



OREGON
HEALTH & SCIENCE
UNIVERSITY

OHSU Board of Directors Meeting

June 27, 2012
SON – 358/364
1:00 p.m. – 3:00 p.m.

OREGON HEALTH & SCIENCE UNIVERSITY BOARD OF DIRECTORS MEETING

June 27, 2012
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.	Financial Reports ▪ FY12 YTD Financial Results	Lawrence Furnstahl
1:20 p.m.	FY 13 Operating and Capital Budgets, Including Academic Tuition & Fee Book (Action)	Joe Robertson Lawrence Furnstahl Jeanette Mladenovic
2:00 p.m.	OHSU Achievement Compact with the State of Oregon and its role in Higher Education Reform	Jeanette Mladenovic
2:45 p.m.	Other Business; Adjournment	Charles Wilhoite



Next meeting: Thursday, September 13, 2012
School of Nursing
Rooms 358/365 – 1:00 – 3:00 p.m.

**Oregon Health & Science University
Board of Directors Meeting
June 27, 2012**

Board Members in Attendance: Charles Wilhoite, Román Hernández, Maria Pope, Joe Robertson, Meredith Wilson, David Yaden, Jon Yunker

Staff Presenters: Lawrence Furnstahl, Jeanette Mladenovic

Chair's Comments

Charles Wilhoite welcomed all in attendance, noting that everyone at OHSU should be proud of the positive performance that yielded the financial results to be discussed outlined at today's meeting. Mr. Wilhoite commented on attending the commencement exercises for the School of Medicine and the School of Dentistry, recounting that the excitement was palpable as students celebrated their achievements. Mr. Wilhoite thanked everyone involved for their role in those memorable events.

Finally Mr. Wilhoite noted that OHSU continues to play a critical role in shaping how healthcare will be delivered throughout the state of Oregon. OHSU is viewed as a beacon in Oregon and everyone at OHSU, regardless of their role, contributes to the missions of the institution.

President's Comments

Dr. Robertson concurred that commencement season is a wonderful time of year. Although education is not one of the larger financial segments at OHSU, it is the reason that the institution was established in 1887, it continues to be a critical mission and it defines OHSU as an academic health center. This year 1102 degrees were granted, a new record for the combined schools, with 517 School of Medicine degrees, a majority of which were non-MD degrees such as PhD's, Masters in Medical Informatics, and MBA's in Healthcare. The School of Nursing had 396 graduates, the School of Dentistry 90, and the School of Pharmacy 90.

Dr. Virginia Tilden is heading the search for the new Dean of the School of Nursing, while Dr. Mark Richardson is leading the School of Dentistry Dean search. The search firm of Isaacson, Miller has been retained to assist in both efforts. The goal is to interview candidates on campus in the fall.

Dr. Robertson noted the anticipated Supreme Court decision regarding the constitutionality of the Affordable Care Act, remarking that regardless of the outcome, healthcare transformation in Oregon will proceed because of the targeted efforts here related to the Medicaid population. Regardless of the outcome of the case, OHSU will remain an advocate for coverage and for healthcare reform.

Regarding developments on the South Waterfront, Dr. Robertson reported that the pedestrian bridge crossing I-5 is to open in July, a source of excitement for many of OHSU's neighbors with its connection to the waterfront. Construction of the Collaborative Life Sciences Building and Skourtes Tower is on time and on budget. A guaranteed maximum price agreement for the project has just been signed. Foundation work is completed and the concrete has been poured for the first and second floors of the parking garage. The targeted timing for completion is spring to early summer of 2014, with occupancy by students in the fall of 2014. OHSU is expanding its presence on the South Waterfront with the purchase of Blocks 23 and 27, blocks between the CHH Building and the river. OHSU has no immediate plans for that land, and sees the purchase as allowing for future expansion opportunities.

The Bob and Charlie Moore Institute for Nutrition and Wellness is up and running, with Kent Thornburg serving as Interim Director. And OHSU and Doernbecher Children's Hospital were recognized among the nation's best hospitals by *U.S. News and World Report*, with OHSU receiving very favorable rankings in cancer, cardiology and heart surgery, diabetes and endocrinology, neonatology, neurology, neurosurgery and orthopedics.

Dr. Robertson congratulated Maria Pope for being named CFO of the year by the *Portland Business Journal*, and he noted a number of her achievements as Senior Vice President of Finance and Chief Financial Officer and Treasurer at PGE. Dr. Robertson acknowledged that Ms. Pope, like all of the Board members, has a busy schedule and he thanked the Board members for their investment of time serving on the Board of Directors.

Mr. Wilhoite added congratulations to Rachel Pilliod for graduating with high distinction and honors while serving on the Board. She is now at Brigham and Women's Hospital.

Approval of Minutes

Mr. Wilhoite asked for a motion to approve of the minutes of the March 20, 2012 Board meeting, included in the Board packet. Upon motion duly made and seconded, the minutes were unanimously approved.

Financial Update

Referencing materials in the Board packet, Mr. Furnstahl stated that while revenue was behind budget at the beginning of the year, the gap is closing with current year-to-date operating revenue within \$5 million of budget through May. Very tight management of services and supplies kept expenses below target. This reflects progress with supply chain efforts flowing from last year's process redesign consulting work. Operating income of \$63 million is well above budget and last year's results. Mr. Furnstahl commented that the loss related to the Foundation reflected OHSU Foundation endowment funds held in equities, and the effect of stock market volatility. Even with the Foundation loss, net worth exceeded \$1.9 billion, reflecting a healthy increase in operating cash balances.

Projected operating income for FY 12 is \$72 million, exceeding budget and exceeding the targeted 5% margin for the Hospital and a balanced budget for the rest of the University. These strong results are a product of the following key productivity and process redesign initiatives: improved Hospital throughput with lower length of stay, lower services and supply cost (supply chain) and revenue cycle improvements.

Patient activity is up 4% and the associated revenue is up 8% for the year. Helping with that revenue result are smaller than expected Medicaid cuts and some one-time payments/gains. Despite the end of ARRA funding and a tight NIH budget, there was a 10% increase in non-stimulus award grants. Mr. Furnstahl commented that OHSU has created 1400 jobs since the depth of the recession three years ago, but that as revenue levels off, the rate of OHSU job growth must also level off.

Mr. Furnstahl reported that OHSU had received its year-end audit plan from KPMG outlining the key areas of focus. No action is required by the Board as this is the fifth year of a five-year contract with KPMG. The audit process is being accelerated in anticipation of a possible opportunity to refinance existing debt should interest rates continue to remain low.

Moving to discussion of the Fiscal Year 13 (FY13) Budget, Mr. Furnstahl stated that despite the severe economic downturn, OHSU has secured \$250 million of operating income over the last five years, and operating income of \$63 million through the first 11 months of this fiscal year. This is reflected in the balance sheet in terms of net worth, cash and investments. The proposed budget for FY13 has slightly over \$2 billion in annual revenue, with \$1.2 billion from the Hospital and \$800 million within the rest of the University. The Hospital is targeting a 5% operating margin and the University is targeting a balanced budget. We propose a FY13 budget reflecting \$60 million in operating income after \$112 million of depreciation expense. Cash flow of \$172 million will support \$136 million in annual capital spending plus debt service.

