00	3,139.00	3,139.00
6 credit hours	3,750.00	3,750.00	16.00	0.00	0.00	0.00	0.00	0.00	3,766.00	3,766.00
7 credit hours	4,375.00	4,375.00	18.00	0.00	0.00	0.00	0.00	0.00	4,393.00	4,393.00
8 credit hours	5,000.00	5,000.00	20.00	0.00	0.00	0.00	0.00	0.00	5,020.00	5,020.00
Over-Time										
Each additional hour	625.00	625.00								

NOTES:

*Full-time Masters students pay the above per credit tuition rate for all credits in excess of 12 during a term. Non-matriculated students pay the above per credit tuition rate for all credits taken during a term.

**Full-time students are required to purchase OHSU major medical insurance or a policy approved by OHSU. There is an OHSU major medical insurance waiver option available. For waiver application information and deadlines, refer to the following website: http://www.aetnastudenthealth.com/stu_conn/student_connection.aspx?groupid=474951

**The Major Medical/Dental rates represent 4 months of coverage. Insurance coverage ends August 31, 2012. The Fall term rates for new students who start in Summer 2011 are Major Medical = \$893.13 and Dental = \$88.08. Summer 2012 rates for new students will be determined according to the 2012-13 Academic Calendar.

NURSING - Undergraduate Students - Accelerated Bachelor of Science with a major in Nursing
2011-2012 Tuition & Fee Charges By Term

Draft 6/30/2011

Tuition*		Lab	Building	Incidental	NSNA**	Student**	Assessment	Drug***	Background***	Health	Dental****	Major****	Total Charges	
Residents	Non-Residents	Fee	Fee	Fee	Dues	Activity Fee	Fee	Screen Fee	Check Fee	Service Fee	Insurance	Medical Fee	Residents	Non-Residents

UNDERGRADUATES

12 credit hours	4,980.00	6,696.00	150.00	20.00	281.00	10.00	30.00	40.00	40.00	32.00	257.00	88.08	893.13	6,821.21	8,537.21
Per Credit															
1 credit hour	415.00	558.00	150.00	9.00	0.00	10.00	30.00	40.00	40.00	32.00	257.00	0.00	0.00	983.00	1,126.00
2 credit hours	830.00	1,116.00	150.00	10.00	0.00	10.00	30.00	40.00	40.00	32.00	257.00	0.00	0.00	1,399.00	1,685.00
3 credit hours	1,245.00	1,674.00	150.00	11.00	0.00	10.00	30.00	40.00	40.00	32.00	257.00	0.00	0.00	1,815.00	2,244.00
4 credit hours	1,660.00	2,232.00	150.00	12.00	0.00	10.00	30.00	40.00	40.00	32.00	257.00	0.00	0.00	2,231.00	2,803.00
5 credit hours	2,075.00	2,790.00	150.00	13.00	0.00	10.00	30.00	40.00	40.00	32.00	257.00	0.00	0.00	2,647.00	3,362.00
6 credit hours	2,490.00	3,348.00	150.00	14.00	0.00	10.00	30.00	40.00	40.00	32.00	257.00	88.08	893.13	4,044.21	4,902.21
7 credit hours	2,905.00	3,906.00	150.00	15.00	0.00	10.00	30.00	40.00	40.00	32.00	257.00	88.08	893.13	4,460.21	5,461.21
8 credit hours	3,320.00	4,464.00	150.00	16.00	0.00	10.00	30.00	40.00	40.00	32.00	257.00	88.08	893.13	4,876.21	6,020.21
9 credit hours	3,735.00	5,022.00	150.00	17.00	0.00	10.00	30.00	40.00	40.00	32.00	257.00	88.08	893.13	5,292.21	6,579.21
10 credit hours	4,150.00	5,580.00	150.00	18.00	0.00	10.00	30.00	40.00	40.00	32.00	257.00	88.08	893.13	5,708.21	7,138.21
11 credit hours	4,565.00	6,138.00	150.00	19.00	0.00	10.00	30.00	40.00	40.00	32.00	257.00	88.08	893.13	6,124.21	7,697.21
Over-Time															
Each Add. Hour	415.00	558.00													

NOTES:

*Nonresident students who are residents of counties adjacent to the Oregon border in California, Idaho, Nevada or Washington pay Resident Tuition. Eligible students must notify the Registrar's Office by the first day of the academic term. Tuition for terms prior to the date the student notifies the Registrar's Office will continue to be charged at the nonresident rate.

*New Accelerated Bachelor of Science students who start the program in Summer 2012 will be charged Summer 2012 tuition from the 2012-13 Academic Year Fee Book.

*Students enrolled in the Accelerated Bachelor of Science to Master's or DNP programs pay tuition and fees at the rates shown in this table during the first five terms of their program of study. Thereafter, these students' tuition and fees are assessed based on the fee schedule for the graduate program.

**The NSNA Dues and the Student Activity Fee are charged Fall, Winter and Spring terms only. The NSNA dues can be waived with a written request.

***The Drug Screen Fee and the Background Check Fee are charged to new students during their first term of enrollment only.

****Students enrolled for 6 credits or more are required to purchase OHSU major medical insurance or a policy approved by OHSU. There is an OHSU major medical insurance waiver option available. For waiver application information and deadlines, refer to the following website: http://www.aetnastudenthealth.com/stu_conn/student_connection.aspx?groupid=474951

****The Major Medical/Dental rates represent 3 months of coverage and coverage ends June 30, 2012. Fall term rates for students admitted Fall 2011 are Major Medical = \$1190.84 and Dental = \$117.44. Summer 2012 rates will be determined according to the 2012-13 Academic Calendar.

NURSING - Undergraduate Students - Ashland (SOU)
2011-2012 Tuition & Fee Charges By Term

Draft 6/30/2011

Tuition*		Lab	Building**	Incidental**	NSNA***	Student	Assessment	Drug****	Background****	Health**	Dental*****	Major*****	Total Charges	
Residents	Non-Residents	Fee	Fee	Fee	Dues	Activity Fee	Fee	Screen Fee	Check Fee	Service	Insurance	Medical	Residents	Non-Residents

UNDERGRADUATES

12 credit hours	3,504.00	6,624.00	150.00	45.00	307.00	10.00	15.00	22.00	40.00	32.00	113.00	117.44	1,444.00	5,799.44	8,919.44
Per Credit															
1 credit hour	292.00	552.00	150.00	23.00	130.00	10.00	15.00	22.00	40.00	32.00	0.00	0.00	0.00	714.00	974.00
2 credit hours	584.00	1,104.00	150.00	25.00	145.00	10.00	15.00	22.00	40.00	32.00	0.00	0.00	0.00	1,023.00	1,543.00
3 credit hours	876.00	1,656.00	150.00	27.00	160.00	10.00	15.00	22.00	40.00	32.00	0.00	0.00	0.00	1,332.00	2,112.00
4 credit hours	1,168.00	2,208.00	150.00	29.00	175.00	10.00	15.00	22.00	40.00	32.00	0.00	0.00	0.00	1,641.00	2,681.00
5 credit hours	1,460.00	2,760.00	150.00	31.00	190.00	10.00	15.00	22.00	40.00	32.00	0.00	0.00	0.00	1,950.00	3,250.00
6 credit hours	1,752.00	3,312.00	150.00	33.00	205.00	10.00	15.00	22.00	40.00	32.00	113.00	117.44	1,444.00	3,933.44	5,493.44
7 credit hours	2,044.00	3,864.00	150.00	35.00	220.00	10.00	15.00	22.00	40.00	32.00	113.00	117.44	1,444.00	4,242.44	6,062.44
8 credit hours	2,336.00	4,416.00	150.00	37.00	235.00	10.00	15.00	22.00	40.00	32.00	113.00	117.44	1,444.00	4,551.44	6,631.44
9 credit hours	2,628.00	4,968.00	150.00	39.00	307.00	10.00	15.00	22.00	40.00	32.00	113.00	117.44	1,444.00	4,917.44	7,257.44
10 credit hours	2,920.00	5,520.00	150.00	41.00	307.00	10.00	15.00	22.00	40.00	32.00	113.00	117.44	1,444.00	5,211.44	7,811.44
11 credit hours	3,212.00	6,072.00	150.00	43.00	307.00	10.00	15.00	22.00	40.00	32.00	113.00	117.44	1,444.00	5,505.44	8,365.44
Over-Time															
Each Add. Hour	292.00	552.00													

NOTES:

*Nonresident students who are residents of counties adjacent to the Oregon border in California, Idaho, Nevada or Washington pay Resident Tuition. Eligible students must notify the Registrar's Office by the first day of the academic term. Tuition for terms prior to the date the student notifies the Registrar's Office will continue to be charged at the nonresident rate.

**Building, Incidental and Health Service Fees are at SOU rates and students pay these fees directly to SOU. A \$300 one-time SOU Matriculation Fee will be assessed by SOU to all nursing students who have not previously paid the SOU Matriculation Fee and who become admitted to SOU. The amounts listed for all SOU fees represent estimated rates. The actual charges may differ and will be determined from the OUS 2011-12 Academic Year Fee Book. The fees for Summer 2012 will be determined from the OUS 2012 Summer Session Fee Book.

***The NSNA dues can be waived with a written request.

****The Drug Screen Fee and the Background Check Fee are charged to new students during their first term enrolled at OHSU.

*****Students enrolled for 6 credits or more are required to purchase OHSU major medical insurance or a policy approved by OHSU. There is an OHSU major medical insurance waiver option available. For waiver application information and deadlines, refer to the following website: http://www.aetnastudenthealth.com/stu_conn/student_connection.aspx?groupid=474951

*****The Major Medical/Dental rates represent 4 months of coverage. Coverage ends August 31, 2012. The Winter and Spring term rates for students in the final year of the curriculum are Major Medical = \$1083.00, Dental = \$88.08 and coverage ends June 30, 2012. Spring term rates for students who have been enrolled at a community college program in the OCNE curriculum are Medical = \$1805.00, Dental = \$146.80 and coverage ends August 31, 2012.

Students who have been enrolled at a community college program in the OCNE curriculum are required to pay a one-time processing fee of \$120.00 at the time the student notifies OHSU of intent to matriculate to 400-level coursework at OHSU.

NURSING - Undergraduate Students - Klamath Falls (OIT)
2011-2012 Tuition & Fee Charges By Term

Draft 6/30/2011

Tuition*		Lab	Building**	Incidental**	NSNA***	Student	Assessment	Drug****	Background****	Health**	Dental*****	Major*****	Total Charges	
Residents	Non-Residents	Fee	Fee	Fee	Dues	Activity	Fee	Screen	Check Fee	Service	Insurance	Medical	Residents	Non-Residents

UNDERGRADUATES

12 credit hours	3,504.00	6,624.00	150.00	45.00	257.00	10.00	15.00	22.00	40.00	32.00	110.00	117.44	1,444.00	5,746.44	8,866.44
Per Credit															
1 credit hour	292.00	552.00	150.00	23.00	108.00	10.00	15.00	22.00	40.00	32.00	0.00	0.00	0.00	692.00	952.00
2 credit hours	584.00	1,104.00	150.00	25.00	118.00	10.00	15.00	22.00	40.00	32.00	0.00	0.00	0.00	996.00	1,516.00
3 credit hours	876.00	1,656.00	150.00	27.00	129.00	10.00	15.00	22.00	40.00	32.00	0.00	0.00	0.00	1,301.00	2,081.00
4 credit hours	1,168.00	2,208.00	150.00	29.00	139.00	10.00	15.00	22.00	40.00	32.00	0.00	0.00	0.00	1,605.00	2,645.00
5 credit hours	1,460.00	2,760.00	150.00	31.00	154.00	10.00	15.00	22.00	40.00	32.00	0.00	0.00	0.00	1,914.00	3,214.00
6 credit hours	1,752.00	3,312.00	150.00	33.00	164.00	10.00	15.00	22.00	40.00	32.00	110.00	117.44	1,444.00	3,889.44	5,449.44
7 credit hours	2,044.00	3,864.00	150.00	35.00	175.00	10.00	15.00	22.00	40.00	32.00	110.00	117.44	1,444.00	4,194.44	6,014.44
8 credit hours	2,336.00	4,416.00	150.00	37.00	185.00	10.00	15.00	22.00	40.00	32.00	110.00	117.44	1,444.00	4,498.44	6,578.44
9 credit hours	2,628.00	4,968.00	150.00	39.00	195.00	10.00	15.00	22.00	40.00	32.00	110.00	117.44	1,444.00	4,802.44	7,142.44
10 credit hours	2,920.00	5,520.00	150.00	41.00	206.00	10.00	15.00	22.00	40.00	32.00	110.00	117.44	1,444.00	5,107.44	7,707.44
11 credit hours	3,212.00	6,072.00	150.00	43.00	216.00	10.00	15.00	22.00	40.00	32.00	110.00	117.44	1,444.00	5,411.44	8,271.44
Over-Time															
Each Add. Hour	292.00	552.00													

NOTES:

*Nonresident students who are residents of counties adjacent to the Oregon border in California, Idaho, Nevada or Washington pay Resident Tuition. Eligible students must notify the Registrar's Office by the first day of the academic term. Tuition for terms prior to the date the student notifies the Registrar's Office will continue to be charged at the nonresident rate.

**Building, Incidental and Health Service Fees are at OIT rates and students pay these fees directly to OIT. A \$150 one-time OIT Matriculation Fee and a \$40 one-time Transcript for Life Fee will be assessed by OIT to all nursing students who have not previously paid the OIT Matriculation or Transcript for Life Fees and who become admitted to OIT. The amounts listed for all OIT fees represent estimated rates. The actual charges may differ and will be determined from the OUS 2011-12 Academic Year Fee Book. The fees for Summer 2012 will be determined from the OUS 2012 Summer Session Fee Book.

***The NSNA dues can be waived with a written request.

****The Drug Screen Fee and the Background Check Fee are charged to new students and are charged during Fall term only.

*****Students enrolled for 6 credits or more are required to purchase OHSU major medical insurance or a policy approved by OHSU. There is an OHSU major medical insurance waiver option available. For waiver application information and deadlines, refer to the following website: http://www.aetnastudenthealth.com/stu_conn/student_connection.aspx?groupid=474951

*****The Major Medical/Dental rates represent 4 months of coverage. Coverage ends August 31, 2012. The Winter and Spring term rates for students in the final year of the curriculum are Major Medical = \$1083.00, Dental = \$88.08 and coverage ends June 30, 2012.

NURSING - Undergraduate Students - La Grande (EOU)
2011-2012 Tuition & Fee Charges By Term

Draft 6/30/2011

Tuition*		Lab	Tech**	Energy**	Building**	Incidental**	NSNA***	Student Assessment	Drug****	Background****	Health**	Dental*****	Major*****	Total Charges	
Residents	Non-Residents	Fee	Fee	Surcharge	Fee	Fee	Dues	Activity	Fee	Screen	Check Fee	Service	Insurance	Medical	Residents Non-Residents

UNDERGRADUATES

12 credit hours	3,504.00	6,624.00	150.00	48.00	20.00	45.00	245.00	10.00	15.00	22.00	40.00	32.00	125.00	117.44	1,444.00	5,817.44	8,937.44
Per Credit																	
1 credit hour	292.00	552.00	150.00	4.00	2.00	23.00	145.00	10.00	15.00	22.00	40.00	32.00	0.00	0.00	0.00	735.00	995.00
2 credit hours	584.00	1,104.00	150.00	8.00	4.00	25.00	165.00	10.00	15.00	22.00	40.00	32.00	0.00	0.00	0.00	1,055.00	1,575.00
3 credit hours	876.00	1,656.00	150.00	12.00	6.00	27.00	185.00	10.00	15.00	22.00	40.00	32.00	0.00	0.00	0.00	1,375.00	2,155.00
4 credit hours	1,168.00	2,208.00	150.00	16.00	8.00	29.00	205.00	10.00	15.00	22.00	40.00	32.00	0.00	0.00	0.00	1,695.00	2,735.00
5 credit hours	1,460.00	2,760.00	150.00	20.00	10.00	31.00	225.00	10.00	15.00	22.00	40.00	32.00	0.00	0.00	0.00	2,015.00	3,315.00
6 credit hours	1,752.00	3,312.00	150.00	24.00	12.00	33.00	245.00	10.00	15.00	22.00	40.00	32.00	125.00	117.44	1,444.00	4,021.44	5,581.44
7 credit hours	2,044.00	3,864.00	150.00	28.00	14.00	35.00	245.00	10.00	15.00	22.00	40.00	32.00	125.00	117.44	1,444.00	4,321.44	6,141.44
8 credit hours	2,336.00	4,416.00	150.00	32.00	16.00	37.00	245.00	10.00	15.00	22.00	40.00	32.00	125.00	117.44	1,444.00	4,621.44	6,701.44
9 credit hours	2,628.00	4,968.00	150.00	36.00	18.00	39.00	245.00	10.00	15.00	22.00	40.00	32.00	125.00	117.44	1,444.00	4,921.44	7,261.44
10 credit hours	2,920.00	5,520.00	150.00	40.00	20.00	41.00	245.00	10.00	15.00	22.00	40.00	32.00	125.00	117.44	1,444.00	5,221.44	7,821.44
11 credit hours	3,212.00	6,072.00	150.00	44.00	20.00	43.00	245.00	10.00	15.00	22.00	40.00	32.00	125.00	117.44	1,444.00	5,519.44	8,379.44
Over-Time																	
Each Add. Hour	292.00	552.00															

NOTES:

*Nonresident nursing students are eligible for resident tuition rates if they have completed at least one term at EOU prior to entering the nursing program, or if they are residents of counties adjacent to the Oregon border in California, Idaho, Nevada, or Washington. Students eligible for either of these exceptions must notify the Registrar's Office by the first day of the academic term. Tuition for terms prior to the date the student notifies the Registrar's Office will continue to be charged at the nonresident rate.

**Technology, Energy Surcharge, Building, Incidental and Health Service Fees are at EOU rates and students pay these fees directly to EOU. A \$120 one-time EOU Matriculation Fee will be assessed by EOU to all nursing students who have not previously paid the EOU Matriculation Fee and who become admitted to EOU. The amounts listed for all EOU fees represent estimated rates. The actual charges may differ and will be determined from the OUS 2011-12 Academic Year Fee Book. The fees for Summer 2012 will be determined from the OUS 2012 Summer Session Fee Book.

*** The NSNA dues can be waived with a written request.

****The Drug Screen Fee and the Background Check Fee are charged to new students and are charged during Fall term only.

*****Students enrolled for 6 credits or more are required to purchase OHSU major medical insurance or a policy approved by OHSU. There is an OHSU major medical insurance waiver option available. For waiver application information and deadlines, refer to the following website: http://www.aetnastudenthealth.com/stu_conn/student_connection.aspx?groupid=474951

*****The Major Medical/Dental rates represents 4 months of coverage. Coverage ends August 31, 2012. The Winter and Spring term rates for students in the final year of the curriculum are Major Medical = \$1083.00, Dental = \$88.08 and coverage ends June 30, 2012.