Mr. Furnstahl noted that nearly half of OHSU's revenue comes from the government through Medicaid, Medicare, NIH, other federal grants, and state appropriations. The long-term growth in Medicare, Medicaid, and other healthcare spending has been 7-8%, approximately 2-3% above the growth of the economy. The resulting pressure on federal and state budgets to bend their cost curve will mean that OHSU has to work harder and more efficiently to generate the \$60 million operating margin, and must maintain staff at a level that reflects the slower rate of

growth. Embedded in the FY13 budget are assumptions about progress about productivity and efficiency resulting from our previously-referenced strategy, productivity and process redesign efforts.

Referencing a slide depicting various types of federal spending as a percentage of GDP, Mr. Furnstahl highlighted the growth of Medicare and Medicaid spending as the major driver in our sector of the economy. He explained that in Oregon, 37 cents of every dollar in Medicaid spending comes from Oregon and 63 cents comes from the federal government. Next year, the state plans to cut \$239 million from its Medicaid budget, which with the federal match, results in a \$640 million reduction in Medicaid funding in Oregon, or 20% of the total Medicaid base for the state. However, the impact is significantly reduced by \$1.9 billion in federal funds over 5 years, secured by the governor to transform Medicaid. OHSU is now planning a net reduction of \$7 million in Medicaid funding, which is less than had been anticipated.

Mr. Furnstahl explained the State's commitments to the federal government in return for the federal investment of \$1.9 billion: implementation of a new model of care for Medicaid through Coordinated Care Organizations (CCO's), reduction in the Medicaid per capita rate of growth by two percentage points, and adherence to standards and metrics for quality and performance. The two percentage point reduction in the healthcare trend has been assumed within OHSU's FY13 budget and ten-year model.

Other key assumptions for the FY13 budget include revenue growth of about 3%, 2% growth in overall activity, continued work in securing competitive rates, a reduction in Medicaid rates, flat Medicare funding, little growth in research revenue, tuition increases of 4% tuition for the School of Medicine, 1-3% for the School of Nursing, and 13.5% for the School of Dentistry, and flat enrollment prior to the 2014 opening of the CLS Building.

Approximately 70% of OHSU's revenue comes from patient care, 20% from grants and research, and 10% from everything else including tuition, state appropriations, and gifts. Sixty percent of expenses go toward salaries and benefits, while 30% is for services, supplies, and the rest to the amortization of capital. The productivity and redesign process has identified \$100 million of expenses that can be reduced over the next four years. These cost savings are critical, given rising PERS costs, Medicaid reductions and the opening of the CLS Building in 2014.

Regarding the cost of PERS, Mr. Furnstahl explained that half of OHSU's employees are in the defined contribution University Pension Plan (UPP), which involves OHSU's contributing 12% of employees' salaries. The rest of the employees are in the PERS program, which in recent years has required a 14% of salary contribution, with projections for next year involving contributions in the 18-20% range and for FY 16 and 17 contributions in the 20-24% of salary range. A typical market number for a defined contribution plan is around 6-8% of salary.

Mr. Furnstahl summarized projected FY13 growth in admissions, growth in ambulatory visits, growth in weighted activity, noting that in OHSU has fared relatively well in the Portland market where there has been a substantial decline in inpatient hospitalizations over the last four years. He also outlined process redesign and productivity initiatives occurring through the School of Medicine -- improving access to outpatient clinics for the highly competitive commercial segment, taking advantage of the federal government's "Meaningful Use" program, controlling costs through faculty productivity and focused program growth, increasing efficiencies, and diversification of research portfolios to increase team grants and non-federal grants.

Moving to the education mission, Mr. Furnstahl commented that OHSU has a complicated tuition and fee structure which OHSU is working to simplify. He cited OHSU's rigorous plan to control overhead costs and to keep administrative and support areas at a 3% growth rate, allowing about \$2 million for incremental initiatives, including increased Diversity funding, support for Technology Transfer and Business Developments, investments in strategic communications, education and other areas.

Mr. Furnstahl explained the funding of the \$136 million of capital budget, and the planned allocation of that capital. He noted the decision to build a data center on the West Campus, a major capital investment with a 21% internal rate of return over its 15 year life. Mr. Furnstahl concluded his remarks by commenting that OHSU's budget and the financial plan assume that governmental and private funders will demand more value with a lower rate of growth in revenue.

Mr. Wilhoite thanked Mr. Furnstahl for his thorough presentation, commending the institution on performance supporting \$136 million in investment in the institution and Mr. Furnstahl on his significant contributions at OHSU.

Dr. Mladenovic commented about tuition increases, noting that she shares others' concerns about tuition increases, and the difficulty in measuring whether the cost of tuition influences students' career path choices. Dr. Robertson added that OHSU has done a tremendous job in recruiting students and has always had an abundance of qualified applicants. He explained that the workforce needs of the state were part of the planning relative to the expanded capacity at the CLS Building. He commented that tuition levels have not impacted the numbers of applicants, though it may impact who applies. The institution is prioritizing scholarship funding in its philanthropic efforts.

Dr. Mladenovic concurred that OHSU has plenty of qualified applicants. She commented on college graduation rates, the rising cost of tuition and the difficult labor market, and the need for investment in science, technology, engineering, and mathematics. She remarked on the competition among educational institutions for qualified students and faculty and on the need for meeting goals related to higher education for Hispanics, Latinos, African Americans and rural residents if we are to have the diverse workforce we want.

A challenge for OHSU is healthcare transformation which will require a restructuring of care models and involve inter-professional, collaborative practice settings. This will dramatically change how students are taught. OHSU is unique in that it is highly ranked in research and in its social missions, allowing us to offer students a full package. But as state support continues to decrease and professional schools become more tuition dependent, increasing tuition at OHSU becomes a disadvantage. State funding is currently 28% of the educational operating income; tuition accounts for 42%, with the remainder coming from clinical revenue, endowments, and the Foundation. Responding to a Board member's question, Dr. Mladenovic explained that the relative funding percentages vary across the schools, with the School of Nursing receiving the highest amount of money from the state.

Dr. Mladenovic outlined the tuitions levels for the various OHSU schools relative to those at comparable institutions, and considerations in setting tuition levels. She then described projected Oregon workforce needs as they relate to OHSU graduation rates, a factor bearing on the determination of how many out-of state applicants are accepted to the OHSU schools. She remarked that OHSU remains low in total minority students and in underrepresented minority students (Hispanic, Latino, African American, and Native American.) The School of Nursing does better in attracting minorities because of its campus locations across the state.

Dr. Mladenovic described the Oregon Investment Board, the Governor's goals for 2025, and OHSU's 5-element compact with the state. Discussion followed with Board members regarding the analysis underlying the compact commitments, including the rationale for accepting out-of-state applicants and the outreach and pipeline programs to generate diverse applicant pools. Román Hernández commented on pipeline programs in Oregon and the value of recruiting diverse students from Oregon given the increased likelihood that in-state students will stay in Oregon after graduation.

Dr. Robertson commented that the discussion highlights the complexity and interdependence of the competing priorities -- needing to pay for the cost of education, securing students from rural communities, and ensuring a diverse student body. He noted that OHSU is contributing more to student tuition than ever before, in the face of increased cuts by the state. Raising scholarship funds is one of the highest institutional priorities because of the need to reduce students' debt burden and to increase the ability to recruit underrepresented minorities.

Responding to questions from Board members, Dr. Mladenovic explained the nature of the compact, the importance of setting realistic targets in the compact and the variance in the standards across the schools and for out-of-state students. In response to a question from a Board member about how OHSU's medical education costs compare with those of other institutions, Dr. Mladenovic described the current difficulty in benchmarking education costs, in part because of the variation by institutions in what is included in the cost of education.

Mr. Wilhoite thanked Dr. Mladenovic for her presentation, commenting that OHSU must be as inclusive as possible and ensure that it continues to offer affordable education. Currently, OHSU still receives more applicants than it

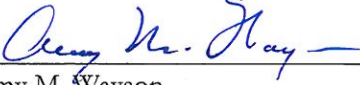
has available student openings. Mr. Wilhoite noted that in years with very strong financial performance, the institution should consider identifying capital that could be used to address the tuition gap.

Mr. Wilhoite asked for a motion to approve Resolution 2012-06-04, approving the 2012-2013 operating and capital budgets and approving the Academic Year Fee Book. Upon motion duly made and seconded, the Resolution was unanimously adopted.

Adjournment

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

Respectfully submitted,



Amy M. Wayson
Board Secretary



Proposed FY13 Budget

**OHSU Board of Directors
June 27, 2012**

Introduction

- This document proposes for your approval the FY13 operating and capital budget for Oregon Health & Science University
- FY13 budget has been discussed at May and June meetings of Finance & Audit Committee, and reflects an environment where both governmental and private funders of academic health centers are demanding greater value at a slower trend growth in spending
- For OHSU, this means a halving of the recent rate of growth in total revenues, from 6% to 3% in FY13
- Our response is to accelerate the application of knowledge to health in order to generate greater value, while partnering to fulfill our missions of education, research, patient care and outreach in a more effective and cost efficient way
- FY13 budget supports this strategy by building financial wherewithal for long-term advancement of all OHSU's missions: \$60 million in operating income supports \$136 million annual capital budget, plus construction of the Collaborative Life Sciences Building, to continue a 6+ year track record of increasing financial strength

FY12 May YTD Financial Results

- This first section (pages 2 – 10) reviews 11-month results for this year, as background to FY13's budget. The current year plan called for maintaining earnings at \$57 million, against \$20 million of incremental pension cost and downward pressure on government funding.
- FY12 budget also included a \$14 million cut in Medicaid, which was reduced to only \$2 million through a higher Provider Tax on Oregon hospitals (and correspondingly higher federal matching funds). This adds \$1 million per month to actual revenues compared to budget.
- We anticipated \$42 million of operating income through April, with typically strong results expected for June. Actual results are \$21 million above this pace, at \$63 million. Half of this improvement reflects the smaller Medicaid cut noted above.
- The revenue shortfall from budget is closing as the year progresses, with hospital admissions now above target through May. In addition, growth in headcount has slowed since January, and non-labor costs continue to be managed well below target.

Major Drivers of FY12 Performance

- We estimate full-year FY12 operating income of \$72 million—more than meeting OHSU's target of a 5% margin on the hospital + balanced budget in the rest of the University.
- Major drivers of results include four key productivity and process redesign initiatives:
 - Improved throughput with lower length of stay
 - Much lower service & supply expense (supply chain)
 - Greater than budgeted success in defensible pricing
 - Revenue cycle improvements (management of insurance denials).
- Patient activity is up nearly 4% measured by CMI/OP adjusted admissions, with patient revenues up 8%, including some one-time payments and adjustments that do not carry forward into FY13.
- End of ARRA/stimulus funding is offset by 10% increase in non-ARRA grant awards.

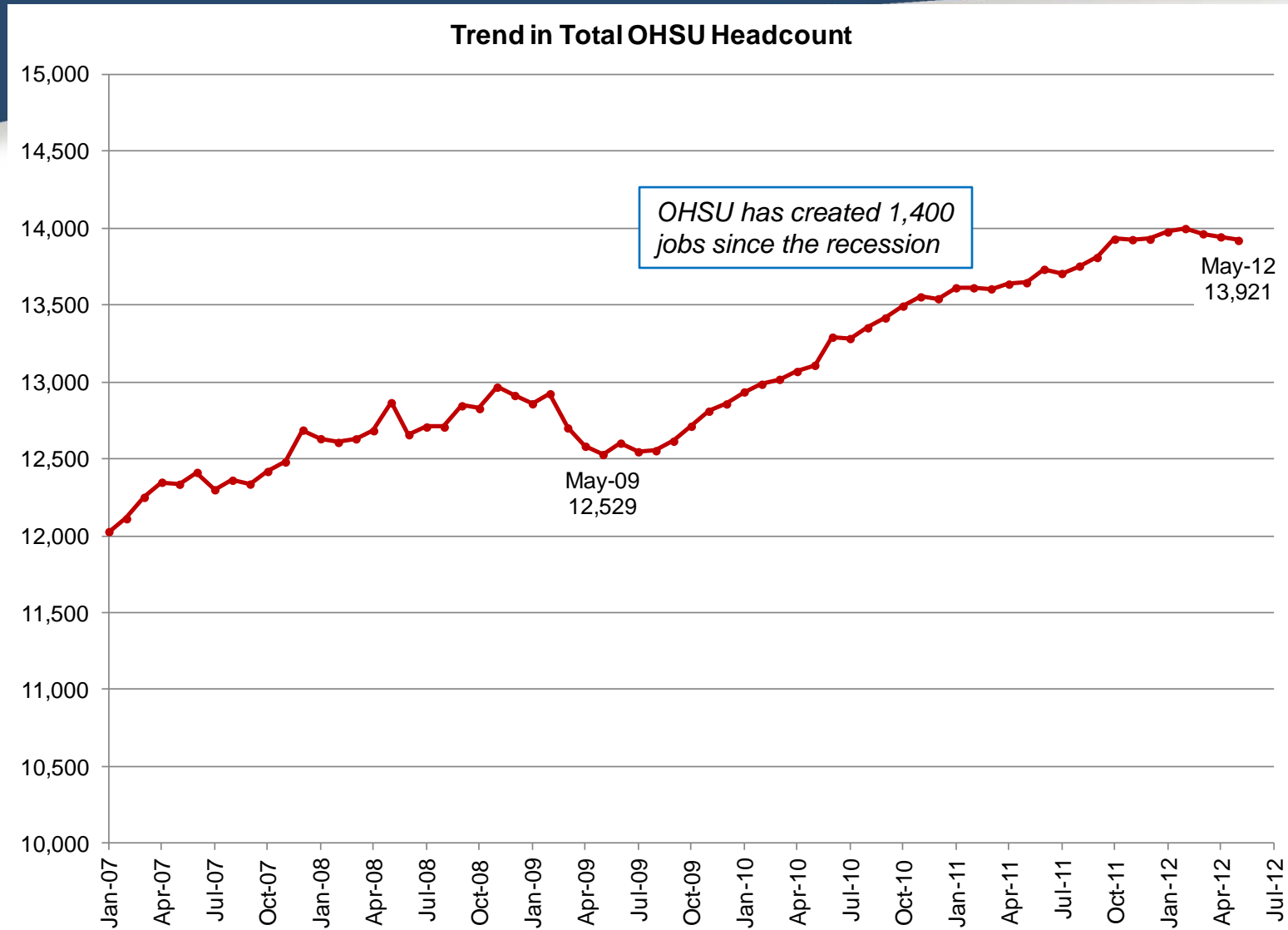
11-Month Earnings at \$63M (\$21M > Budget)