NURSING - Undergraduate Students - Monmouth (WOU)
2011-2012 Tuition & Fee Charges By Term

Draft 6/30/2011

Tuition*		Lab	Tech**	Building**	Incidental**	Rec Center**	NSNA***	Student	Assessment	Drug****	Background****	Health**	Dental*****	Major*****	Total Charges	
Residents	Non-Residents	Fee	Fee	Fee	Fee	Building Fee	Dues	Activity	Fee	Screen	Check Fee	Service	Insurance	Medical	Residents	Non-Residents

UNDERGRADUATES

12 credit hours	3,504.00	6,624.00	150.00	108.00	45.00	277.00	42.00	10.00	15.00	22.00	40.00	32.00	86.00	117.44	1,444.00	5,892.44	9,012.44
Per Credit																	
1 credit hour	292.00	552.00	150.00	9.00	23.00	121.00	42.00	10.00	15.00	22.00	40.00	32.00	0.00	0.00	0.00	756.00	1,016.00
2 credit hours	584.00	1,104.00	150.00	18.00	25.00	121.00	42.00	10.00	15.00	22.00	40.00	32.00	0.00	0.00	0.00	1,059.00	1,579.00
3 credit hours	876.00	1,656.00	150.00	27.00	27.00	121.00	42.00	10.00	15.00	22.00	40.00	32.00	0.00	0.00	0.00	1,362.00	2,142.00
4 credit hours	1,168.00	2,208.00	150.00	36.00	29.00	160.00	42.00	10.00	15.00	22.00	40.00	32.00	0.00	0.00	0.00	1,704.00	2,744.00
5 credit hours	1,460.00	2,760.00	150.00	45.00	31.00	160.00	42.00	10.00	15.00	22.00	40.00	32.00	0.00	0.00	0.00	2,007.00	3,307.00
6 credit hours	1,752.00	3,312.00	150.00	54.00	33.00	160.00	42.00	10.00	15.00	22.00	40.00	32.00	86.00	117.44	1,444.00	3,957.44	5,517.44
7 credit hours	2,044.00	3,864.00	150.00	63.00	35.00	219.00	42.00	10.00	15.00	22.00	40.00	32.00	86.00	117.44	1,444.00	4,319.44	6,139.44
8 credit hours	2,336.00	4,416.00	150.00	72.00	37.00	219.00	42.00	10.00	15.00	22.00	40.00	32.00	86.00	117.44	1,444.00	4,622.44	6,702.44
9 credit hours	2,628.00	4,968.00	150.00	81.00	39.00	219.00	42.00	10.00	15.00	22.00	40.00	32.00	86.00	117.44	1,444.00	4,925.44	7,265.44
10 credit hours	2,920.00	5,520.00	150.00	90.00	41.00	219.00	42.00	10.00	15.00	22.00	40.00	32.00	86.00	117.44	1,444.00	5,228.44	7,828.44
11 credit hours	3,212.00	6,072.00	150.00	99.00	43.00	219.00	42.00	10.00	15.00	22.00	40.00	32.00	86.00	117.44	1,444.00	5,531.44	8,391.44
Over-Time																	
Each Add. Hour	292.00	552.00															

NOTES:

*Nonresident students who are residents of counties adjacent to the Oregon border in California, Idaho, Nevada or Washington pay Resident Tuition. Eligible students must notify the Registrar's Office by the first day of the academic term. Tuition for terms prior to the date the student notifies the Registrar's Office will continue to be charged at the nonresident rate.

**Technology, Building, Incidental, Rec Center Building and Health Service Fees are at WOU rates and students pay these fees directly to WOU. A \$237 one-time WOU Matriculation Fee will be assessed by WOU to all nursing students who have not previously paid the WOU Matriculation Fee while enrolled at WOU. The amounts listed for all WOU fees represent estimated rates. The actual charges may differ and will be determined from the OUS 2011-12 Academic Year Fee Book. The fees for Summer 2012 will be determined from the OUS 2012 Summer Session Fee Book.

***The NSNA dues can be waived with a written request.

****The Drug Screen Fee and the Background Check Fee are charged to new students and are charged during Fall term only.

*****Students enrolled for 6 credits or more are required to purchase OHSU major medical insurance or a policy approved by OHSU. There is an OHSU major medical insurance waiver option available. For waiver application information and deadlines, refer to the following website: http://www.aetnastudenthealth.com/stu_conn/student_connection.aspx?groupid=474951

*****The Major Medical/Dental rates represents 4 months of coverage. Coverage ends August 31, 2012. The Winter and Spring term rates for students in the final year of the curriculum are Major Medical = \$1083.00, Dental = \$88.08 and coverage ends June 30, 2012.

NURSING - Undergraduate Students - Portland
2011-2012 Tuition & Fee Charges By Term

Draft 6/30/2011

Tuition*		Lab	Building	Incidental	NSNA**	Student	Assessment	Drug***	Background***	Health	Dental****	Major****	Total Charges	
Residents	Non-Residents	Fee	Fee	Fee	Dues	Activity Fee	Fee	Screen Fee	Check Fee	Service Fee	Insurance	Medical	Residents	Non-Residents

UNDERGRADUATES

12 credit hours	3,504.00	6,624.00	150.00	20.00	281.00	10.00	30.00	22.00	40.00	32.00	257.00	117.44	1,190.84	5,654.28	8,774.28
Per Credit															
1 credit hour	292.00	552.00	150.00	9.00	0.00	10.00	30.00	22.00	40.00	32.00	257.00	0.00	0.00	842.00	1,102.00
2 credit hours	584.00	1,104.00	150.00	10.00	0.00	10.00	30.00	22.00	40.00	32.00	257.00	0.00	0.00	1,135.00	1,655.00
3 credit hours	876.00	1,656.00	150.00	11.00	0.00	10.00	30.00	22.00	40.00	32.00	257.00	0.00	0.00	1,428.00	2,208.00
4 credit hours	1,168.00	2,208.00	150.00	12.00	0.00	10.00	30.00	22.00	40.00	32.00	257.00	0.00	0.00	1,721.00	2,761.00
5 credit hours	1,460.00	2,760.00	150.00	13.00	0.00	10.00	30.00	22.00	40.00	32.00	257.00	0.00	0.00	2,014.00	3,314.00
6 credit hours	1,752.00	3,312.00	150.00	14.00	0.00	10.00	30.00	22.00	40.00	32.00	257.00	117.44	1,190.84	3,615.28	5,175.28
7 credit hours	2,044.00	3,864.00	150.00	15.00	0.00	10.00	30.00	22.00	40.00	32.00	257.00	117.44	1,190.84	3,908.28	5,728.28
8 credit hours	2,336.00	4,416.00	150.00	16.00	0.00	10.00	30.00	22.00	40.00	32.00	257.00	117.44	1,190.84	4,201.28	6,281.28
9 credit hours	2,628.00	4,968.00	150.00	17.00	281.00	10.00	30.00	22.00	40.00	32.00	257.00	117.44	1,190.84	4,775.28	7,115.28
10 credit hours	2,920.00	5,520.00	150.00	18.00	281.00	10.00	30.00	22.00	40.00	32.00	257.00	117.44	1,190.84	5,068.28	7,668.28
11 credit hours	3,212.00	6,072.00	150.00	19.00	281.00	10.00	30.00	22.00	40.00	32.00	257.00	117.44	1,190.84	5,361.28	8,221.28
Over-Time															
Each Add. Hour	292.00	552.00													

NOTES:

*Nonresident students who are residents of counties adjacent to the Oregon border in California, Idaho, Nevada or Washington pay Resident Tuition. Eligible students must notify the Registrar's Office by the first day of the academic term. Tuition for terms prior to the date the student notifies the Registrar's Office will continue to be charged at the nonresident rate.

**The NSNA dues can be waived with a written request.

***The Drug Screen Fee and the Background Check Fee are charged to new students during their first term enrolled at OHSU.

****Students enrolled for 6 credits or more are required to purchase OHSU major medical insurance or a policy approved by OHSU. There is an OHSU major medical insurance waiver option available. For waiver application information and deadlines, refer to the following website: http://www.aetnastudenthealth.com/stu_conn/student_connection.aspx?groupid=474951

****The Major Medical/Dental rates represent 4 months of coverage. Coverage ends August 31, 2012. The Winter and Spring term rates for students in the final year of the curriculum are Major Medical = \$893.13, Dental = \$88.08 and coverage ends June 30, 2012. Spring term rates for students who have been enrolled at a community college program in the OCNE curriculum are Medical = \$1488.55, Dental = \$146.80 and coverage ends August 31, 2012.

Students who have been enrolled at a community college program in the OCNE curriculum are required to pay a one-time processing fee of \$120.00 at the time the student notifies OHSU of intent to matriculate to 400-level coursework at OHSU.

NURSING - Baccalaureate Completion Program for RNs (RN/BS)
2011-2012 Tuition & Fee Charges By Term

Draft 6/30/2011

UNDERGRADUATES

	Tuition Residents	Tuition Non-Residents	Technology Fee	Drug* Screen Fee	Background* Check Fee	Building Fee	Incidental Fee	Student Activity Fee	Health Service Fee	Major Medical Fee	Total Charges	
											Residents	Non-Residents
12 credit hours	4,932.00	4,932.00	54.00	40.00	32.00	0.00	0.00	0.00	0.00	0.00	5,058.00	5,058.00
Per Credit												
1 credit hour	411.00	411.00	4.50	40.00	32.00	0.00	0.00	0.00	0.00	0.00	487.50	487.50
2 credit hours	822.00	822.00	9.00	40.00	32.00	0.00	0.00	0.00	0.00	0.00	903.00	903.00
3 credit hours	1,233.00	1,233.00	13.50	40.00	32.00	0.00	0.00	0.00	0.00	0.00	1,318.50	1,318.50
4 credit hours	1,644.00	1,644.00	18.00	40.00	32.00	0.00	0.00	0.00	0.00	0.00	1,734.00	1,734.00
5 credit hours	2,055.00	2,055.00	22.50	40.00	32.00	0.00	0.00	0.00	0.00	0.00	2,149.50	2,149.50
6 credit hours	2,466.00	2,466.00	27.00	40.00	32.00	0.00	0.00	0.00	0.00	0.00	2,565.00	2,565.00
7 credit hours	2,877.00	2,877.00	31.50	40.00	32.00	0.00	0.00	0.00	0.00	0.00	2,980.50	2,980.50
8 credit hours	3,288.00	3,288.00	36.00	40.00	32.00	0.00	0.00	0.00	0.00	0.00	3,396.00	3,396.00
9 credit hours	3,699.00	3,699.00	40.50	40.00	32.00	0.00	0.00	0.00	0.00	0.00	3,811.50	3,811.50
10 credit hours	4,110.00	4,110.00	45.00	40.00	32.00	0.00	0.00	0.00	0.00	0.00	4,227.00	4,227.00
11 credit hours	4,521.00	4,521.00	49.50	40.00	32.00	0.00	0.00	0.00	0.00	0.00	4,642.50	4,642.50
Over-Time												
Each Additional Hour	411.00	411.00										

NOTES:

*The Drug Screen Fee and the Background Check Fee are charged only to new students during their first term enrolled at OHSU.

NURSING - Graduate Students - Portland
2011-2012 Tuition & Fee Charges By Term

Draft 6/30/2011

Tuition*		Building Fee	Incidental Fee	Student Activity Fee	Drug** Screen Fee	Background** Check Fee	Health Service Fee	Dental*** Insurance	Major*** Medical Fee	Total Charges	
Residents	Non-Residents									Residents	Non-Residents

GRADUATES - Matriculated prior to Summer 2007

9 credit hours	4,464.00	4,464.00	20.00	281.00	0.00	0.00	0.00	257.00	117.44	1,190.84	6,330.28	6,330.28
Per Credit												
1 credit hour	496.00	496.00	6.00	0.00	0.00	0.00	0.00	257.00	0.00	0.00	759.00	759.00
2 credit hours	992.00	992.00	8.00	0.00	0.00	0.00	0.00	257.00	0.00	0.00	1,257.00	1,257.00
3 credit hours	1,488.00	1,488.00	10.00	0.00	0.00	0.00	0.00	257.00	0.00	0.00	1,755.00	1,755.00
4 credit hours	1,984.00	1,984.00	12.00	0.00	0.00	0.00	0.00	257.00	0.00	0.00	2,253.00	2,253.00
5 credit hours	2,480.00	2,480.00	14.00	0.00	0.00	0.00	0.00	257.00	117.44	1,190.84	4,059.28	4,059.28
6 credit hours	2,976.00	2,976.00	16.00	0.00	0.00	0.00	0.00	257.00	117.44	1,190.84	4,557.28	4,557.28
7 credit hours	3,472.00	3,472.00	18.00	0.00	0.00	0.00	0.00	257.00	117.44	1,190.84	5,055.28	5,055.28
8 credit hours	3,968.00	3,968.00	20.00	0.00	0.00	0.00	0.00	257.00	117.44	1,190.84	5,553.28	5,553.28
Over-Time												
Each Additional Hour	496.00	496.00										

GRADUATES - Matriculated Summer 2007 and Later

9 credit hours	4,464.00	5,940.00	20.00	281.00	0.00	40.00	32.00	257.00	117.44	1,190.84	6,402.28	7,878.28
Per Credit												
1 credit hour	496.00	660.00	6.00	0.00	0.00	40.00	32.00	257.00	0.00	0.00	831.00	995.00
2 credit hours	992.00	1,320.00	8.00	0.00	0.00	40.00	32.00	257.00	0.00	0.00	1,329.00	1,657.00
3 credit hours	1,488.00	1,980.00	10.00	0.00	0.00	40.00	32.00	257.00	0.00	0.00	1,827.00	2,319.00
4 credit hours	1,984.00	2,640.00	12.00	0.00	0.00	40.00	32.00	257.00	0.00	0.00	2,325.00	2,981.00
5 credit hours	2,480.00	3,300.00	14.00	0.00	0.00	40.00	32.00	257.00	117.44	1,190.84	4,131.28	4,951.28
6 credit hours	2,976.00	3,960.00	16.00	0.00	0.00	40.00	32.00	257.00	117.44	1,190.84	4,629.28	5,613.28
7 credit hours	3,472.00	4,620.00	18.00	0.00	0.00	40.00	32.00	257.00	117.44	1,190.84	5,127.28	6,275.28
8 credit hours	3,968.00	5,280.00	20.00	0.00	0.00	40.00	32.00	257.00	117.44	1,190.84	5,625.28	6,937.28
Over-Time												
Each Additional Hour	496.00	660.00										

NOTES:

*Nonresident students who are residents of counties adjacent to the Oregon border in California, Idaho, Nevada or Washington pay Resident Tuition. The nonresident portion of tuition is waived for Ph.D. students from states participating in the Western Regional Graduate Program of the Western Interstate Commission for Higher Education. Those states include Alaska, Arizona, California, Colorado, Hawaii, Idaho, Montana, Nevada, New Mexico, North Dakota, South Dakota, Utah, Washington, and Wyoming. Students eligible for either of these exceptions must notify the Registrar's Office by the first day of the academic term. Tuition for terms prior to the date the student notifies the Registrar's Office will continue to be charged at the nonresident rate.

*New Post-baccalaureate Master of Nursing to Doctor of Nursing Practice (MN to DNP) students who start the program in Summer 2012 will be charged Summer 2012 tuition from the 2012-13 Academic Year Fee Book.

**The Drug Screen Fee and the Background Check Fee are charged to new students during their first term at OHSU. Ph.D. students are not charged the Drug Screen Fee.

***Students enrolled for 5 credits or more are required to purchase OHSU major medical insurance or a policy approved by OHSU. There is an OHSU major medical insurance waiver option available. For waiver application information and deadlines, refer to the following website: http://www.aetnastudenthealth.com/stu_conn/student_connection.aspx?groupid=474951

***The Major Medical/Dental rates represents 4 months of coverage. Coverage ends August 31, 2012. Fall term rates for new students admitted in Summer 2011 and for Post-baccalaureate DNP students admitted prior to Summer 2011 are Major Medical = \$893.13 and Dental = \$88.08. Summer 2012 rates for new students will be determined according to the 2012-13 Academic Calendar.

Lab fees are assessed for specific graduate courses and a fee of \$40.00 per credit is assessed for all doctoral dissertation credits, in addition to the fees shown above.

A Nursing Graduate Program Enhancement Fee of \$1250.00 per term is assessed to graduate nursing students who have been determined, based on admissions criteria, to require specialized support services in areas of language competencies (reading, writing, listening, speaking) and orientation to graduate academic life. This fee is charged Fall, Winter and Spring terms only.

NURSING - Graduate Students - Post-master Doctor of Nursing Practice, Master or Certificate in Public Health, all Nursing Education Programs, Advanced Practice Gerontological Nursing Post Masters Certificate, Health Systems and Organizational Leadership and all Statewide Graduate Programs
2011-2012 Tuition & Fee Charges By Term

Draft 6/30/2011

	Tuition*		Technology	Drug**	Background**	Building	Incidental	Student	Health	Major	Total Charges	
	Residents	Non-Residents	Fee	Screen Fee	Check Fee	Fee	Fee	Activity Fee	Service Fee	Medical Fee	Residents	Non-Residents
GRADUATES												
9 credit hours	4,464.00	5,940.00	40.50	40.00	32.00	0.00	0.00	0.00	0.00	0.00	4,576.50	6,052.50
Per Credit												
1 credit hour	496.00	660.00	4.50	40.00	32.00	0.00	0.00	0.00	0.00	0.00	572.50	736.50
2 credit hours	992.00	1,320.00	9.00	40.00	32.00	0.00	0.00	0.00	0.00	0.00	1,073.00	1,401.00
3 credit hours	1,488.00	1,980.00	13.50	40.00	32.00	0.00	0.00	0.00	0.00	0.00	1,573.50	2,065.50
4 credit hours	1,984.00	2,640.00	18.00	40.00	32.00	0.00	0.00	0.00	0.00	0.00	2,074.00	2,730.00
5 credit hours	2,480.00	3,300.00	22.50	40.00	32.00	0.00	0.00	0.00	0.00	0.00	2,574.50	3,394.50
6 credit hours	2,976.00	3,960.00	27.00	40.00	32.00	0.00	0.00	0.00	0.00	0.00	3,075.00	4,059.00
7 credit hours	3,472.00	4,620.00	31.50	40.00	32.00	0.00	0.00	0.00	0.00	0.00	3,575.50	4,723.50
8 credit hours	3,968.00	5,280.00	36.00	40.00	32.00	0.00	0.00	0.00	0.00	0.00	4,076.00	5,388.00
Over-Time												
Each Additional Hour	496.00	660.00										

NOTES:

*Nonresident students who are residents of counties adjacent to the Oregon border in California, Idaho, Nevada or Washington pay Resident Tuition. Eligible students must notify the Registrar's Office by the first day of the academic term. Tuition for terms prior to the date the student notifies the Registrar's Office will continue to be charged at the nonresident rate.

*New Post-master Doctor of Nursing Practice students who start the program in Summer 2012 will be charged Summer 2012 tuition from the 2012-13 Academic Year Fee Book.

*Post-baccalaureate Master of Nursing to Doctor of Nursing Practice (MN to DNP) students will be billed from the Graduate Nursing Portland fee table.

**The Background Check Fee is charged to new students and is charged during the first term enrolled at OHSU. The Drug Screen Fee is charged during the first term enrolled at OHSU to new Post-master DNP students, new Advanced Practice Gerontological Nursing students, new Health Systems & Organizational Leadership students, and new students in the Statewide Graduate programs.

NURSING - Graduate Students - Nurse Anesthesia
2011-2012 Tuition & Fee Charges By Term

Draft 6/30/2011

	Tuition		Building	Incidental	Student	Drug*	Background*	Health	Dental**	Major**	Total Charges	
	Residents	Non-Residents	Fee	Fee	Activity Fee	Screen Fee	Check Fee	Service Fee	Insurance	Medical Fee	Residents	Non-Residents
GRADUATES												
9 credit hours	5,940.00	5,940.00	20.00	281.00	0.00	40.00	32.00	257.00	88.08	893.13	7,551.21	7,551.21
Per Credit												
1 credit hour	660.00	660.00	6.00	0.00	0.00	40.00	32.00	257.00	0.00	0.00	995.00	995.00
2 credit hours	1,320.00	1,320.00	8.00	0.00	0.00	40.00	32.00	257.00	0.00	0.00	1,657.00	1,657.00
3 credit hours	1,980.00	1,980.00	10.00	0.00	0.00	40.00	32.00	257.00	0.00	0.00	2,319.00	2,319.00
4 credit hours	2,640.00	2,640.00	12.00	0.00	0.00	40.00	32.00	257.00	0.00	0.00	2,981.00	2,981.00
5 credit hours	3,300.00	3,300.00	14.00	0.00	0.00	40.00	32.00	257.00	88.08	893.13	4,624.21	4,624.21
6 credit hours	3,960.00	3,960.00	16.00	0.00	0.00	40.00	32.00	257.00	88.08	893.13	5,286.21	5,286.21
7 credit hours	4,620.00	4,620.00	18.00	0.00	0.00	40.00	32.00	257.00	88.08	893.13	5,948.21	5,948.21
8 credit hours	5,280.00	5,280.00	20.00	0.00	0.00	40.00	32.00	257.00	88.08	893.13	6,610.21	6,610.21
Over-Time												
Each Additional Hour	660.00	660.00										

NOTES:

*The Drug Screen Fee and the Background Check Fee are charged to new students and are charged during Fall term only.