May YTD (millions)	FY11 Actual	FY12 Budget	FY12 Actual	FY12 / FY11
Net patient revenue	\$1,210	\$1,309	\$1,309	8%
Grants & contracts	336	335	332	-1%
Gifts	26	39	40	53%
Net tuition & fees	49	54	55	14%
State appropriations	33	32	32	-1%
Other revenue	76	79	75	-1%
Operating revenues	1,729	1,848	1,843	7%
Salaries & benefits	1,011	1,075	1,083	7%
Services & supplies	557	598	564	1%
Depreciation	97	99	101	4%
Interest	34	34	31	-6%
Operating expenses	1,699	1,806	1,779	5%
Operating income	\$30	\$42	\$63	111%
Investment return & other			4	
Net income			67	
Foundation gain (loss)			(28)	
Capital gifts & other			2	
Increase in net worth			42	
6/30/11 OHSU net worth			1,870	
5/31/12 OHSU net worth			\$1,912	

Inpatient Admissions Now Ahead of Budget

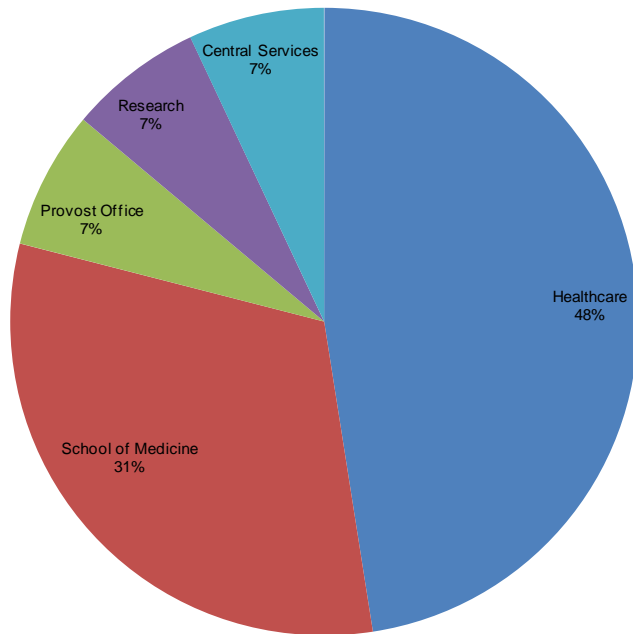
May YTD	FY11 Actual	FY12 Budget	FY12 Actual	Actual / Budget	Actual / Last Year
Admissions	26,197	27,293	27,450	0.6%	4.8%
Average length of stay	5.6	5.6	5.3	-5.4%	-5.4%
Average daily census	429	436	424	-2.8%	-1.2%
Surgical cases	26,892	28,692	27,617	-3.7%	2.7%
Emergency visits	42,197	41,665	42,656	2.4%	1.1%
Ambulatory visits	635,850	678,398	673,592	-0.7%	5.9%
Casemix index	1.90	1.93	1.87	-3.1%	-1.6%
Outpatient share	42.1%	41.5%	42.4%	0.9%	0.3%
CMI/OP adj. admissions	85,894	90,118	89,104	-1.1%	3.7%

Growth in Headcount Starting to Level Off

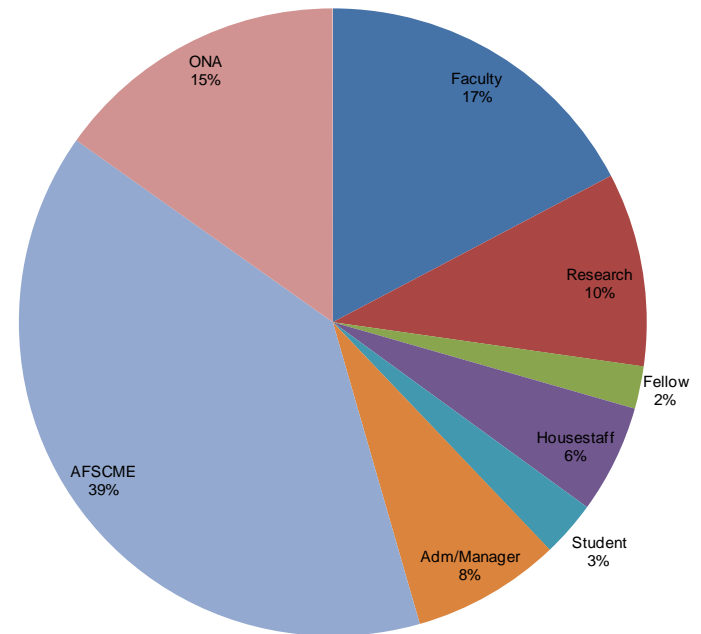


Distribution of OHSU Headcount

May 2012 OHSU Headcount by Major Unit (total = 13,921)



May 2012 OHSU Headcount by Type of Employee (total = 13,921)



FY12 May Results – Balance Sheet

- On the balance sheet, net worth is up \$42 million or 2% since June 30th, reflecting \$63 million of OHSU operating income, offset by a decline in Foundations net worth.
- Non-operating items—investment income on OHSU-held funds, Interest in Foundations, and capital gift transfers—net to a loss of over \$21 million. The “Interest in Foundations” line reflects the net of endowment returns, the pace of gifts and payout received vs. funds spent or applied, and operating expenses for the Foundations.
- The stock market continues to be quite volatile, declining sharply in the beginning of the fiscal year, recovering in the third quarter, and then declining again in May. Approximately 85% of endowment funds are in equities, including stocks and alternative investments.
- Operating cash & investments held at the OHSU level are up \$42 million since last year end, as earnings plus depreciation offset capital spending plus annual principal payments on debt, which are made largely in July.
- May balance sheet also reflects recent bond financing, which secured \$85 million for the CLSB plus \$8.5 million in present value savings from lower interest rates.

FY12 May Operating Cash Flow +\$42M

(millions)	6/30/11	5/31/12	Change
Cash & investments	\$430	\$472	\$42
Bond & project funds	135	199	64
Quasi-endowment	96	87	(9)
OHSU-held funds	661	758	97
Interest in Foundations	691	664	(28)
Net physical plant	1,237	1,263	27
Long-term debt	(742)	(801)	(59)
Working capital & other	23	28	5
OHSU net worth	\$1,870	\$1,912	\$42
Operating income			\$63
Depreciation			101
Investment return & other			4
New debt for CLSB			85
Capital gifts & other			2
Sources of cash			256
Capital spending			(128)
Debt repayment			(26)
Net deposit to bond funds			(64)
Working capital & other			4
Uses of cash			(213)
Sources less uses			42
6/30/11 cash & investments			430
5/31/12 cash & investments			\$472