**Students enrolled for 5 credits or more are required to purchase OHSU major medical insurance or a policy approved by OHSU. There is an OHSU major medical insurance waiver option available. For waiver application information and deadlines, refer to the following website: http://www.aetnastudenthealth.com/stu_conn/student_connection.aspx?groupid=474951

**The Major Medical/Dental rates represent 3 months of coverage and coverage ends June 30, 2012. Summer 2012 rates will be determined according to the 2012-13 Academic Calendar.

Lab fees are assessed for specific graduate courses, in addition to the fees shown above.

NURSING - Graduate Students - Anchorage, Alaska; Pocatello, Idaho; Provo, Utah; and Tacoma, Washington
2011-2012 Tuition & Fee Charges By Term

Draft 6/30/2011

	Tuition*		Building Fee	Incidental Fee	Student Activity Fee	Health Service Fee	Major Medical Fee	Total Charges	
	Residents	Non-Residents						Residents	Non-Residents
GRADUATES									
9 credit hours	4,464.00	5,940.00	0.00	0.00	0.00	0.00	0.00	4,464.00	5,940.00
Per Credit									
1 credit hour	496.00	660.00	0.00	0.00	0.00	0.00	0.00	496.00	660.00
2 credit hours	992.00	1,320.00	0.00	0.00	0.00	0.00	0.00	992.00	1,320.00
3 credit hours	1,488.00	1,980.00	0.00	0.00	0.00	0.00	0.00	1,488.00	1,980.00
4 credit hours	1,984.00	2,640.00	0.00	0.00	0.00	0.00	0.00	1,984.00	2,640.00
5 credit hours	2,480.00	3,300.00	0.00	0.00	0.00	0.00	0.00	2,480.00	3,300.00
6 credit hours	2,976.00	3,960.00	0.00	0.00	0.00	0.00	0.00	2,976.00	3,960.00
7 credit hours	3,472.00	4,620.00	0.00	0.00	0.00	0.00	0.00	3,472.00	4,620.00
8 credit hours	3,968.00	5,280.00	0.00	0.00	0.00	0.00	0.00	3,968.00	5,280.00
Over-Time									
Each Additional Hour	496.00	660.00							

NOTES:

*The non-resident portion of tuition is waived for Ph.D. students from states participating in the Western Regional Graduate Program of the Western Interstate Commission for Higher Education. Those states include Alaska, Arizona, California, Colorado, Hawaii, Idaho, Montana, Nevada, New Mexico, North Dakota, South Dakota, Utah, Washington, and Wyoming. Eligible students must notify the Registrar's Office by the first day of the academic term. Tuition for terms prior to the date the student notifies the Registrar's Office will continue to be charged at the nonresident rate.

A fee of \$40.00 per credit is assessed for all doctoral dissertation credits, in addition to the fees shown above.

DOCTOR OF PHARMACY
2011-2012 Tuition & Fee Charges By Term

Draft 6/30/2011

Health Service* Fee	Incidental* Fee	Major** Medical	Total Charges
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DOCTOR OF PHARMACY

Full-Time

9-18 credit hours

257.00	281.00	1,190.84	1,728.84
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Part-Time

1 credit hour

257.00	0.00	1,190.84	1,447.84
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2 credit hours

257.00	0.00	1,190.84	1,447.84
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3 credit hours

257.00	0.00	1,190.84	1,447.84
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4 credit hours

257.00	0.00	1,190.84	1,447.84
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5 credit hours

257.00	0.00	1,190.84	1,447.84
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6 credit hours

257.00	0.00	1,190.84	1,447.84
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7 credit hours

257.00	0.00	1,190.84	1,447.84
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8 credit hours

257.00	0.00	1,190.84	1,447.84
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NOTES:

*The Health Service and Incidental fees are charged to 3rd year Pharmacy students only.

**1st, 2nd and 3rd year Pharmacy students are required to purchase OHSU major medical insurance or a policy approved by OHSU. There is an OHSU major medical insurance waiver option available. For waiver application information and deadlines, refer to the following website:

http://www.aetnastudenthealth.com/stu_conn/student_connection.aspx?groupid=474951

**The Major Medical rate represents 4 months of coverage and coverage ends August 31, 2011. The Fall, Winter and Spring term Major Medical rates for 1st and 2nd year students are \$1,444.00.

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



CLSB Update

Mark Williams

Associate Vice President,
Campus Development and Administration

Recap of the Phases

- **Phase I** of the Collaborative Life Sciences Building (CLSB) refers to the project with the Oregon University System the Board approved in September 2010. Phase 1 is funded by OHSU and OUS
- **Phase 1a** refers to the addition of the 20,000 asf of specialized research space to support the Oregon Center for Spatial Systems Biomedicine (OCCSB), lead by Joe Gray, and the addition of 200 parking spaces and the infrastructure to support the construction of Phase 2. Phase 1a was approved at the Board Meeting in April 2011. This addition to Phase 1 is funded solely by OHSU
- **Phase 2** refers to the addition of space to relocate the dental clinical facility to the Schnitzer campus along with approximately 20,000 asf of built-out research space and approximately 30,000 asf of shelled research space. Phase 2 is funded solely by OHSU

Phase 1A Space Estimates

PHASE IA		ASF				GSF
OHSU		Educational Space	Research Space	Other	Total	
	Simulation	10,000			10,000	
	SoM	17,340			17,340	
	PA Program	1,740			1,740	
	SoD	20,650			20,650	
	Radiation Therapy	1,030			1,030	
	OHSU Shared Space	25,370			25,370	
	Spatial Systems Biomedicine (Dr. Joe Gray)		20,000		20,000	
OHSU Total:		76,130	20,000		96,130	160,000
OUS		Educational Space	Research Space	Other	Total	
	PSU	36,150	3,520		39,670	
	OSU	9,195	8,745		17,940	
	UO		1,000		1,000	
OUS Total:		45,345	13,265		58,610	98,000
SHARED		Educational Space	Research Space	Other	Total	
	Inter-Institutional Educational Space	990			990	
	Inter-Institutional Research Space		8,030		8,030	
	Common Research Services		1,980		1,980	
	Vivarium		3,626		3,626	
	Shared Building Support			12,312	12,312	
	Retail			7,500	7,500	
Shared Total:		990	13,636	19,812	34,438	52,000
Total Phase I Space:		122,465	46,901	19,812	189,178	310,000

Phase 2 Space Estimates

PHASE 2	ASF				GSF
OHSU	Admin. Space	Research Space	Clinical Space	Total	
School of Dentistry	22,900	10,340	37,080	70,320	
OHSU Research		50,000		50,000	
Total Phase II Space:	22,900	60,340	37,080	120,320	200,000

Total Phase 1A and Phase 2	145,365	107,241	56,892	309,498	510,000
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475 Parking Spaces		176,130
Total with Parking		686,130

Phase 1A Financing Recap

Phase I			(millions)
	Tri-Met		\$10
	OUS	Article XI G-bonds	\$50
		Article XI F-bonds	\$30
	OHSU	Anonymous Gift	\$40
		Article XI F-bonds	\$30
			\$160
Phase 1A			
	OHSU		\$30
Total Cost of Phase 1A			\$190

Phase 2 Financing Recap

Phase 2		Goal	Achieved	Remaining
		(millions)		
SoD	OHSU Central	\$20.00		
	New Philanthropy	\$30.00	\$15.75	\$14.25
	Donated Equipment	\$6.00	\$4.35	\$1.65
	Existing Philanthropy	\$7.00	\$7.00	\$0.00
	Future SoD Revenue	\$7.00		
		\$70.00	\$27.10	\$15.90
Research		\$35.00		
Total Cost of Phase 2		\$105.00		

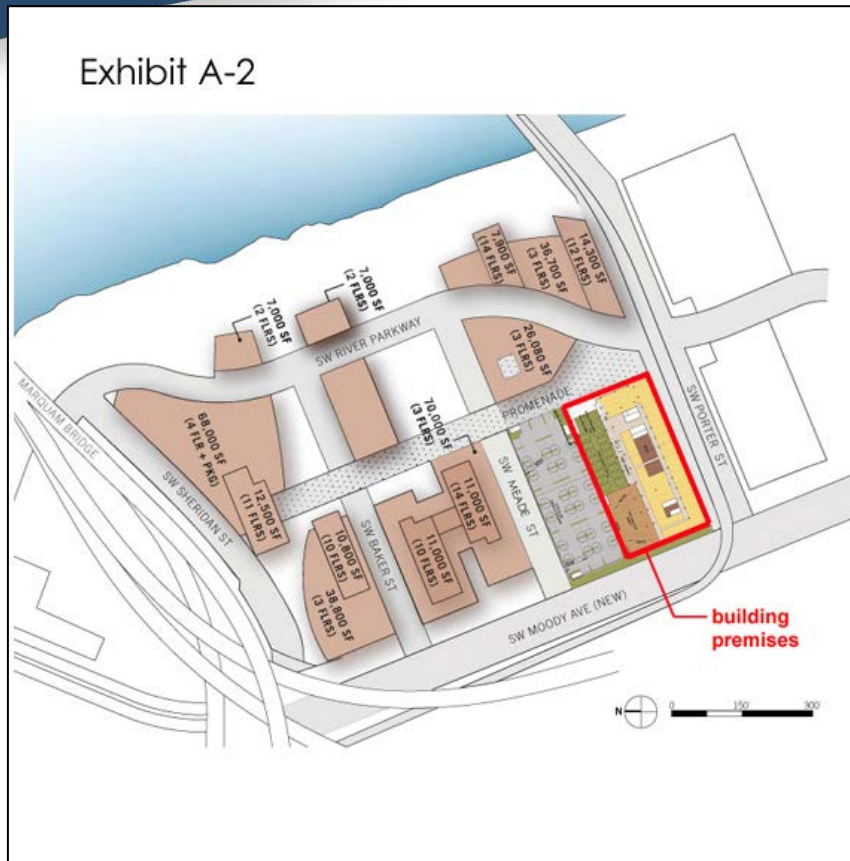
Philanthropic Success!!

- **Dr. Gene and Bonnie Skourtes** have made a personal commitment of \$10 million—the largest philanthropic investment in the School of Dentistry's 112-year history. Alumnus Eugene Skourtes, D.M.D., class of '68, is the founder of Willamette Dental, a regional provider of affordable dental care and a long-time partner with the school
- **ODS**, a regional insurer, has committed \$5 million to the project, the largest corporate philanthropic contribution in the company's history
- Dental equipment manufacturer **A-dec** has formalized its pledge to outfit the school's clinic with state-of-the-art equipment valued at \$4.35 million
- Hundreds of **other supporters** have also contributed some \$7.75 million to date for the capital campaign

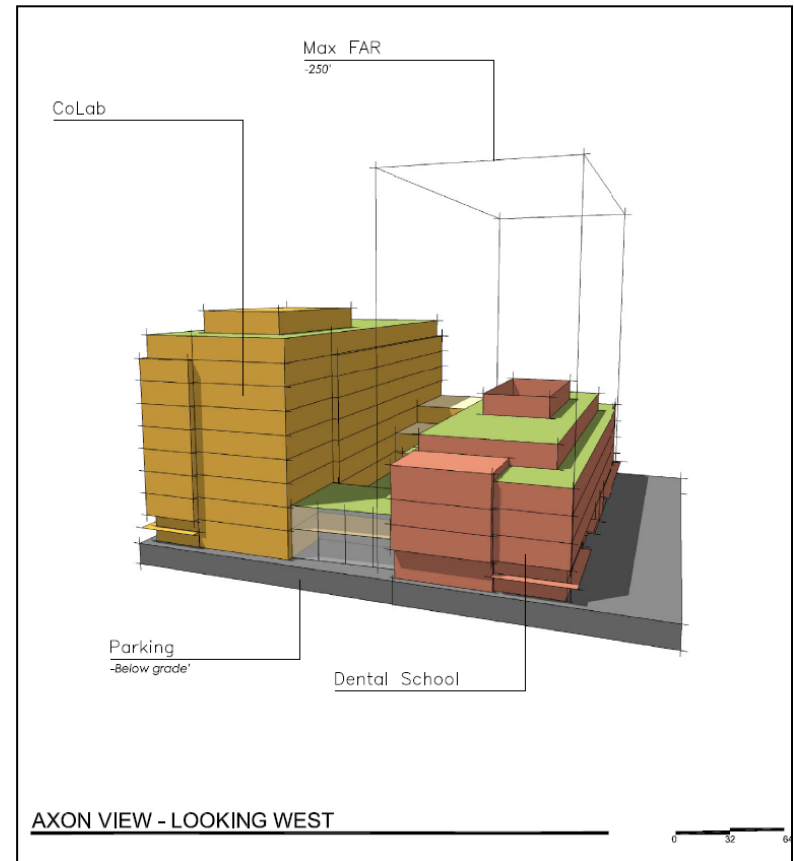
CLSB: New Massing Design

- After reviewing the design documents created by Collins Woerman, SERA / CO proposed alternate building and site massing schemes in order to address issues with getting natural light into the interior of the building and the construction of Phase II
- The new design concept will make it much easier to attain LEED Platinum status on the building without additional cost
- The project steering committee chose a new massing scheme on 6/23

Phase IA and II: Site Location and Massing



OHSU/OUS Collaborative Life Sciences Building Site

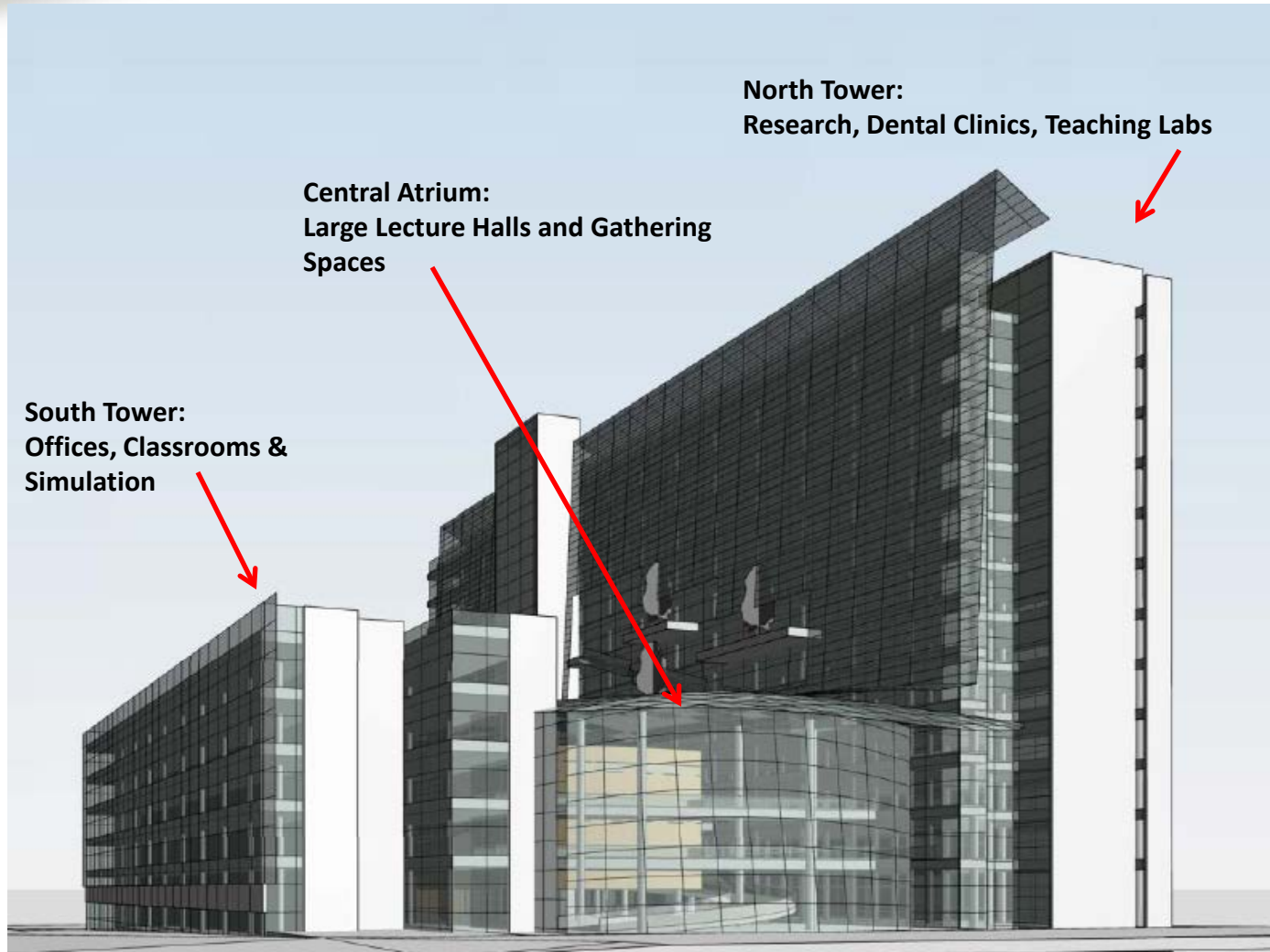


Building Massing with Phase II (only Dental School shown)

Phase IA: Adopted Massing Scheme



Phase IA & 2: Adopted Massing Scheme

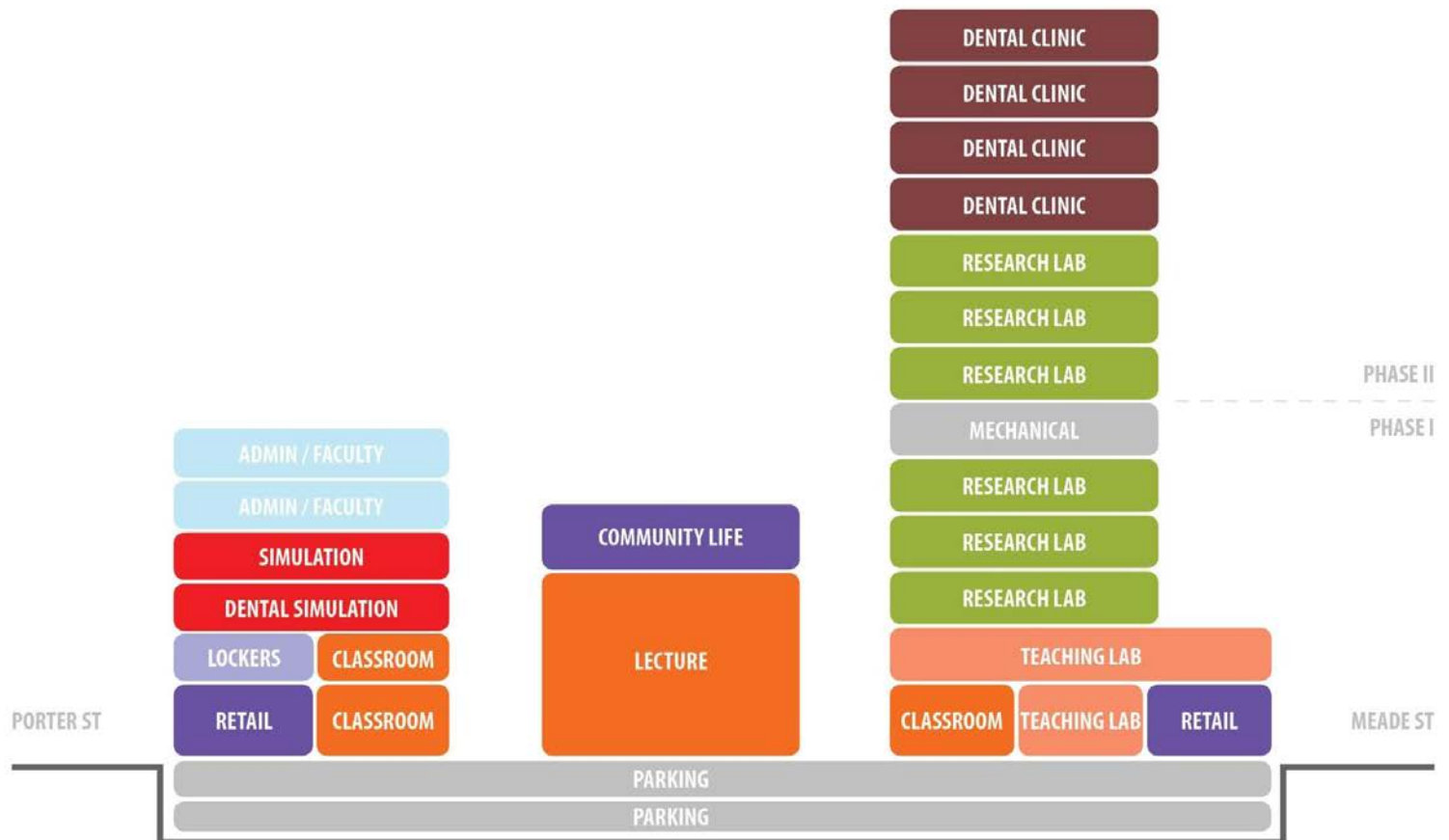


Internal Massing Scheme

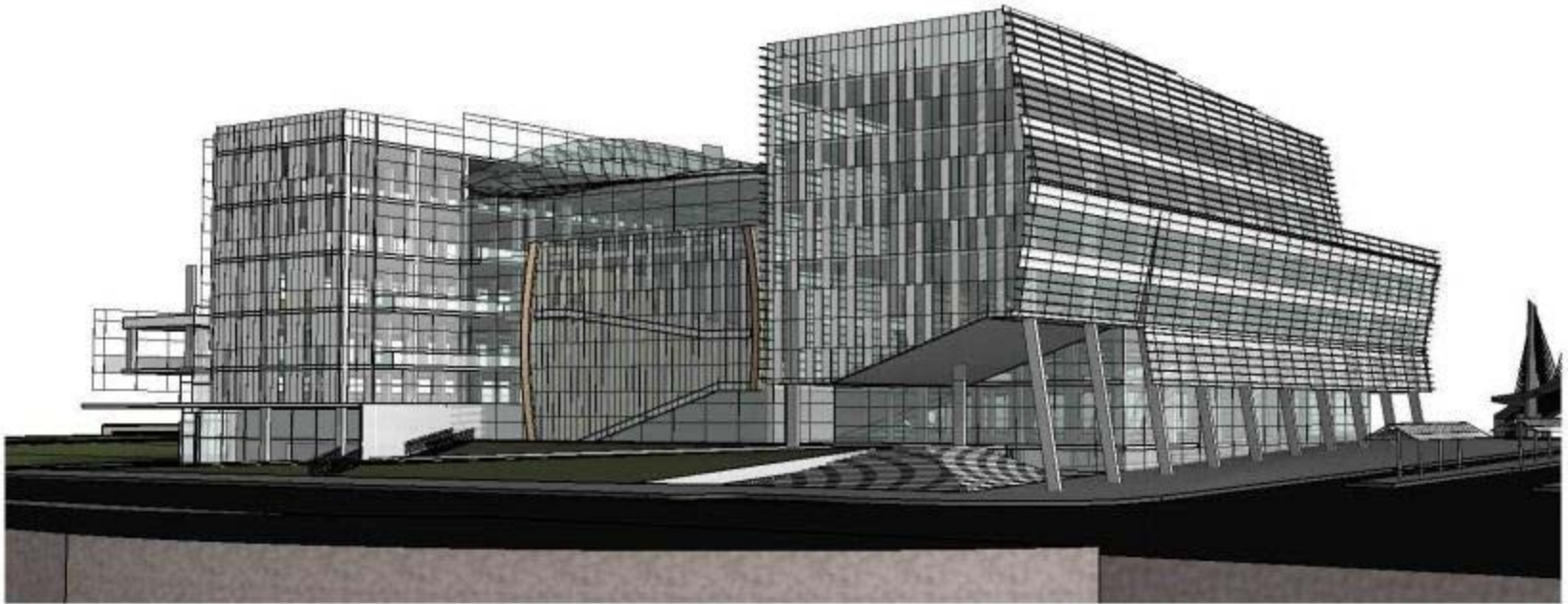
Cut-through showing atrium
& Lecture halls

475 Below-Grade Parking Spaces

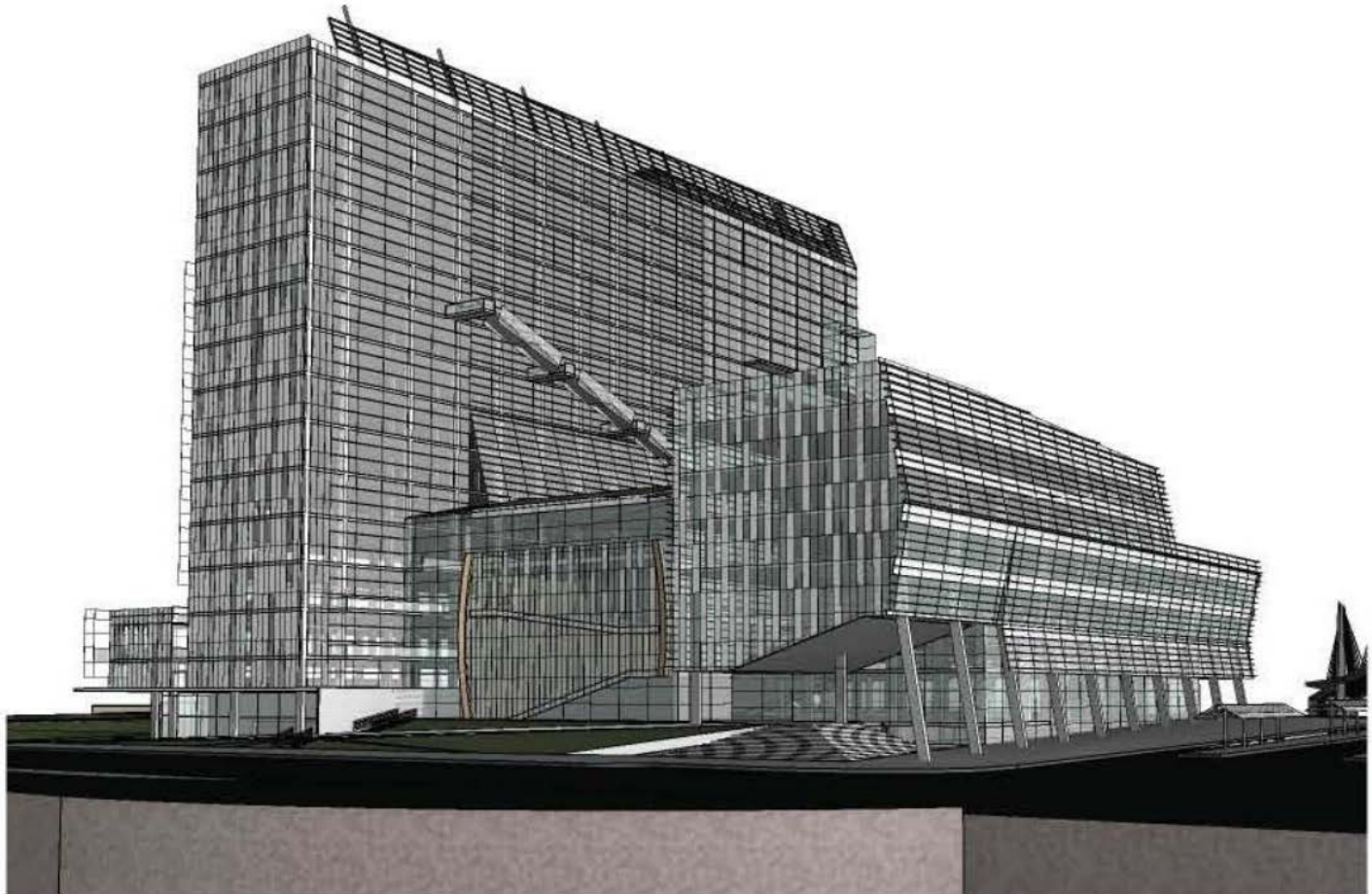
Current Program Massing Scheme



Phase 1a Artist Rendition



Phase 1a and 2 Artist Rendition



Meeting Schedule

- The CLSB Steering Committee meets monthly with representatives of SERA / CO, JE Dunn, and DAY CPM (owner's rep.). Committee members:
 - Mark Williams, OHSU
 - Mark Zabriskie, OSU
 - Lindsay Desrochers / Mark Gregory, PSU
- The CLSB Project Team – meets weekly to go over project timeline, budget, and scope; anticipate and mitigate risks; and review/resolve critical issues
- CLSB User Groups – meetings are scheduled every 3-4 weeks to gather user input, look for opportunities to co-locate and share space, and raise issues that impact the design of the building

CLSB User Groups

- Inter-institutional Research Laboratories User Group
- Teaching Laboratories/Anatomy & Physiology User Group – PSU
- Classrooms & Administrative Offices User Group – PSU
- Classrooms & Administrative Offices User Group - OHSU/OSU
- Simulation User Group - SON/SOM
- Simulation User Group – SOD
- Community Life User Group
- Building Operations
- Building Technology Infrastructure
- Learning Resources Center User Group
- Phase II - School of Dentistry
- Phase II – Research

CLSB Phase 1A: Next Steps

- **June 20th** receive the first official block and stacking concept
- **June 20th – July 22nd** work with user groups to confirm space and programmatic needs and finalize design review package
- **July 22nd – September 9th** conduct detailed design and receive initial user and owner sign off
- **September 9th – 29th** move to final design and get final user sign off
- **September 29th – October 28th** finalize design development documents and receive permission to proceed to construction

Board Recommendation

- Because constructing Phase 2 of the CLSB in conjunction with Phase 1a will markedly reduce the cost of development
- Because moving the clinical facilities of the School of Dentistry to the Schnitzer Campus, will allow OHSU to fully decommission the current facility which has over \$25 million of deferred maintenance associated with it.
- Because the new clinical facility will permit the School of Dentistry to increase the number of dentists it trains, expand the services it provides and significantly increase the number of patients it sees each year
- Because the expanded research facilities will help accommodate the expected growth in the research mission over the next 7-10 years
- With a magnificent response over the last 2 months, the philanthropic community has now donated \$27.1 million of the \$43 million target to construct the School of Dentistry Clinical facility
- OHSU Management recommends to the Board proceeding with the Phase 2 of the Collaborative Life Science Building

Questions?

RESOLUTION 2011-06-05
OREGON HEALTH & SCIENCE UNIVERSITY
BOARD OF DIRECTORS
Phase 2 – Collaborative Life Sciences Building

WHEREAS, Oregon Health & Science University and the Oregon University System of the State of Oregon ("OUS") are constructing a new OHSU/OUS Collaborative Life Sciences Building (the "CLS Building") on the OHSU Schnitzer Campus located in Portland's South Waterfront ("Schnitzer Campus.")

WHEREAS, by Resolution Number 2011-04-03 ("Expanded CLS Resolution") in order to achieve certain efficiencies and economies associated with construction on the Schnitzer Campus, the Board approved the development and construction of a platform and parking facilities for a second research and education building to be located adjacent to the CLS Building on the Schnitzer Campus and owned and operated by OHSU ("Phase 2 CLS Building")

WHEREAS, the Phase 2 CLS Building is planned as the location of the new School of Dentistry, to replace the School of Dentistry located on the Marquam Campus, as well as the location for additional research space, all as more specifically described in the Executive Summary attached hereto as Exhibit A ("Executive Summary.")

WHEREAS, since passage of the Expanded CLS Resolution, OHSU has obtained commitments from a number of donors for substantial gifts (collectively, "SOD Gifts,") all intended to defray a portion of the cost of constructing the new School of Dentistry within the Phase 2 CLS Building, as described in more detail in the Executive Summary.

WHEREAS, the SOD Gifts include gifts and pledges totaling more than \$27 million including a \$10 million gift from Gene and Bonnie Skourtes -- the largest single gift ever received by the School of Dentistry (the "Skourtes Gift"), \$5m from the ODS Companies and \$4.3 million from A-dec Inc.

WHEREAS, construction of the entire Phase 2 CLS Building will require a total estimated amount of \$105 million in funding (in addition to funding included in the Expanded CLS Resolution), which funding will consist of the SOD Gifts funds, additional donated funds, and a mix of Debt (defined below) and cash, all as preliminarily outlined in the Executive Summary.

WHEREAS, Management plans to present to the Board a detailed funding plan for the development and construction of the Phase 2 CLS Building ("Funding Plan") at such time as Management has identified with more specificity the mix of available funds for the Phase 2 CLS Building, and no later than June 30, 2012.

WHEREAS, the Board believes that (i) development and construction of the Phase 2 CLS Building consistent with Executive Summary, (ii) funding of the Phase 2 CLS Building in a manner generally consistent with the Executive Summary, and (ii) the naming of School of

Dentistry facility in the Phase 2 CLS Building in honor of the Skourtes family members are in the best interests of the University.

WHEREAS, the Board expects that OHSU will incur expenditures on the Phase 2 CLS Building (the "Phase 2 CLS Building Expenditures") prior to its receipt of the proceeds of indebtedness ("Debt") it will incur under its Master Trust Indenture (in a form determined by the President or his designee(s)) to fund the Phase 2 CLS Building, and wishes to memorialize a declaration of official intent to use proceeds of the Debt to reimburse the Phase 2 CLS Building Expenditures in conformity with the requirements of United States Treasury Regulations Section 1.150-2.

NOW, THEREFORE, BE IT RESOLVED, by the Board of Directors as follows:

1. The development and construction of the Phase 2 CLS Building is hereby approved.
2. OHSU's investment of up to \$105 million for the Phase 2 CLS Building, consisting of the SOD Gifts, additional gifts for the project and a mix of Debt and cash in amounts as preliminary described in the Executive Summary, is hereby approved.
3. Management will submit to the Board a Funding Plan for the Phase 2 CLS Building on or before June 30, 2012.
4. The naming of the School of Dentistry facility in the Phase 2 CLS Building in honor of the Skourtes family members is hereby approved.
5. OHSU expects to use proceeds of the Debt to reimburse the Phase 2 CLS Building Expenditures.
6. The President or his designee (each an "Authorized Officer") is authorized on behalf of OHSU to take such actions as the Authorized Officer deems necessary or appropriate in his or her sole discretion to carry out the purposes and intent of this Resolution.

This Resolution is adopted this 30th day of June, 2011.

Yeas _____

Nays _____

Signed by the Secretary of the Board on June 30, 2011.

Amy M. Wayson
Board Secretary

EXHIBIT A
Executive Summary
Resolution 2011-06-05
(OHSU/OUS Collaborative Life Sciences Building)

Introduction

At the September Board meeting a Resolution (2010-09-12) was passed allowing OHSU Management to move forward with the OHSU/OUS Collaborative Life Science Building (CLSB or Building). At that time plans for this building, co-owned by OHSU and the Oregon University System (OUS), contemplated an approximately 400,000 gross square foot building located on OHSU property on the south west corner of the OHSU Schnitzer Campus in the South Waterfront.

Substantially consistent with the program presented to the Board in September, current plans are for the CLSB to have approximately 122,465 assignable square feet (asf) of educational space, 29,901 asf of research space and 19,812 asf of retail/building support space in addition to 270 parking spaces. From an OHSU perspective, this will permit the School of Medicine to expand its class size from 120 to 160, the School of Dentistry class size from 75 to 90 and the Physician Assistant program from approximately 40 to around 50 students. The 1st and 2nd year didactic programs of both the MD and DMD classes will be located in the new Building and the co-location will permit the type of academic collaboration necessary to implement a strong inter-professional learning experience for these students. The first year of didactic education for the Physician Assistant program will also occur in the Building and these students will participate in a number of the courses alongside MD and DMD students. A state of the art inter-professional simulation center will also be included in the Building which will be used extensively by MD, DMD and PA students along with students from the School of Nursing and residents and fellows in Graduate Medical Education programs at OHSU

At the April Board meeting a subsequent Resolution (2011-04-03) was approved that authorized OHSU Management to expand the initial scope of the CLSB to include space to support the activities of the new OHSU Center for Spatial Systems Biomedicine (OCSSB) and provide for additional parking (~200 spaces) and infrastructure required for future development of a dental clinical facility and research laboratories on or adjacent to the CLSB site (Phase 2 – CLSB Space). Approval of Resolution 2011-04-03 increased OHSU's cost for the CLSB from \$70 million to \$100 million, with the additional amount to be funded by issuing debt with net proceeds of \$30 million, scheduled for FY13.

At the April meeting, the Board was also presented with a plan to relocate the clinical facility in the School of Dentistry to the Phase 2 CLSB Space along with additional research space to help accommodate the expected growth in this mission over the next 7-10 years. The proposal to move the clinical facility evolved out of recommendations made by a Blue Ribbon Panel of industry leaders, dental professionals, faculty, students, alumni and donors. The Panel was charged with charting a course for the future of dental education in Oregon, in a time where the School of Dentistry faces a unique set of opportunities and challenges. The Panel examined how to deliver dental education while addressing some key issues facing the School of Dentistry such as: the current facilities of the School of Dentistry, the potential role of the CLSB on the South Waterfront, the potential of adding new education programs, capital funding requirements, optimum configuration for a new dental clinic, workforce needs in the face of federal and state health care reform, and a long-term trend of declining state general fund support.

In April, Management indicated to the Board that a significant portion of the funds required to relocate the clinical facility to the Phase 2- CLSB Space would need to be raised through philanthropy. Specifically, for the project to move forward, we indicated that we would need to have in hand \$18 million in donor commitments by July 31st, 2011. That target has already been exceeded, as we currently have \$27.1 million in donor commitments, of the \$43 million in philanthropy required for the School of Dentistry clinical facility relocation, including the following commitments:

- Dr. Gene and Bonnie Skourtes have made a personal commitment of \$10 million—the largest philanthropic investment in the School of Dentistry's 112-year history. Alumnus Eugene Skourtes, D.M.D., class of '68, is the founder of Willamette Dental, a regional provider of affordable dental care and a long-time partner with the school
- ODS, a regional dental insurer, has committed a total of \$5 million to the project, the largest corporate philanthropic contribution in the company's history. Dental equipment manufacturer A-dec has formalized its pledge to outfit the school's clinic with state-of-the-art equipment valued at \$4.35 million
- Hundreds of other supporters have also contributed some \$7.75 million to date for the capital campaign

The addition of the School of Dentistry clinical facility and the built-out and shelled research facilities would increase the program space in the CLSB by ~70,000 asf and ~50,000 asf, respectively. As a result, the CLSB, including 475 parking spaces, would total ~686,000 gross square feet and represent one of the largest educational facilities ever constructed in Oregon.

Proposed Financing for Phase 2 CLSB Space (planned to open in 2014)

\$70m	School of Dentistry Clinical Facility
\$35m	Additional Built-out and Shelled Research Space
\$105m	OHSU component of revised costs
\$55m	New OHSU debt to be issued in FY13
\$30m	New Philanthropy (\$15.75m already raised)
\$7m	Existing Philanthropy (previously raised)
\$7m	SoD Retained Earnings
\$6m	Donated Equipment (\$4.35m already donated)

In order to secure the lowest cost of capital, and maintain OHSU's liquidity position, Management expects to finance the additional program by issuing new tax-exempt debt on OHSU's credit, with net proceeds of \$55 million, after costs of issuance, capitalized interest and debt service reserves funds. Along with the approved funding for the expanded Phase 2-CLSB Space, OHSU's total investment in the CLSB together with the Phase 2-CLSB Space (Expanded CLSB) would become \$205 million, with \$90 million from gifts and retained revenue and \$115 million from issuing new tax-exempt debt, of which \$30 million has already been issued through OUS, and \$85 million will be issued on OHSU credit in FY13. Management is currently studying the most cost-effective way of structuring this financing, and will return to the Board for approval of the specific financing proposal at a subsequent meeting.