FY12 Year-End Audit by KPMG

- OHSU's external auditors, KPMG, presented the plan for auditing FY12 financial statements to the Finance & Audit Committee at its June meeting, focusing on the following audit areas:
 - Key processes & controls: patient revenue, tuition, grants, expenditure cycle, payroll, donations, risk management
 - Significant account balances: plant additions, investments including alternatives, debt including capitalized investments
 - Unique transactions: Collaborative Life Sciences Building (CLSB)
 - Areas of high judgment & estimates: contractual and bad debt reserves, third party reserves and other accruals, self-insurance reserves, investment valuation
 - A-133 audit – federal grant activity
- This will be the fifth year of a five year arrangement approved by the Board, with fees of \$487,600, an increase of less than 2%
- Timing accelerated 5 – 6 weeks to facilitate possible October bond refinancing

FY13 Budget Builds on Financial Strength

- Despite severe economic downturn, over the past 5 years OHSU secured:
 - \$250 million in cumulative operating income, with \$63 million through May FY12
 - \$350 million increase in net worth
 - \$224 million increase in cash & investments
- Today, \$2 billion annual revenues include \$1.2 billion hospital + \$800 million in rest of university (research, education, outreach, faculty practice)
- Target 5% hospital operating margin + balanced budget in rest of university
 - \$60 million operating income
 - After \$112 million of depreciation expense
 - \$172 million cash flow from operations, supporting \$136 million in annual capital

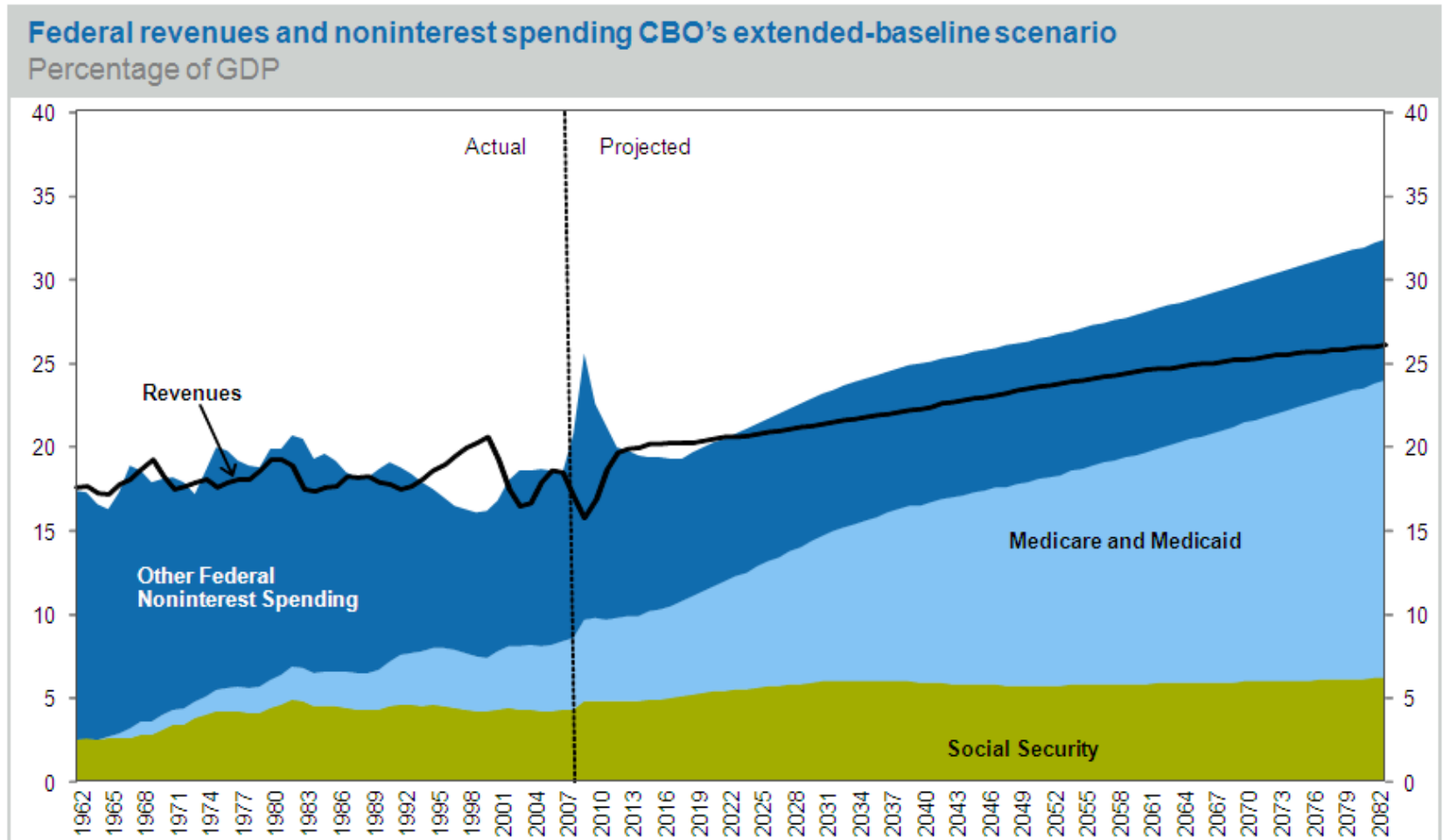
Budget Advances Vision 2020 Strategic Plan

- OHSU will *partner* to make Oregon a national leader in health and science innovation for the purpose of improving the health and well-being of all Oregonians
 1. Be a great organization, diverse in people and ideas
 2. Develop and retain a faculty that will collaborate to drive excellence and innovation across OHSU
 3. Join others in developing policy and care delivery solutions that improve access to high-quality health care for all, especially Oregonians
 4. Help meet Oregon's health and science workforce needs through innovative strategies such as regionalization, academic partnerships, distance learning and interdisciplinary approaches
 5. Align OHSU enterprises to support sustainable innovation
 6. Build financial wherewithal for the long-term advancement of all our missions

Meeting Challenge of Health Care Costs

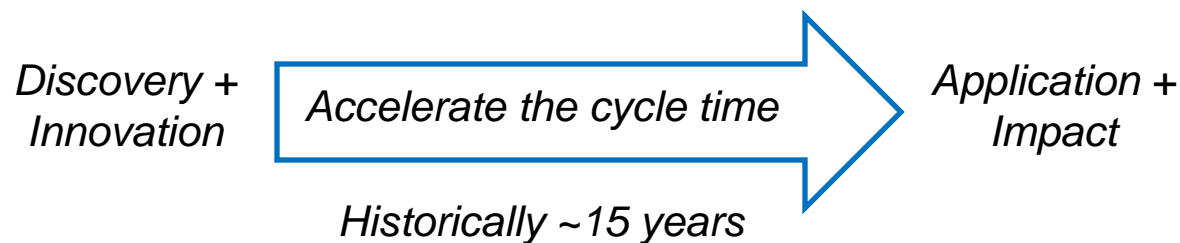
- Nearly half of OHSU's operating revenues come from government sources: Medicare, Medicaid, NIH and other federal grants, and State appropriations (now about 1.4% of OHSU's budget).
- Long-term growth in Medicare, Medicaid and other health care spending, which is 2 – 3 percentage points above the growth in GDP, causes significant pressure on federal and state budgets, leading to flat or declining payments for this half of OHSU's revenues.
- Generating \$60 million in FY13 operating margin to support capital investments thus requires continued growth in patient activity with a more stable payer mix.
- We will also need to maintain total staff at its current 14,000 headcount (aside from clinical positions to support higher patient activity), and manage total growth in salary + benefit cost per FTE.
- Last year's McKinsey & PwC consulting engagements advanced clinical and research strategy, productivity and process redesign work across the University, and are incorporated throughout FY13 budget