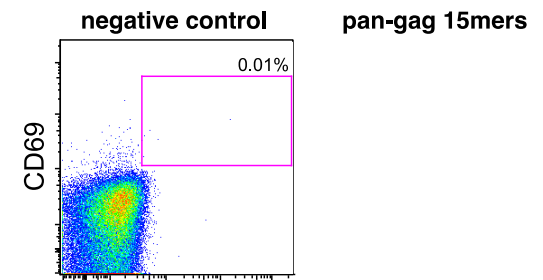
Recommendation

To support the relocation and expanded clinical activities of the OHSU School of Dentistry and provide for continued planned expansion of the research mission, OHSU Management recommends to the Board proceeding with the Phase 2 CLSB Space as described above. This will increase OHSU's current commitment to the total Expanded CLSB from \$100 million to \$205 million with the additional amount funded by a combination of philanthropy (\$43 million), retained earnings in the School of Dentistry (\$7 million) and the issuance of debt with net proceeds of \$55 million.

Exhibit A



OREGON
HEALTH & SCIENCE
UNIVERSITY

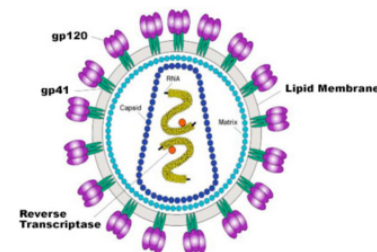


Recent Breakthroughs in HIV/AIDS Vaccine Development at OHSU's Vaccine and Gene Therapy Institute

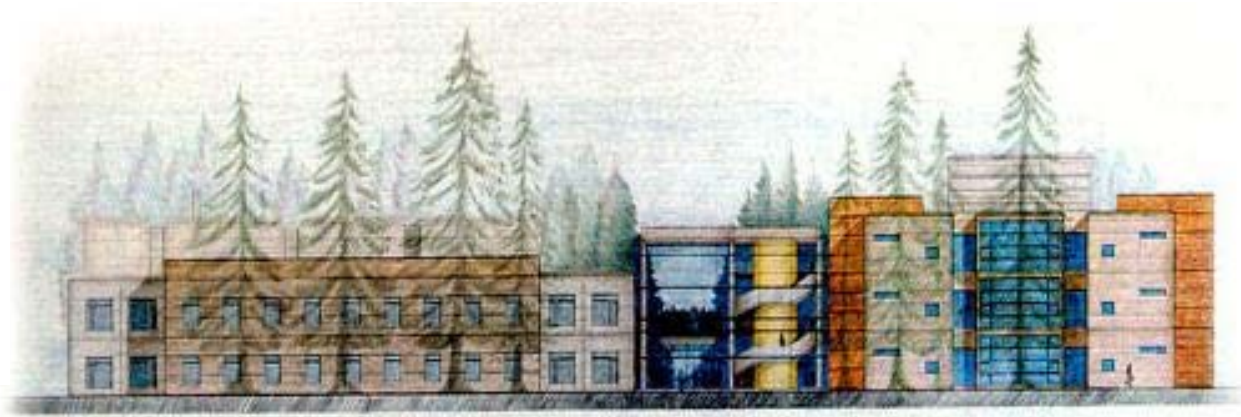
Louis J. Picker, M.D.
Associate Director, VGTI



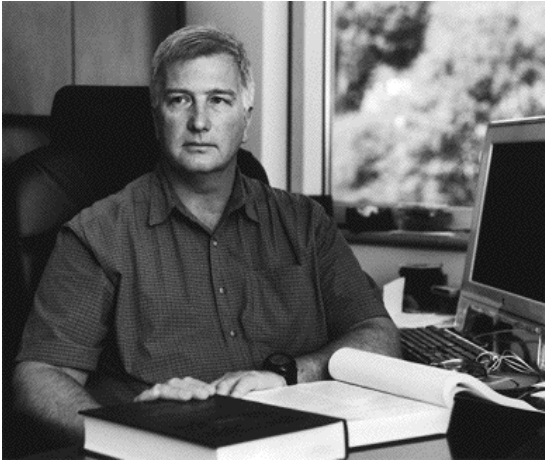
VACCINE &
GENE THERAPY
INSTITUTE



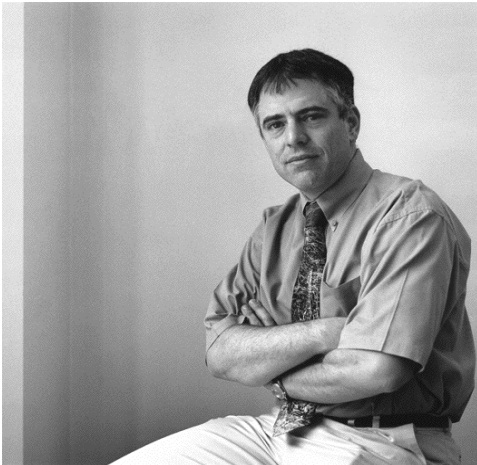
Vaccine and Gene Therapy Institute (VGTI)



- Formally established in April, 2001 after a 2 year planning process
- Founding Goal: to bring together a highly interactive group of scientists with complementary expertise in Virology, Immunology, Pathology, and non-human primate (NHP) models to perform state-of-the-art research and find solutions to infectious disease threats to human health
- Vaccine development was to be a major priority of VGTI faculty, in particular HIV/AIDS



Jay Nelson, Founding Virologist and Director



**I was recruited by Jay in 2000 to serve as the VGTI's
Chief Immunologist and Co-Director**

VGTI Building, OHSU West Campus



We have grown!

VGTI Faculty - 2011

Director



Jay Nelson

Co-Director



Louis Picker



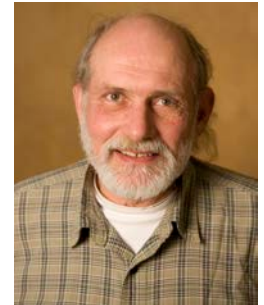
Nancy Haigwood



Klaus Früh



Scott Wong



Mike Axthelm



Ashlee Moses



Mark Slifka



Daniel Streblow



Michael Jarvis



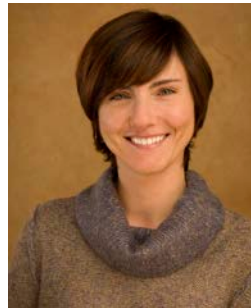
Ilhem Powers



Victor DeFilippis



Haesun Park



Patrizia Caposio



Scott Hansen



Alec Hirsch



Jonah Sacha



Janet Douglas

We have worked!

VGTI -- Scientific Programs

- **HIV/AIDS**
 - **Vaccine Development***
 - Pathogenesis and Opportunistic Infections
- **Pathogenesis and Immunology of Bioterrorism Agents and Emerging Pathogens** (West Nile Virus, Dengue Virus, Poxviruses, Influenza Virus, Yellow Fever Virus, Ebola Virus, Japanese Encephalitis Virus, Chikungunya Virus)
- **Infection and Immunity of Aged and other Vulnerable Populations** (Effective Vaccines for the Elderly)
- **Other:**
 - Pathogenesis and Immunology of Herpes Family Viral Diseases
 - Viral Etiology of Multiple Sclerosis

New Initiatives: Tuberculosis and Malaria Vaccines

Vaccine & Gene Therapy Institute

Research Dollars by Type

Millions

\$40

\$35

\$30

\$25

\$20

\$15

\$10

\$5

\$-

We have prospered!

Other

Aging

Biodefense

AIDS

FY00

FY01

FY02

FY03

FY04

FY05

FY06

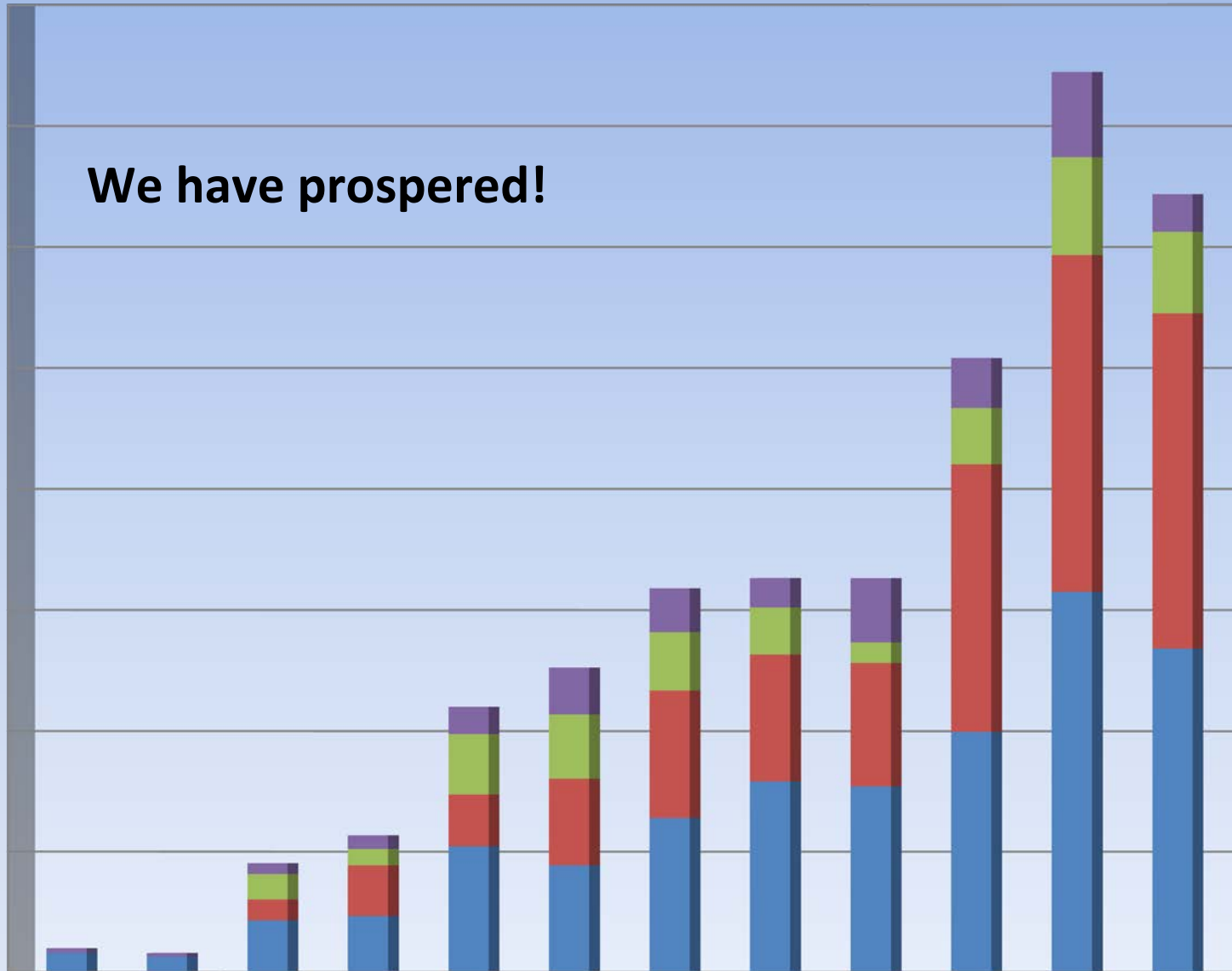
FY07

FY08

FY09

FY10

FY11



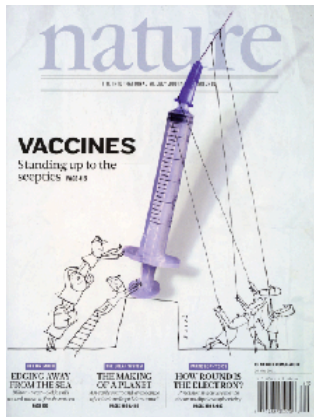
VGTI-Oregon's success indicated by new “franchise”!



- Established July, 2008 with \$60 million grant from the State of Florida and matching support from the City of Port St. Lucie and St. Lucie County
- Sister institute of VGTI-Oregon (both founded and led by Jay Nelson)
- Non-profit tax exempt research institute (OHSU administered; D. Dorsa, Board President)
- 61 current employees (220 planned with 20 Principal Investigators)
- Focus on basic and translational human immunology with emphasis on development of vaccines/other immunotherapies
- Major Themes: Systems biology and *in vivo* imaging

We have had an impact!

2011



LETTER

doi:10.1038/nature10003

Profound early control of highly pathogenic SIV by an effector memory T-cell vaccine

Scott G. Hansen¹, Julia C. Ford¹, Matthew S. Lewis¹, Abigail B. Ventura¹, Colette M. Hughes¹, Lia Coyne-Johnson¹, Nathan Whizin¹, Kelli Oswald², Rebecca Shoemaker², Tonya Swanson¹, Alfred W. Legasse¹, Maria J. Chiuchio³, Christopher L. Parks³, Michael K. Axthelm¹, Jay A. Nelson¹, Michael A. Jarvis¹, Michael Piatak Jr², Jeffrey D. Lifson² & Louis J. Picker¹

Science

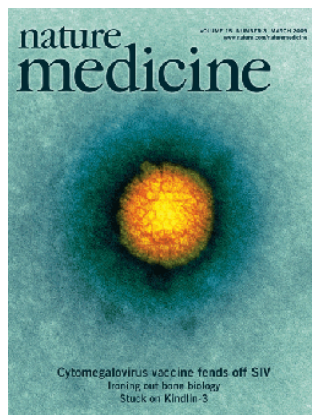
Evasion of CD8⁺ T Cells Is Critical for Superinfection by Cytomegalovirus

Scott G. Hansen,^{1*} Colin J. Powers,^{1*†} Rebecca Richards,¹ Abigail B. Ventura,¹ Julia C. Ford,¹ Don Siess,² Michael K. Axthelm,^{1,2} Jay A. Nelson,^{1,2} Michael A. Jarvis,¹ Louis J. Picker,^{1,2‡} Klaus Früh^{1,2‡}

Cytomegalovirus (CMV) can superinfect persistently infected hosts despite CMV-specific humoral and cellular immunity; however, how it does so remains undefined. We have demonstrated that superinfection of rhesus CMV-infected rhesus macaques (RM) requires evasion of CD8⁺ T cell immunity by virally encoded inhibitors of major histocompatibility complex class I (MHC-I) antigen presentation, particularly the homologs of human CMV US2, 3, 6, and 11. In contrast, MHC-I interference was dispensable for primary infection of RM, or for the establishment of a persistent secondary infection in CMV-infected RM transiently depleted of CD8⁺ lymphocytes. These findings demonstrate that US2-11 glycoproteins promote evasion of CD8⁺ T cells in vivo, thus supporting viral replication and dissemination during superinfection, a process that complicates the development of preventive CMV vaccines but that can be exploited for CMV-based vector development.

AAAS

2010



**nature
medicine**

Effector memory T cell responses are associated with protection of rhesus monkeys from mucosal simian immunodeficiency virus challenge

Scott G. Hansen¹, Cassandra Vicville¹, Nathan Whizin¹, Lia Coyne-Johnson¹, Don C. Siess¹, Derek D. Drummond¹, Alfred W. Legasse¹, Michael K. Axthelm¹, Kelli Oswald², Charles M. Trubey², Michael Piatak Jr², Jeffrey D. Lifson², Jay A. Nelson¹, Michael A. Jarvis¹ & Louis J. Picker¹

2009

LETTERS

A New Concept in Vaccine Development: Development of “Effector Memory” Vaccines with Cytomegalovirus (CMV) Vectors



Louis Picker



Jay Nelson



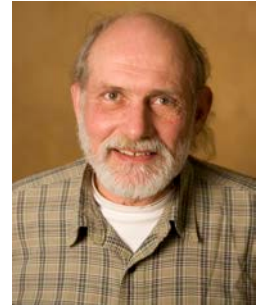
Klaus Früh



Scott Hansen



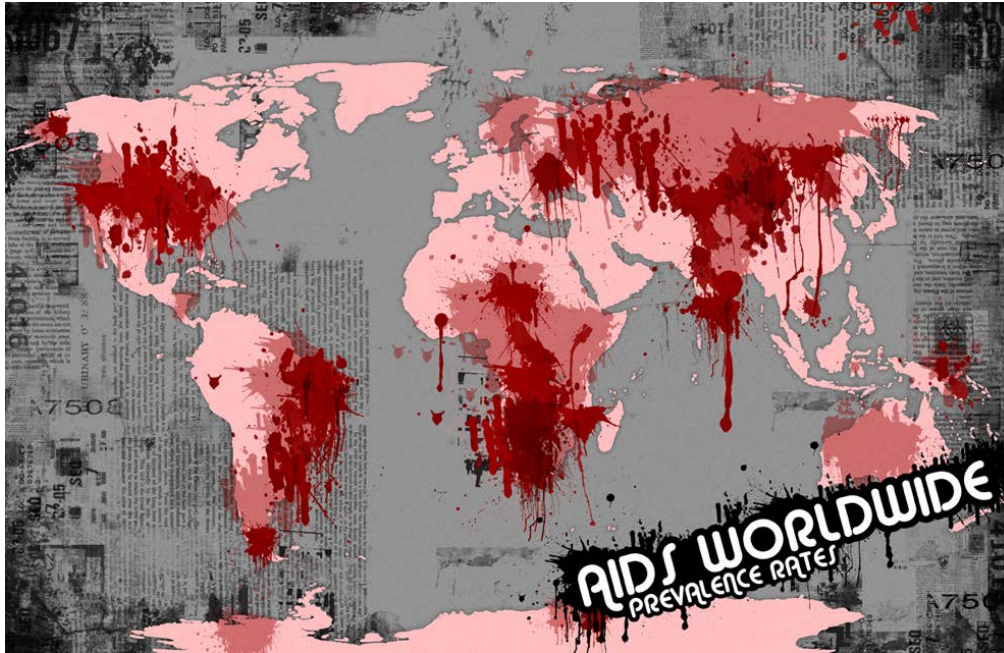
Michael Jarvis



Mike Axthelm

**A “crazy” idea that might lead
to an effective HIV/AIDS vaccine!**

Despite development of effective anti-viral therapy, the HIV/AIDS pandemic continues to take enormous toll . . .



HIV/AIDS statistics in 2009
33.3 million people infected;
2.9 million new infections;
1.8 million deaths

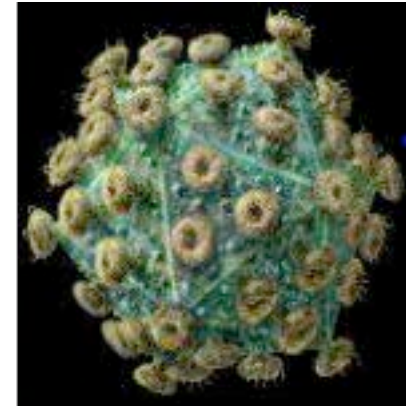
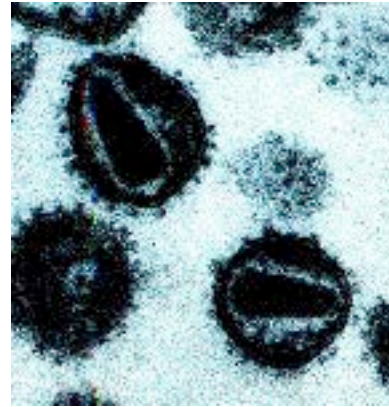


HIV+ mother and child in Malawi

**An effective prophylactic vaccine is likely the only way
the pandemic can be stopped . . .**

It has been 3 decades since the first description of AIDS and nearly as long since the discovery of its cause, HIV . . .

- Gottlieb MS, et al. *Pneumocystis carinii* pneumonia and mucosal candidiasis in previously healthy homosexual men: evidence of a new acquired cellular immuno-deficiency.
- Masur H, et al. An outbreak of community-acquired *Pneumocystis carinii* pneumonia: initial manifestation of cellular immune dysfunction.
- Seigal FP, et al. Severe acquired immunodeficiency in male homosexuals, manifested by chronic perianal ulcerative herpes simplex lesions.
 - **New England Journal of Medicine 305, 1981.**



- Barre-Sinoussi F, et al. Isolation of a T-lymphotropic retrovirus from a patient at risk for acquired immune deficiency syndrome (AIDS), **Science, 220:868-871, 1983.**
- Gallo RC, et al. Frequent detection and isolation of cytopathic retroviruses (HTLV-III) from patients with AIDS and at risk for AIDS, **Science, 224:500-503, 1984.**

But still, no effective vaccine.

For most viral diseases, identification of the causative agent usually leads to a vaccine . . .

So why is HIV different?

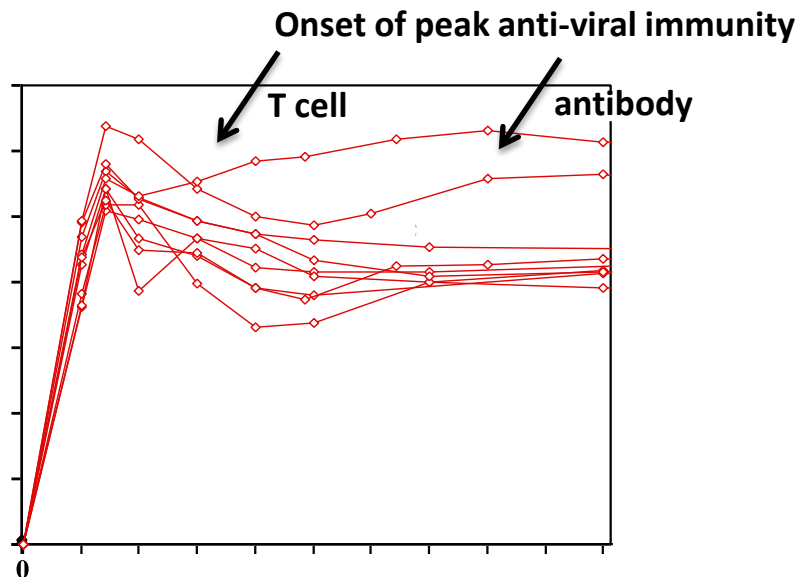
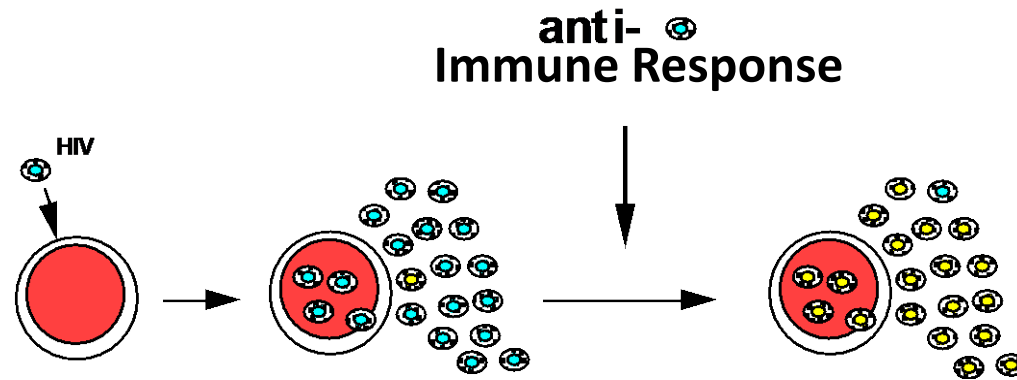
- Infections of humans with HIV or macaque monkeys with SIV are rarely controlled and “never” naturally cleared.
- Indeed, HIV (which derives from SIVs endemic in African Non-Human Primates) has evolved multiple mechanisms to efficiently evade host immunity . . . In other words, the virus is exquisitely designed to replicate unimpeded for the life of the host!!!



Sooty Mangabey

Implication: development of an effective HIV/AIDS vaccine will not consist of identifying an immunization approach that mimics protective natural immunity -- the path to success for most vaccines -- but rather, will require us (scientists) to achieve what nature and evolution could not -- a generally protective anti-HIV immune response!!

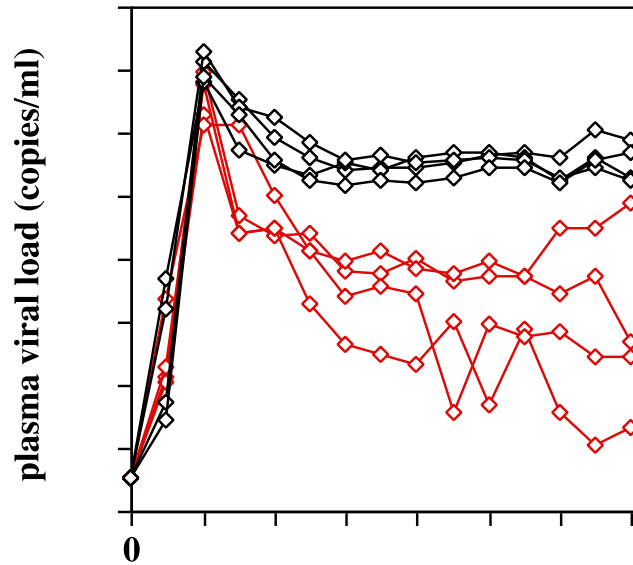
HIV/SIV – “Artful Dodgers”



Once HIV/SIV infection is established, the extraordinarily fast replication of these viruses, coupled with an intrinsic diversity and genetic plasticity that provides for rapid “evolution”, allows efficient evasion of the vast majority of immunologic challenges . . .

**HIV and SIV are not, however, completely invulnerable –
CD8+ T cell responses can manifest anti-viral activity**

ynamics

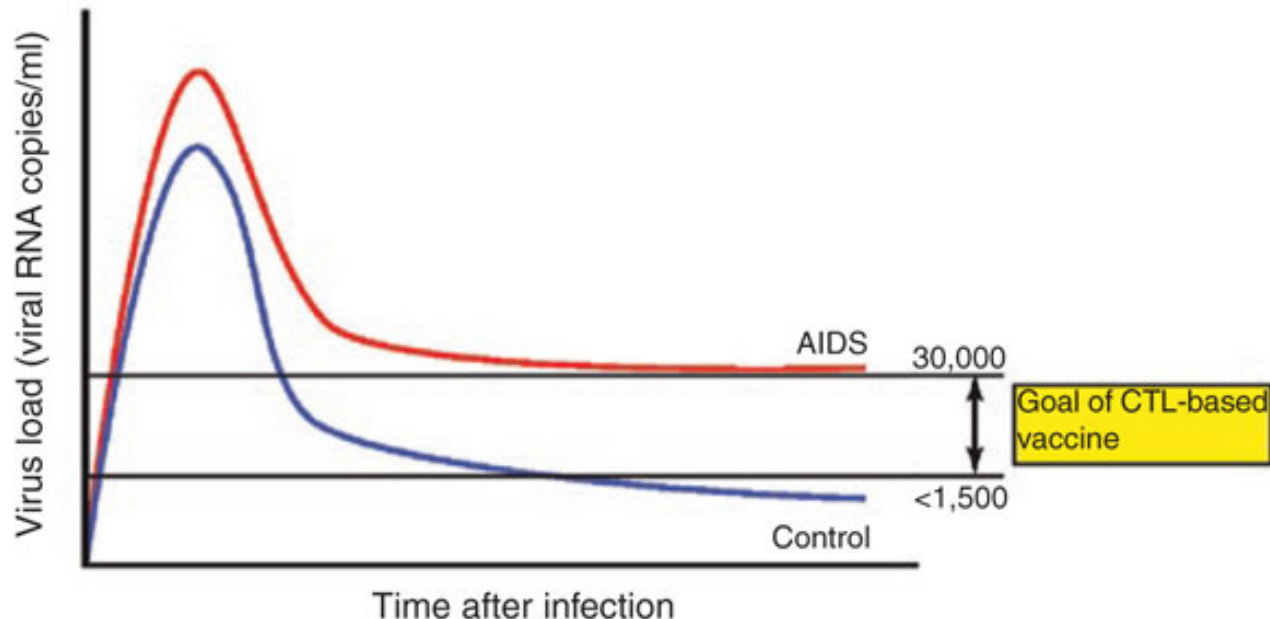


In some individuals, particular anti-viral CD8+ T cell responses appeared to “hit” vulnerable parts of the viral genome . . . parts that can’t be changed without the virus losing replicative “fitness” . . .

The original HIV/AIDS T cell vaccine paradigm, built on these data, hypothesized that a vaccine capable of eliciting stronger anti-viral CD8+ T cell responses might “find” vulnerable viral sequences more often and thereby restrict viral replication in the majority of vaccinees . . .

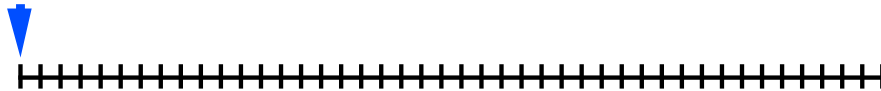
Such responses, while not capable of preventing infection or mediating sterilizing immunity, would reduce:

- the tempo of disease progression in infected vaccinated subjects, and
- their rate of transmitting the infection to others . . .



In the past decade, HIV/SIV vaccinologists have developed increasingly potent vaccine regimens that greatly enhance the CD8+ T cell response to HIV/SIV infection

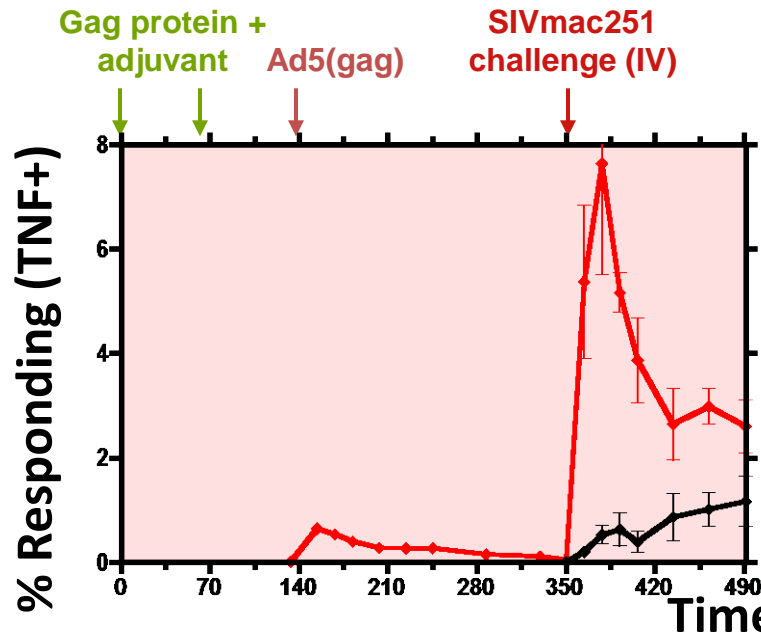
vector #1



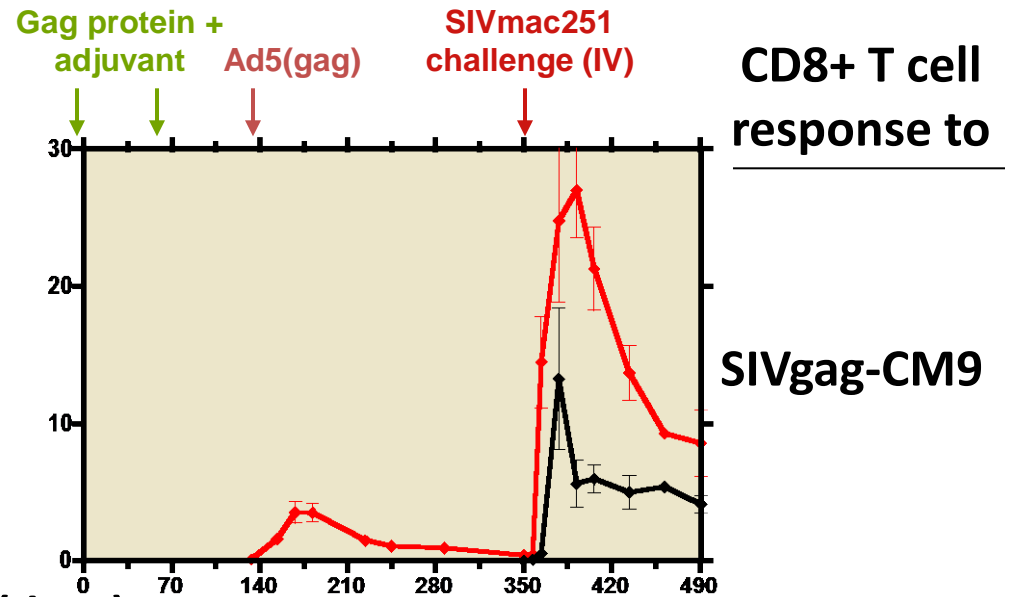
Heterologous "Prime-Boost" vaccines

For example:

Blood



Lung (mucosal effector site)

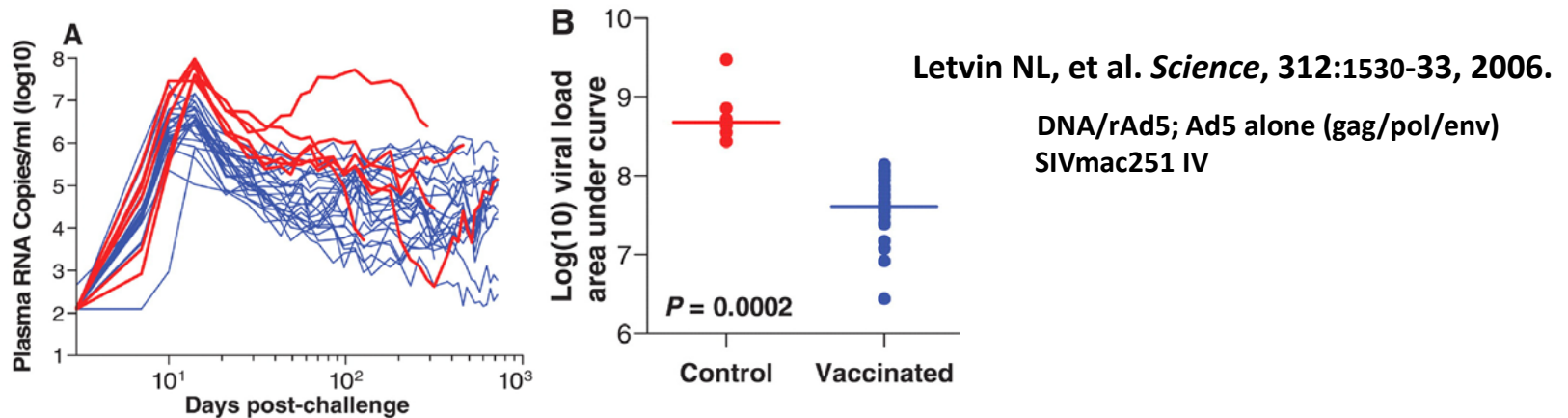


CD8+ T cell
response to

SIVgag-CM9

Red = vaccinated; black = unvaccinated controls

Unfortunately, although these regimens have shown the ability to reduce SIV replication and extend survival in monkeys, their overall efficacy has been disappointing . . . limited to 1-2 log suppression of viral replication and often short-lived.

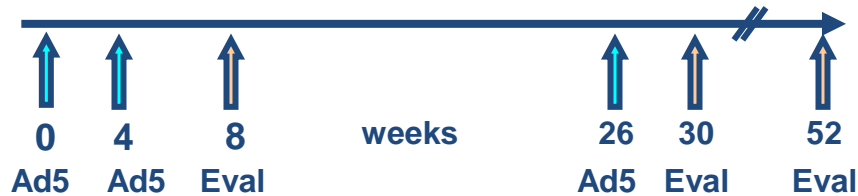


Most importantly a test of this concept
in a phase 2b human clinical trial . . .

... failed to show efficacy.

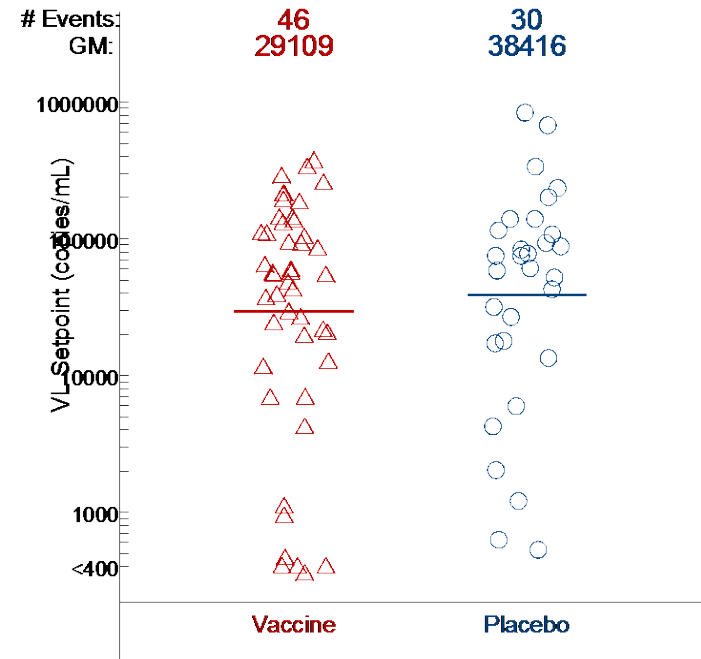
“Step Study” Evaluation of the MRKAd5 HIV-1 gag/pol/nef Vaccine

Mixture of 3 vectors:
 10^{10} vp each of MRKAd5,
with clade B HIV-1 gag, HIV-1 pol, and HIV-1 nef