Healthcare Major Driver of Federal Deficits



OSHU Strategy Refined for Era of Reform

- Mission: To improve the health and well-being of Oregonians
- Strategy refined for reform:
 - To lead in the *creation and rapid application* of scientific knowledge to health care
- Problem this addresses:
 - The gap and cycle time between the creation of new knowledge and its application to improving practice is too long, causing needless suffering and waste



Medicaid Considerations for FY13 Budget

- Medicaid is funded jointly by the federal government and the states, at a ratio reflecting each state's relative per capita income. Here, Oregon sources fund 37% and the federal government 63% of most Medicaid expenditures.
- The state needs to cut \$239 million from its Medicaid budget in FY13 (the second year of the current biennium). In subsequent biennia, this cut is spread across two years.
- Due to the 37% Oregon / 63% federal funding of Medicaid, this would translate into a total cut of approximately \$640 million, on an annual base of \$3.2 billion.
- This impact is significantly reduced by the Governor's success in securing \$1.9 billion in new federal funds to support Medicaid transformation over 5 years: approximately \$620 million in years 1 and 2, \$290 million in year 3, and \$180 million in years 4 and 5.
- On net, we are now planning for an FY13 payment reduction of about \$7 million for OHSU, down from \$20 million estimated earlier.

Federal Investment in Oregon Transformation

- In return for \$1.9 billion investment, Oregon committed to three goals:
 1. Implement a new model of care through CCOs (coordinated care organizations)
 2. Reduce the trend growth of per capita Medicaid spending by 2 percentage points per year (e.g. from 6% per capita today to 4% per capita, phased in over three years: 6% trend in year 1, 5% trend in year 2, 4% trend in years 3+)
 3. Agree to quality and performance metrics
- The out-year components of the \$1.9 billion investment are at risk if Oregon does not meet these goals
- The federal government will recoup more than the \$1.9 billion invested through the reduction in trend growth of per capita spending
- The same 2 percentage point reduction in health care trend is required across the Medicare and Medicaid programs to balance the federal budget
- OHSU assumes this “bending of the curve” in its 10 year financial model

FY13 Proposed Budget: Key Assumptions

- For FY13, OHSU targets 2.2% growth in overall patient activity, with a focus on inpatient case mix, surgical volume, and ambulatory care
- Capturing commercial market share and securing competitive rate increases
- \$7 million reduction in Medicaid and flat Medicare payment rates
- Little net growth in research revenues, as increased diversification and productivity targets offset the end of ARRA/stimulus grants
- 4% tuition increases in Medicine and 1% - 3% in Nursing, with 13.5% in Dentistry consistent with Collaborative Life Sciences Building plan
- Essentially flat enrollment at 2,800 students
- Aggregate operating revenue growth drops in half, from 6% recently to 3% next year

FY13 Key Assumptions (continued)

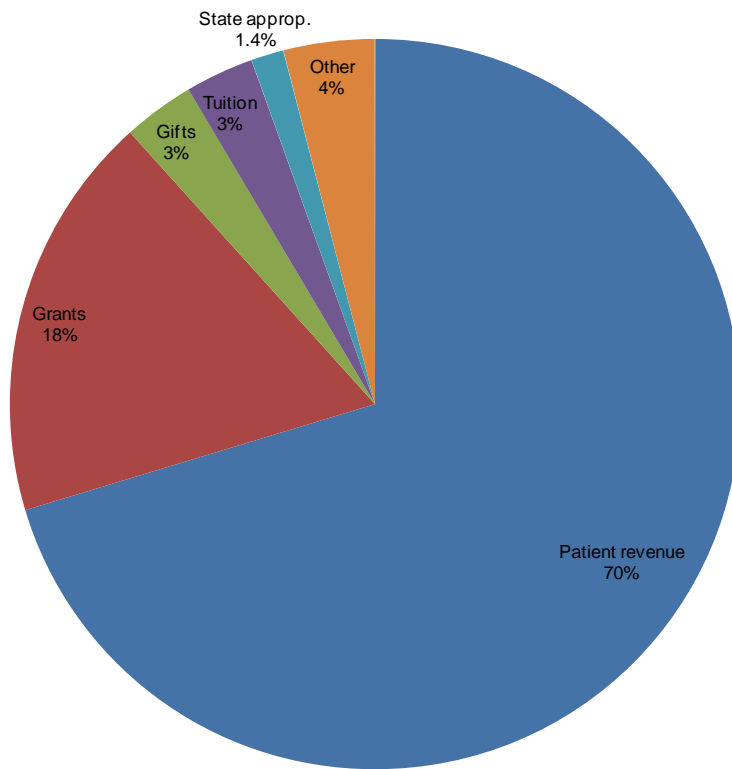
- Maintaining total staff at its current 14,000 headcount, outside of consolidation of medical group billing and clinical positions directly related to 2.2% increase in activity
- Managing total growth in salary + benefit cost per FTE, together with second year implementation of PwC initiatives
- Holding growth in administrative and support (overhead) costs to below 3% growth in total revenues, with \$2 million pool for incremental organization-wide initiatives
- Savings in interest expense from this spring's bond refinancing.
- \$60 million operating income supporting \$136 million of annual capital projects (not including CLSB), while holding days cash on hand level
- Operating income declines somewhat from FY12 estimate to FY13 budget, reflecting \$14 million one-time revenues and reserve recoveries that put current year earnings above target
- Operating income before depreciation (a non-cash expense) stays at the \$172 million level, the four year average of cash flow from operations

FY13 Budget Targets \$60M Operating Income

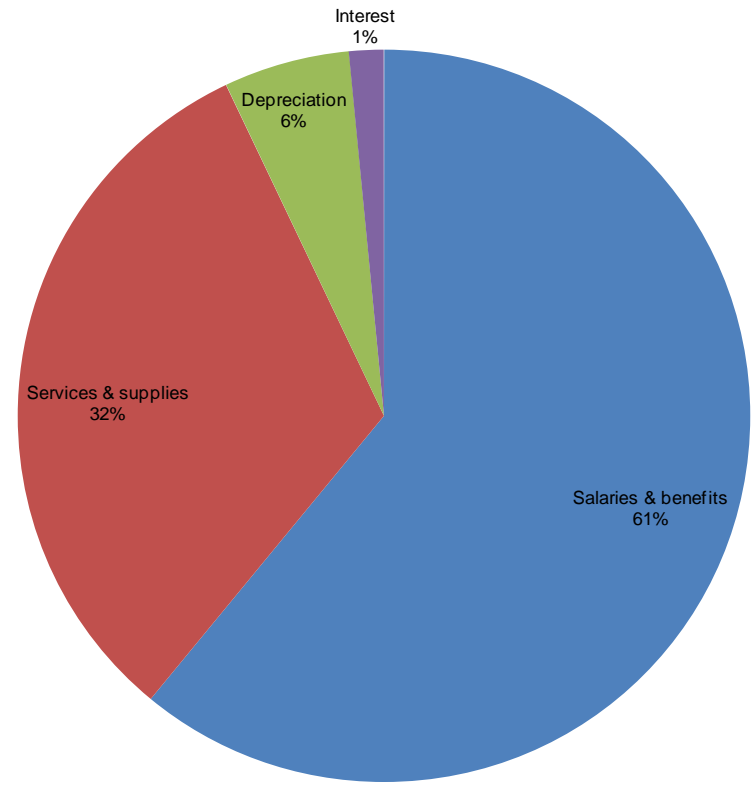
Operating Income (millions)	FY10 Actual	FY11 Actual	FY12 Estimate	FY13 Budget	FY13B / FY12E
Net patient revenue	\$1,249	\$1,326	\$1,432	\$1,462	2%
Grants & contracts	345	377	366	374	2%
Gifts for operations	34	31	42	66	57%
Net tuition & fees	51	54	59	63	7%
State appropriations	38	39	35	30	-14%
Other revenue	85	82	82	90	10%
Operating revenues	1,802	1,909	2,015	2,085	3%
<i>% growth</i>		6%	6%	3%	
Salaries & benefits	1,032	1,108	1,174	1,231	5%
Services & supplies	563	600	624	651	4%
Depreciation	102	107	110	112	2%
Interest	37	37	35	31	-10%
Operating expenses	1,734	1,852	1,943	2,025	4%
<i>% growth</i>		7%	5%	4%	
Operating income	\$68	\$57	\$72	\$60	-17%