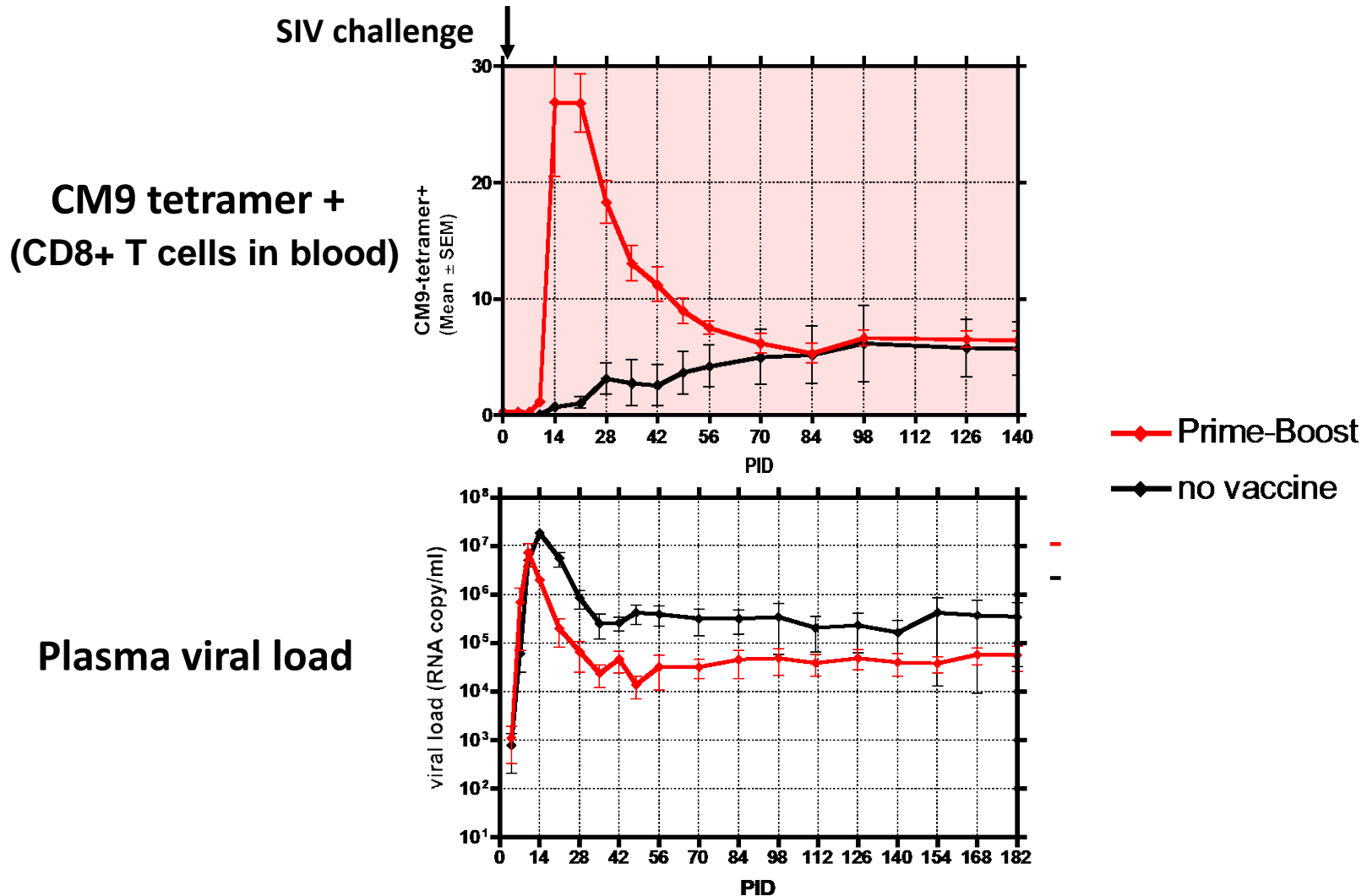


3000 participants
enrolled

Viral dynamics

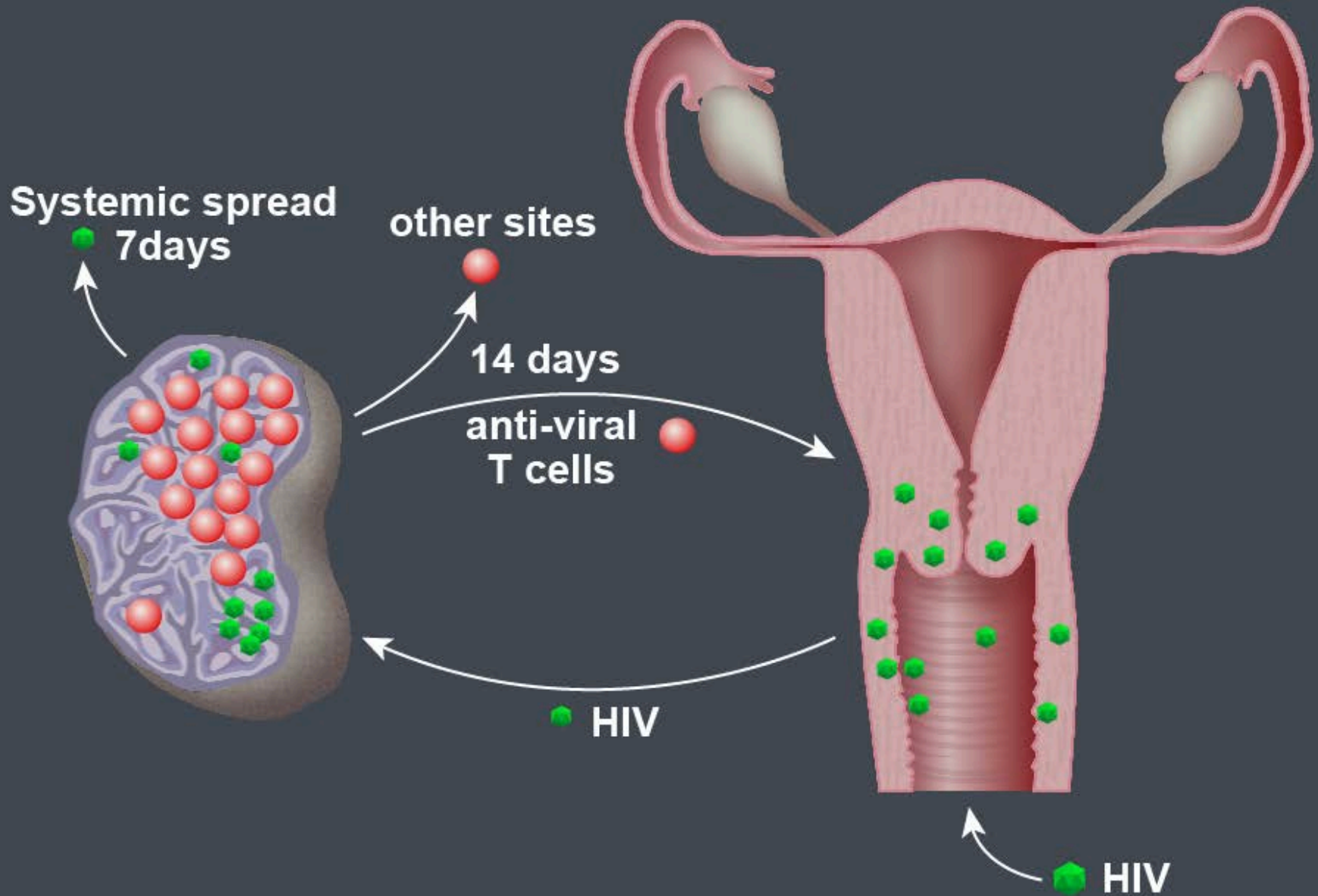


We have noted that although these conventional vaccine approaches greatly enhance the CD8+ T cell response to infection, the speed at which these responses develop after infection . . .

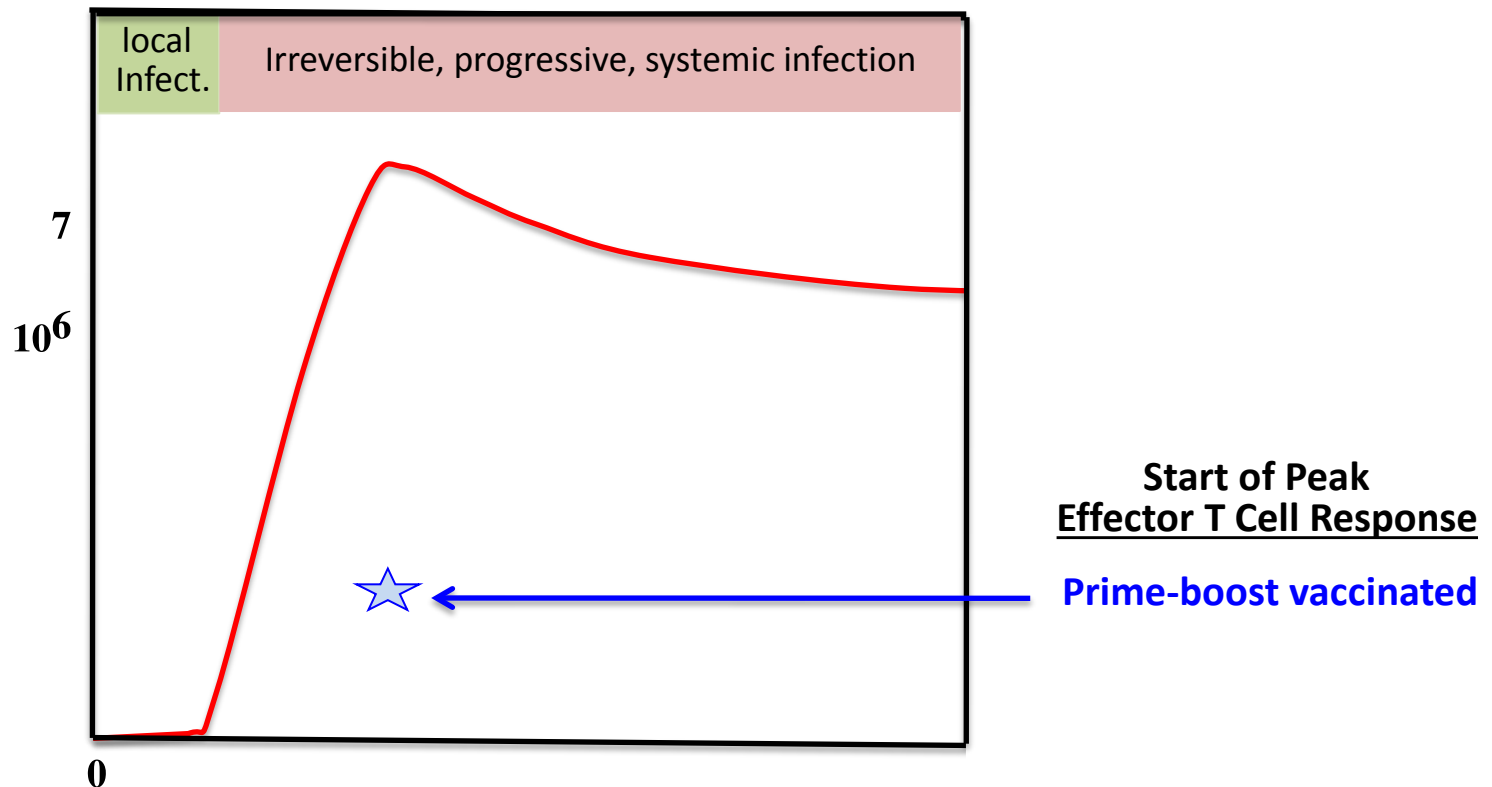


... is STILL quite slow compared to viral dynamics.

T cell responses elicited by conventional vaccines are based in lymphoid tissues, and are only able to “intercept” infection and manifest anti-viral activity AFTER infection has spread . . .

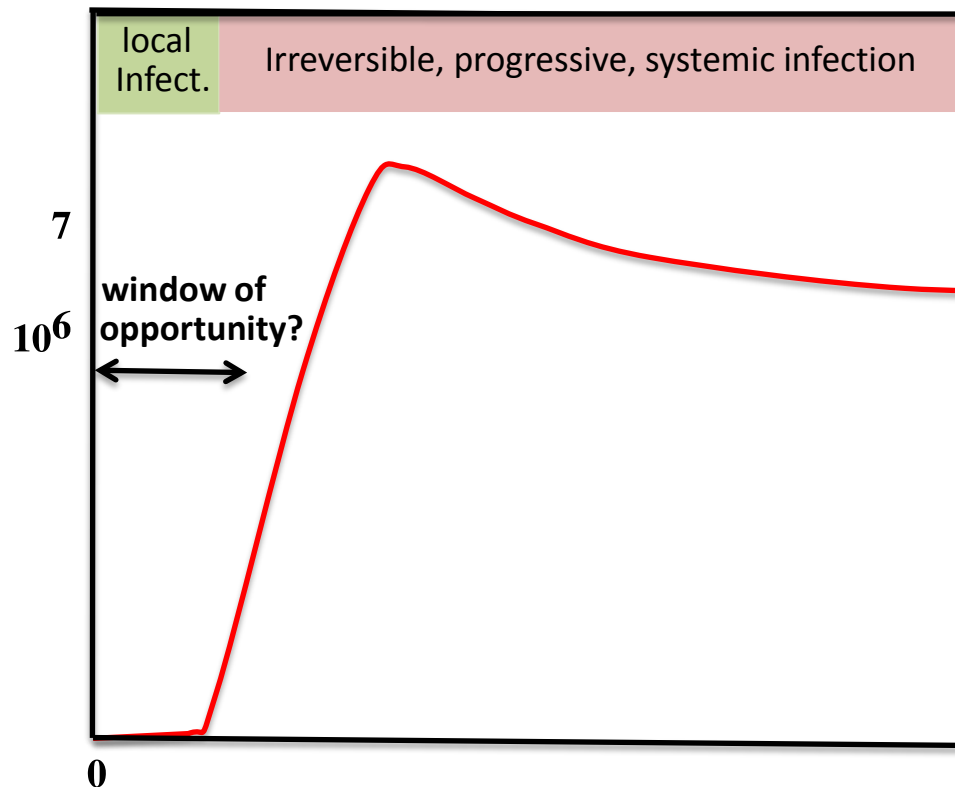


Thus, even the highly vaccine-enhanced anti-viral responses arrive after progressive, systemic infection and are unable to counter the immune evasion capabilities of HIV/SIV:

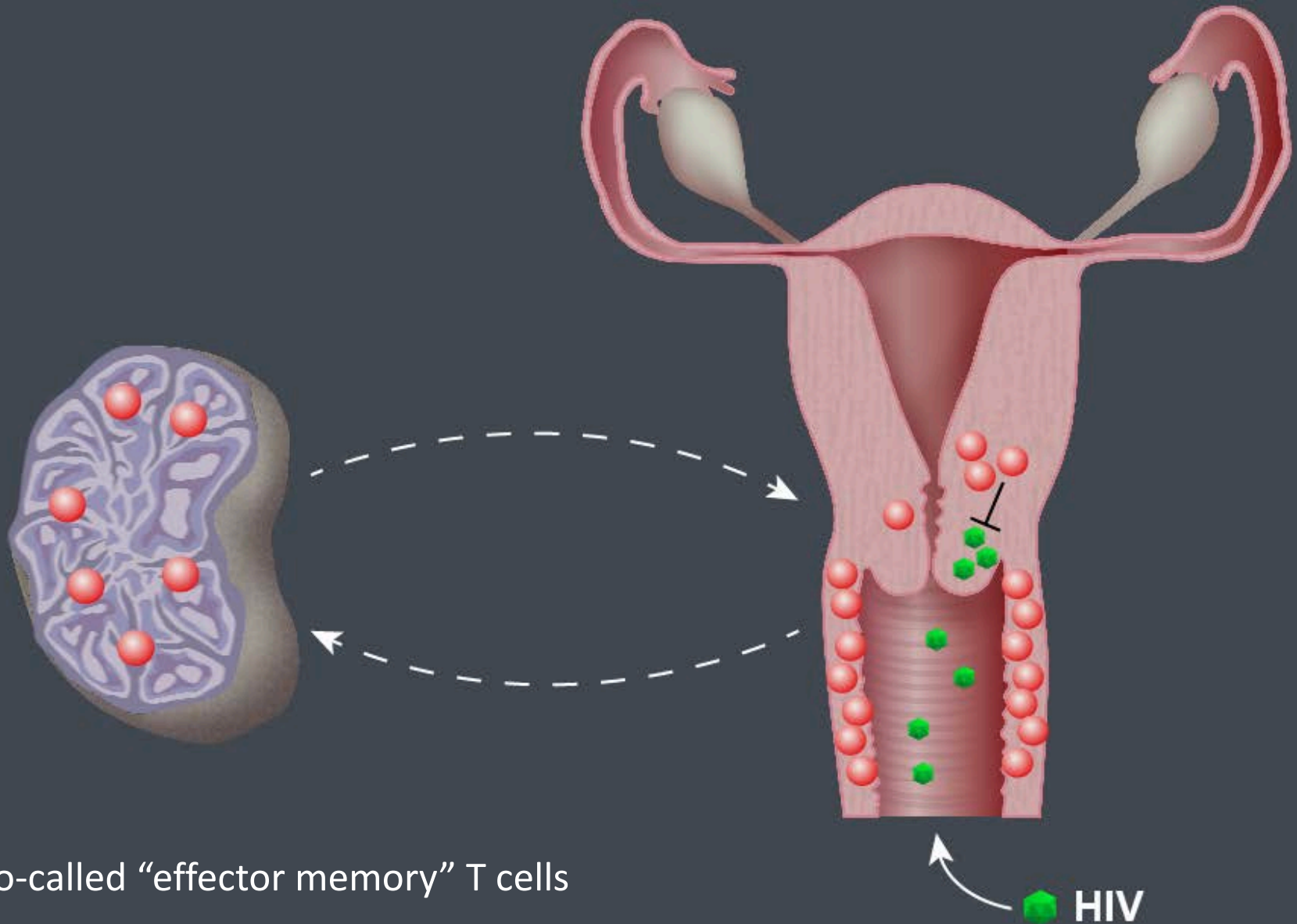


However, early in infection, the virus will not be optimally adapted to the new host and will not have generated the diversity necessary for immune escape, perhaps leaving it vulnerable to immune control

...

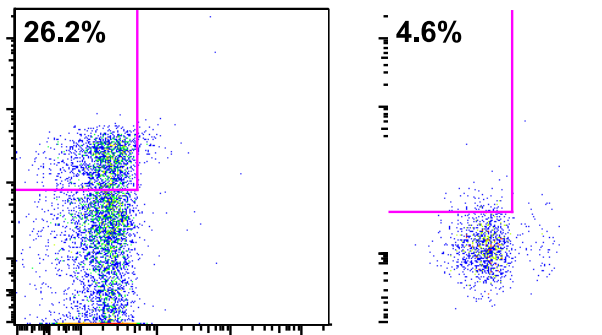


We hypothesized that a vaccine capable of maintaining “armed” anti-viral effector T cells* at sites of initial viral replication would have the ability to suppress infection in its earliest and most vulnerable stages . . .

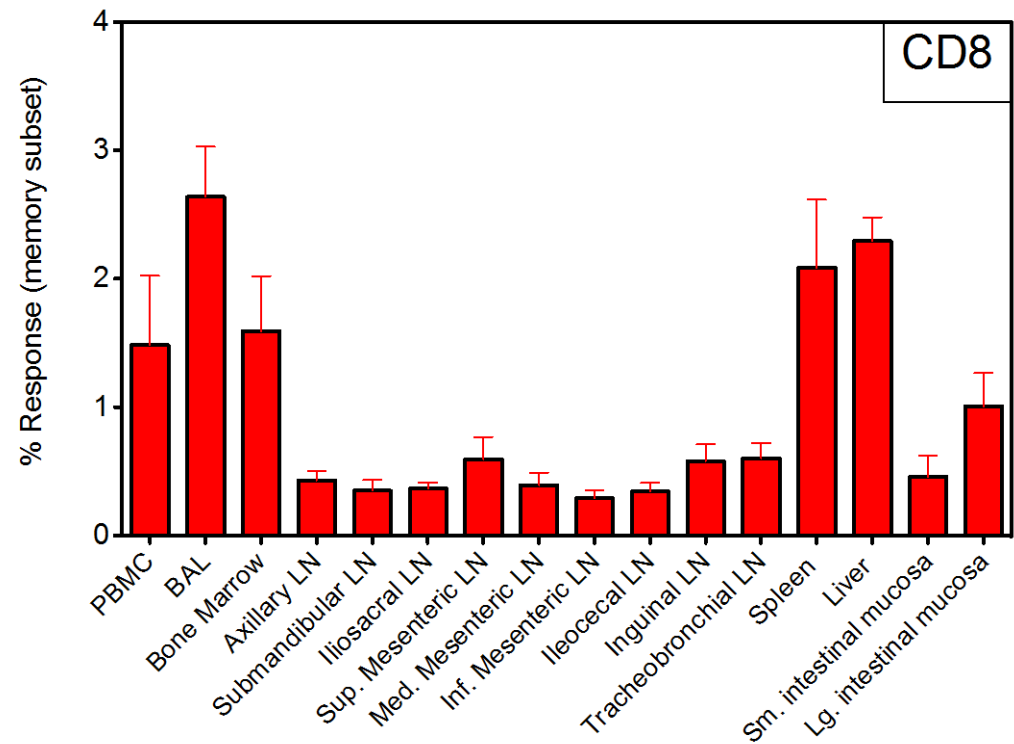


* So-called “effector memory” T cells

Based on our knowledge that the ubiquitous, persistent β -herpesvirus Cytomegalovirus (CMV) is the “quintessential” inducer of high frequency, “effector memory” T cell responses, we embarked on a project to determine whether this virus could be developed as a vaccine “vector” for HIV/SIV.

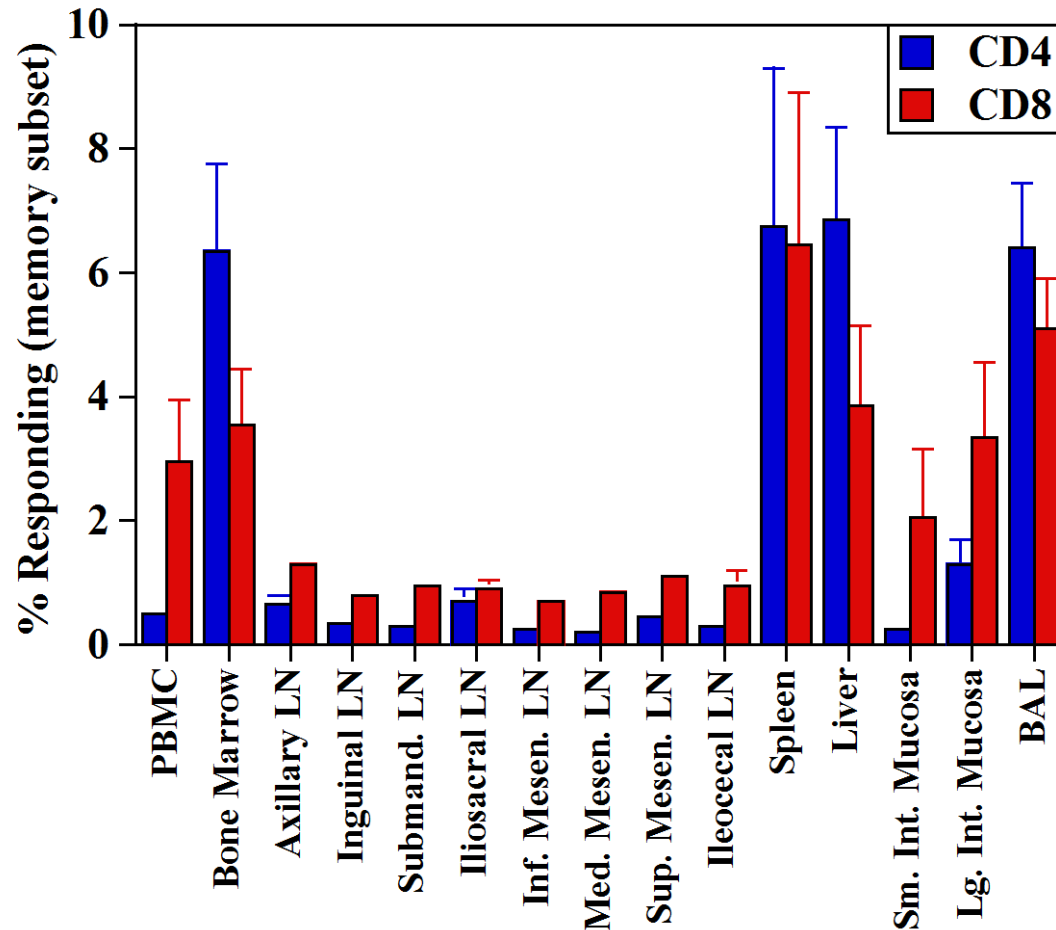


Tissue Distribution (IE-specific)

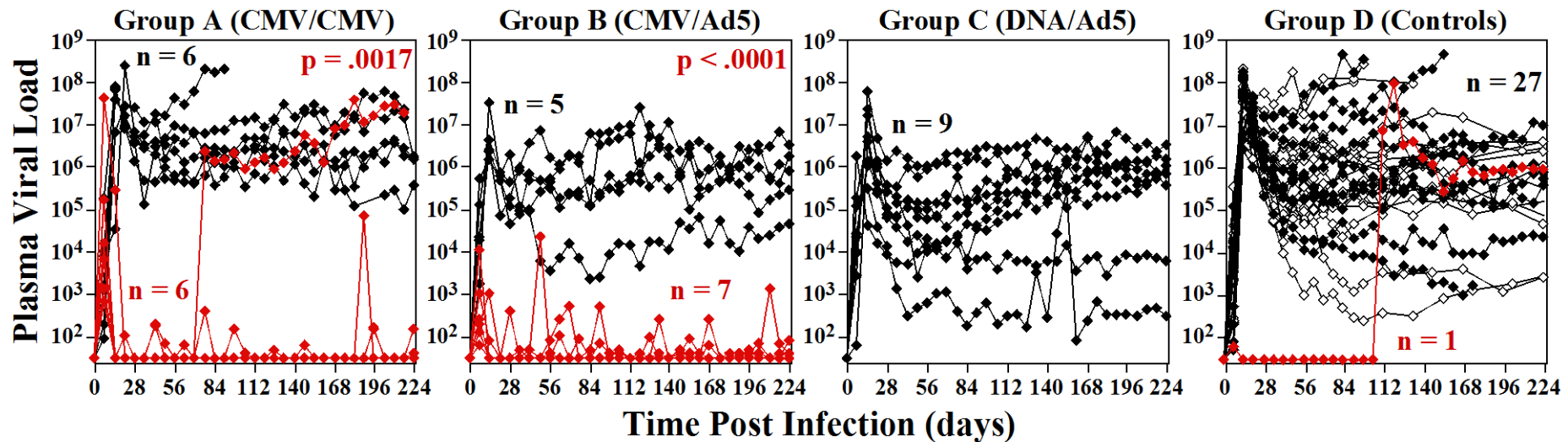


To make a long story short, CMV vectors are able to generate and maintain anti-SIV T cell responses with the desired immunologic characteristics . . .

7 years after RhCMV(gag) vaccination -- SIVgag-specific T cells:



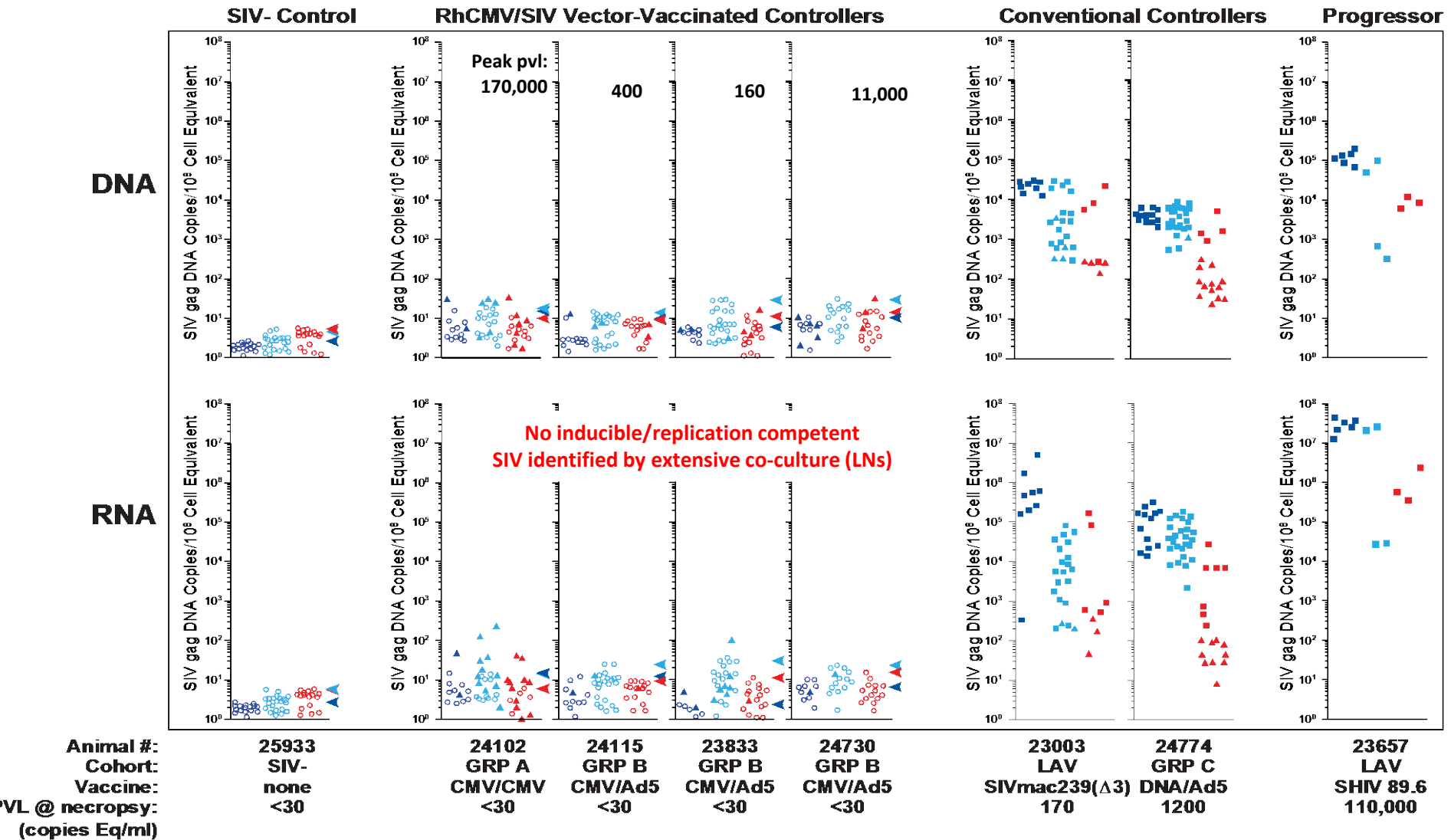
... And most importantly, were able to provide unprecedented protection against highly pathogenic, mucosally-administered SIV challenge -- over half of monkeys given a CMV vector*, either alone or in combination with an Ad5 vector, were able to control viral replication to below detectability!



This protection has been durable in the vast majority of these animals and in fact, we have developed several lines of evidence suggesting that residual infection might be cleared over time – a first for any member of the HIV/SIV family!

(*Over 3 studies, 24 of 46 CMV vector vaccinated monkeys have manifested this pattern of protection)

Cell-Associated Viral Load at Necropsy (by nested qPCR)

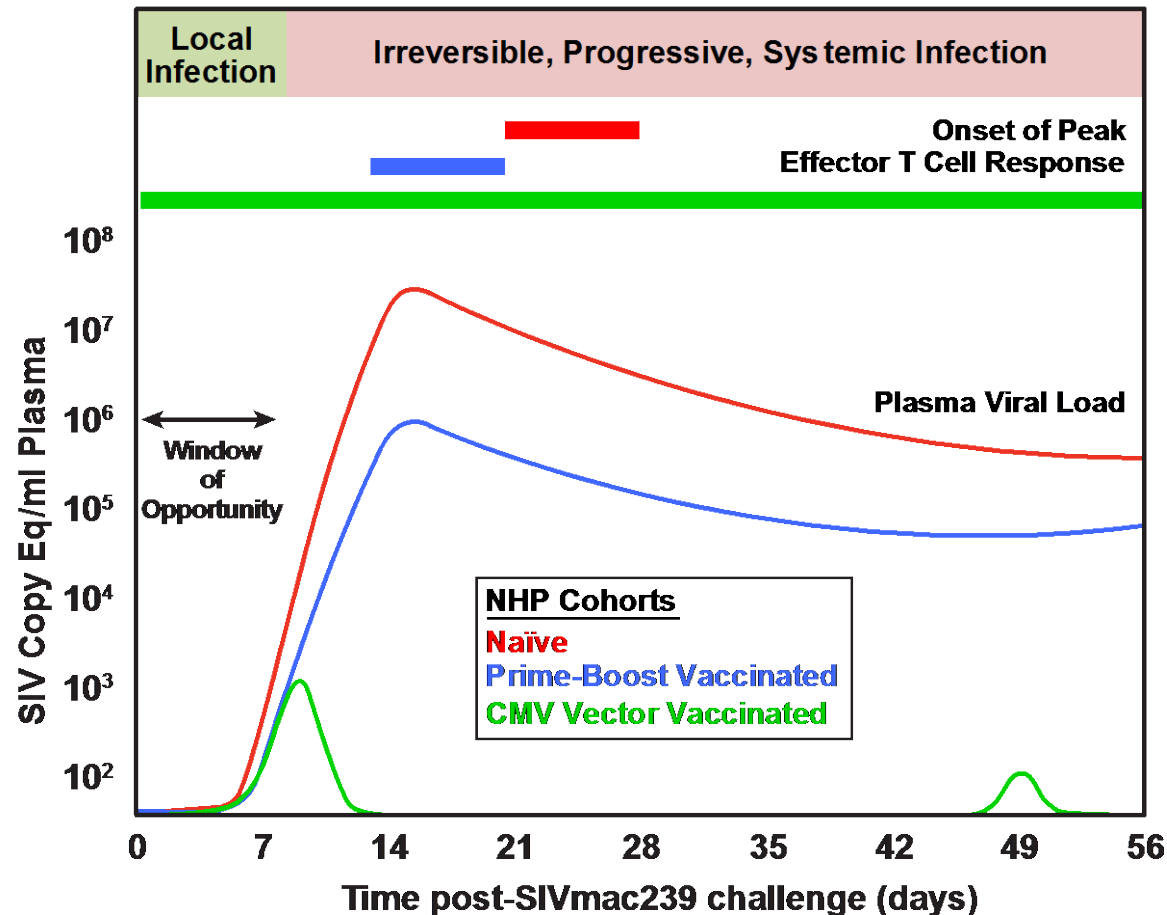


GI tract and associated LNs

Peripheral LNs

Other hematolymphoid tissues

CMV vectors and the “effector memory T cell” vaccine concept therefore appear to offer a powerful new approach to HIV/AIDS vaccine development, one that warrants consideration of how this concept might be safely translated to the clinic.



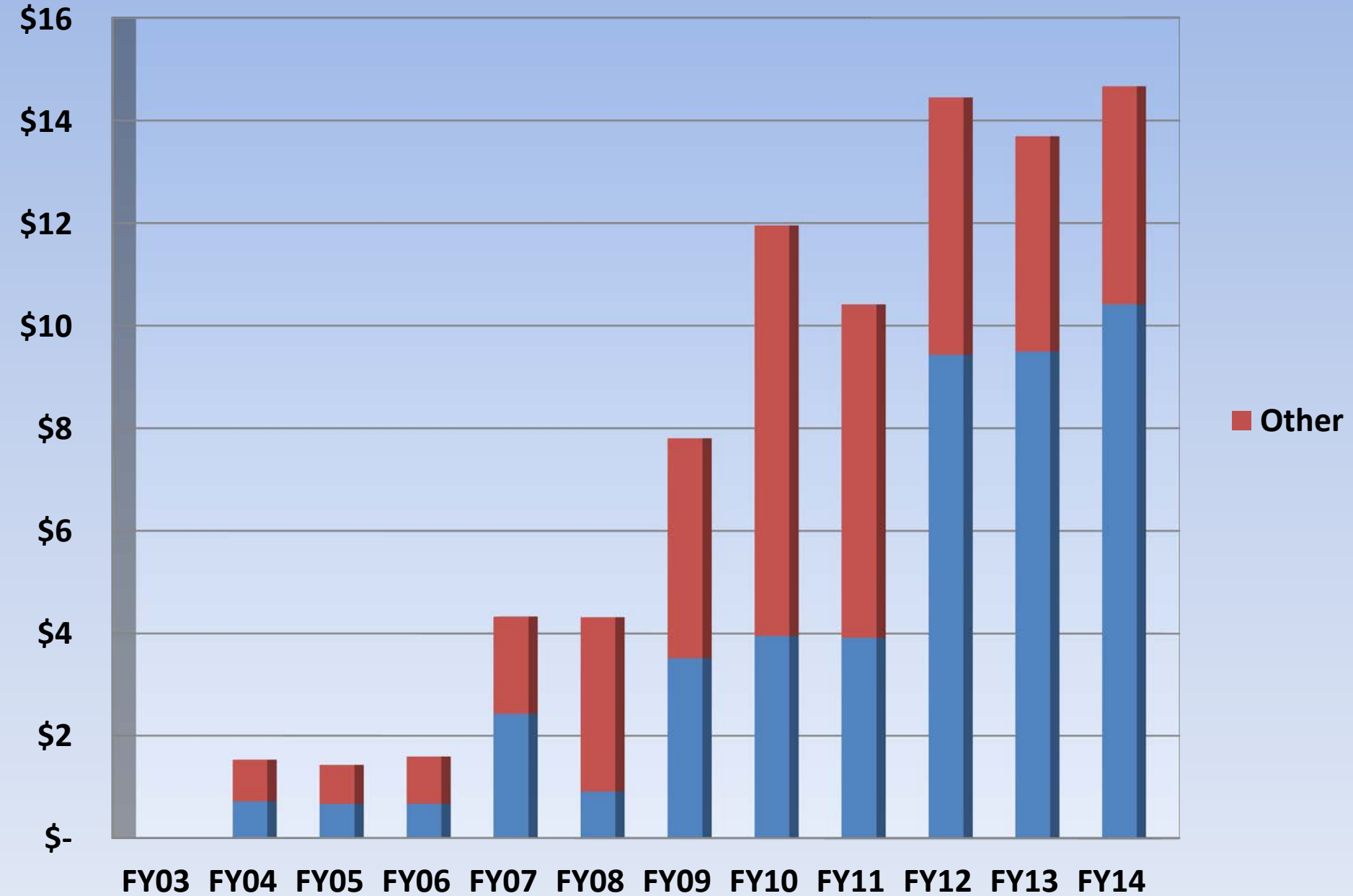
Next steps:

- Develop CMV vector designs that
 - are unequivocally safe
 - manifest improved efficacy against highly pathogenic SIV (>75%)
- Translate these designs to human vectors suitable for clinical testing
- Assess the efficacy of CMV vectors for other infectious diseases for which the effector memory T cell vaccine concept is applicable:
 - Tuberculosis (AERAS TB Vaccine Foundation)
 - Malaria (US Military Malaria Vaccine Program)
 - Therapeutic vaccination (HIV, hepatitis B/C, cancer)

Vaccine & Gene Therapy Institute

HIV/AIDS Vaccine Program

Millions



My fellow VGTI faculty and I would like to express our appreciation to the OHSU Board of Directions and OHSU administration for support over the last 10 years . . .



New ASA Building on West Campus includes high level (ABSL-3) containment space for Animal Research, allowing VGTI to develop vaccines for TB and other dangerous agents.

With your continued support, we hope to make the next 10 years as productive as the last 10, moving forward to clinical trials with our novel HIV/AIDS vaccine, as well as expanding our focus into other infectious killers, particularly tuberculosis and malaria.



**VACCINE &
GENE THERAPY
INSTITUTE**

IAVI gratefully acknowledges the generous support provided by the following major donors



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*Founding donors of IAVI

And many other generous individuals from around the world

As of June 2009

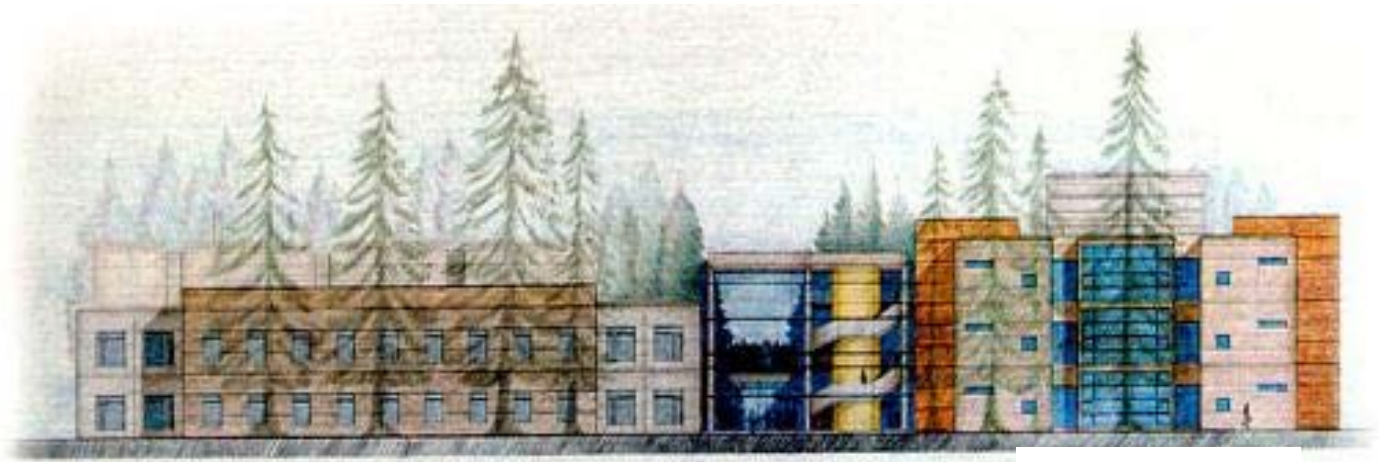
**BILL & MELINDA
GATES foundation**



**Global HIV Vaccine
Enterprise**



National Institute of Allergy and Infectious Diseases
National Institutes of Health



VGTI VACCINE &
GENE THERAPY
INSTITUTE

OREGON
HEALTH
& SCIENCE
UNIVERSITY

Questions?