FY13 Revenue & Expense by Type

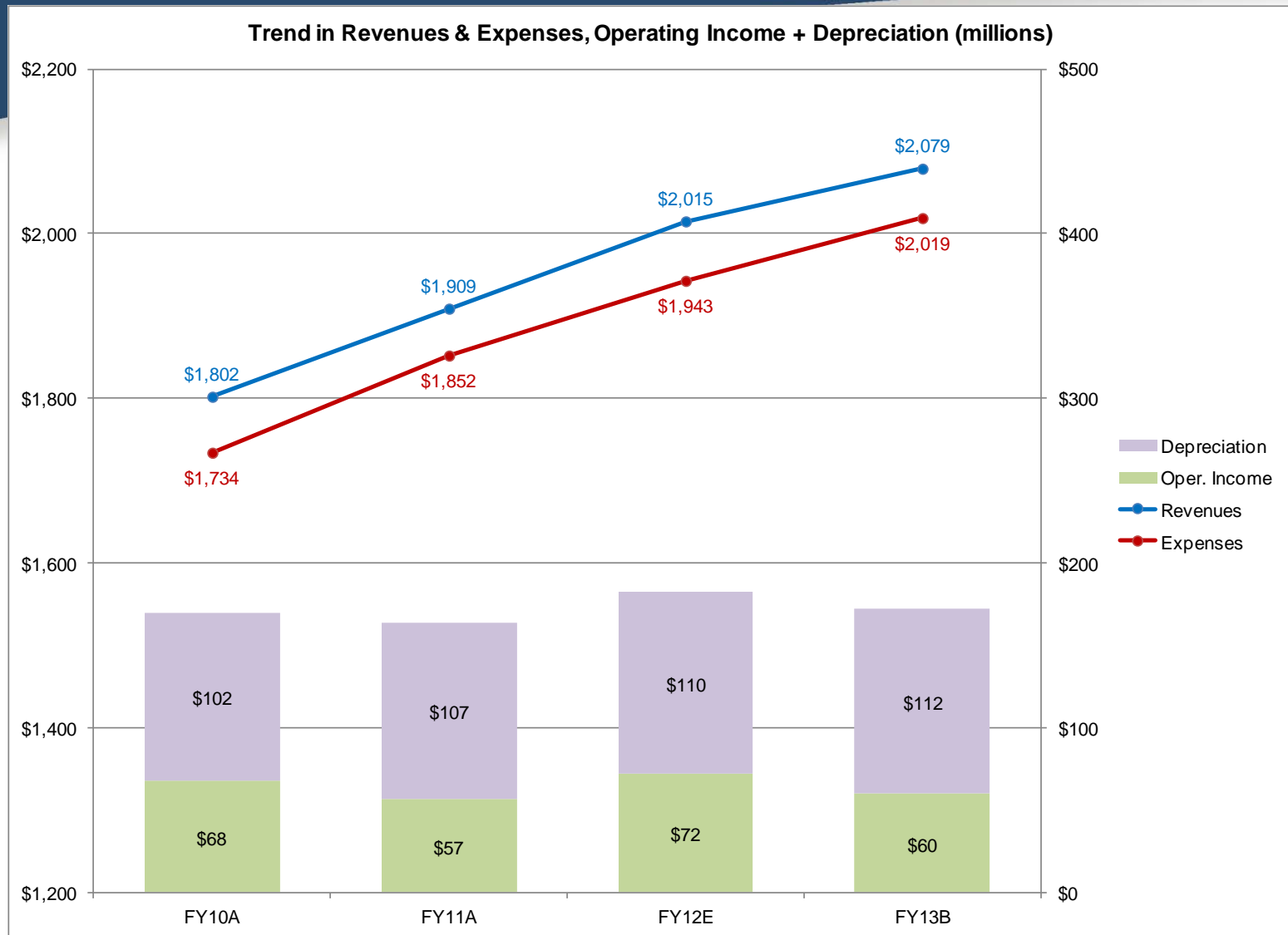
FY13 Budget: Revenues by Type (total = \$2,079m)



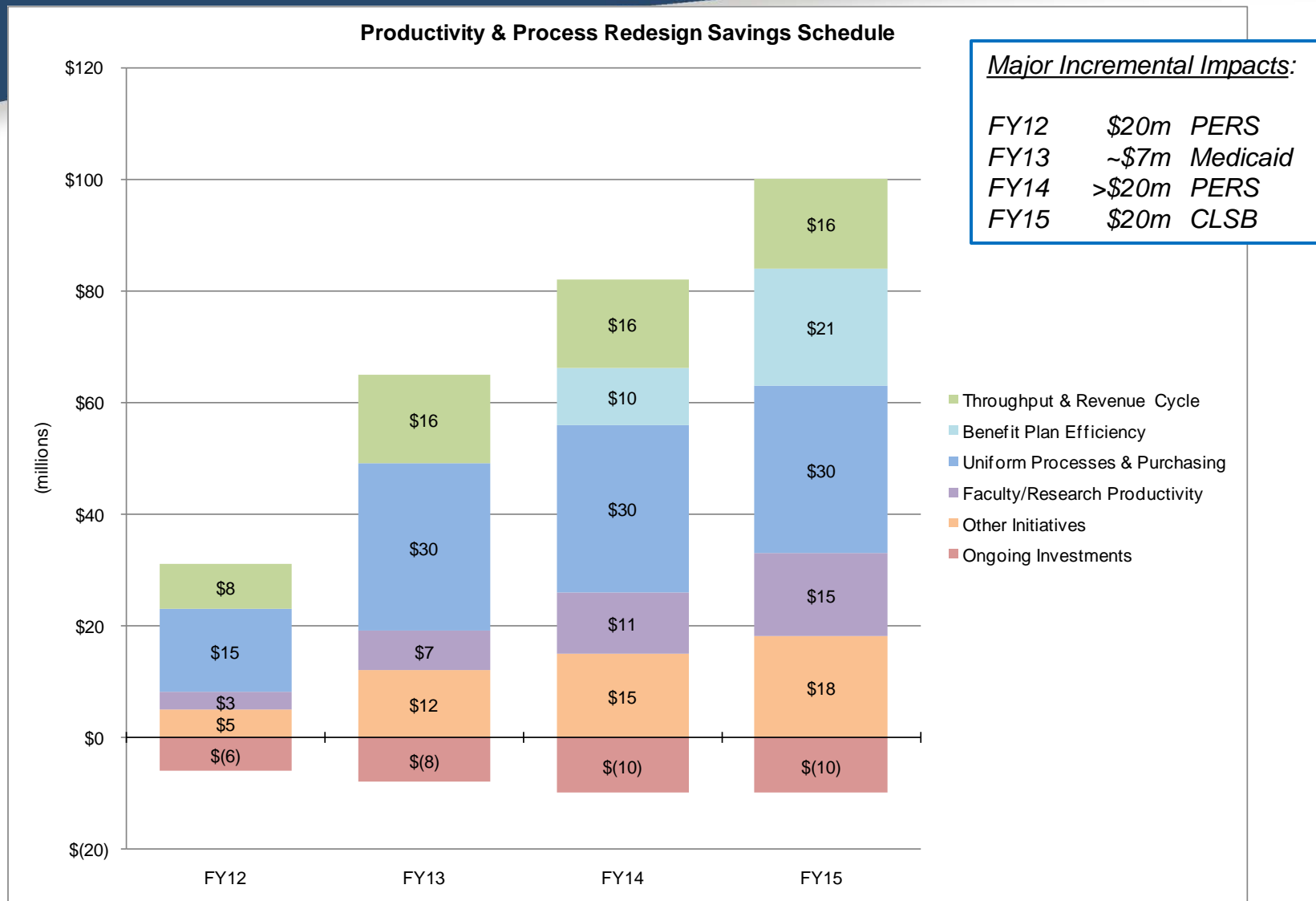
FY13 Budget: Expenses by Type (total = \$2,019m)



Revenue Growth Slows into FY13 Budget



Productivity & Process Redesign Targets



Setting FY13 Margin Targets by Area

- To achieve \$60 million operating income, we have set the following margin targets by major unit:
 - 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. Administrative/overhead units Growth < total revenues
 - g. Incremental OHSU-wide support initiatives \$2 million pool
- We expect to use these margin targets for three budget cycles (FY12 - FY14), in order to create a more predictable multiple-year budget planning process.



Market Changes → Clinical Strategy

Market changes

- Public sector market:
Cost control through reimbursement cuts
- Commercial sector market:
Cost control through steering and utilization management
- Provider sector:
Population management and stratified care delivery

Strategy

- Market leadership in complex care
- Resource allocation still focused in complex care – but much broader uses than just inpatient
- Partnership models structured to achieve scale

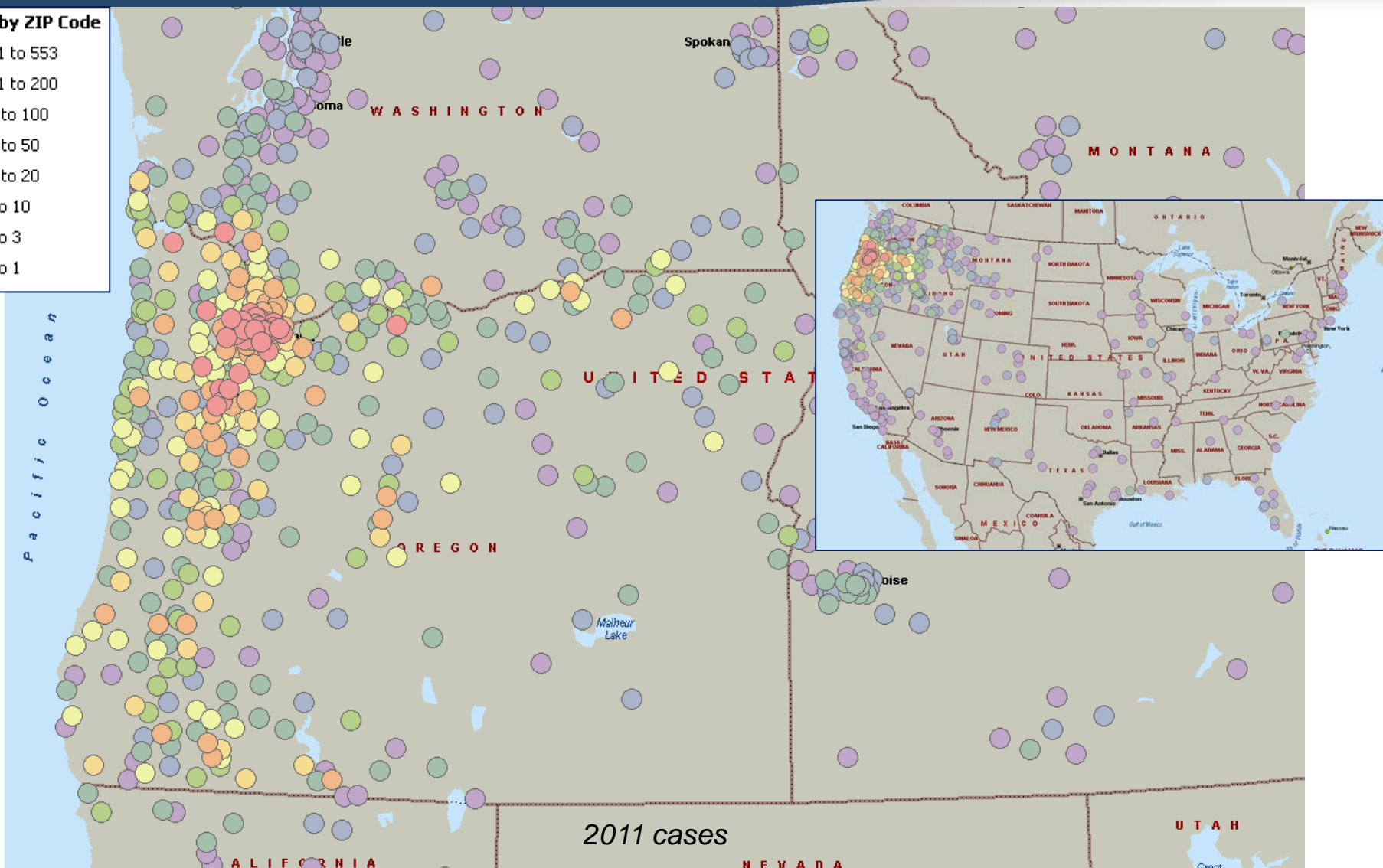
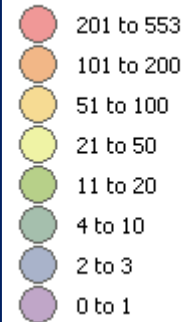


Clinical Enterprise Goals

- Create high performing care delivery systems that strive to achieve the triple aim: better care, better health, lower cost
- Be an innovative and diverse organization
- Be an organization with highly engaged faculty, leaders and staff
- Innovate to meet Oregon's health and science workforce needs
- Operate as an integrated clinical enterprise
- Invest in programs with the greatest opportunity for advancing the clinical enterprise
- Guiding principle for operating budget: alignment with clinical strategic plan

OHSU's Patients Span Oregon & Beyond

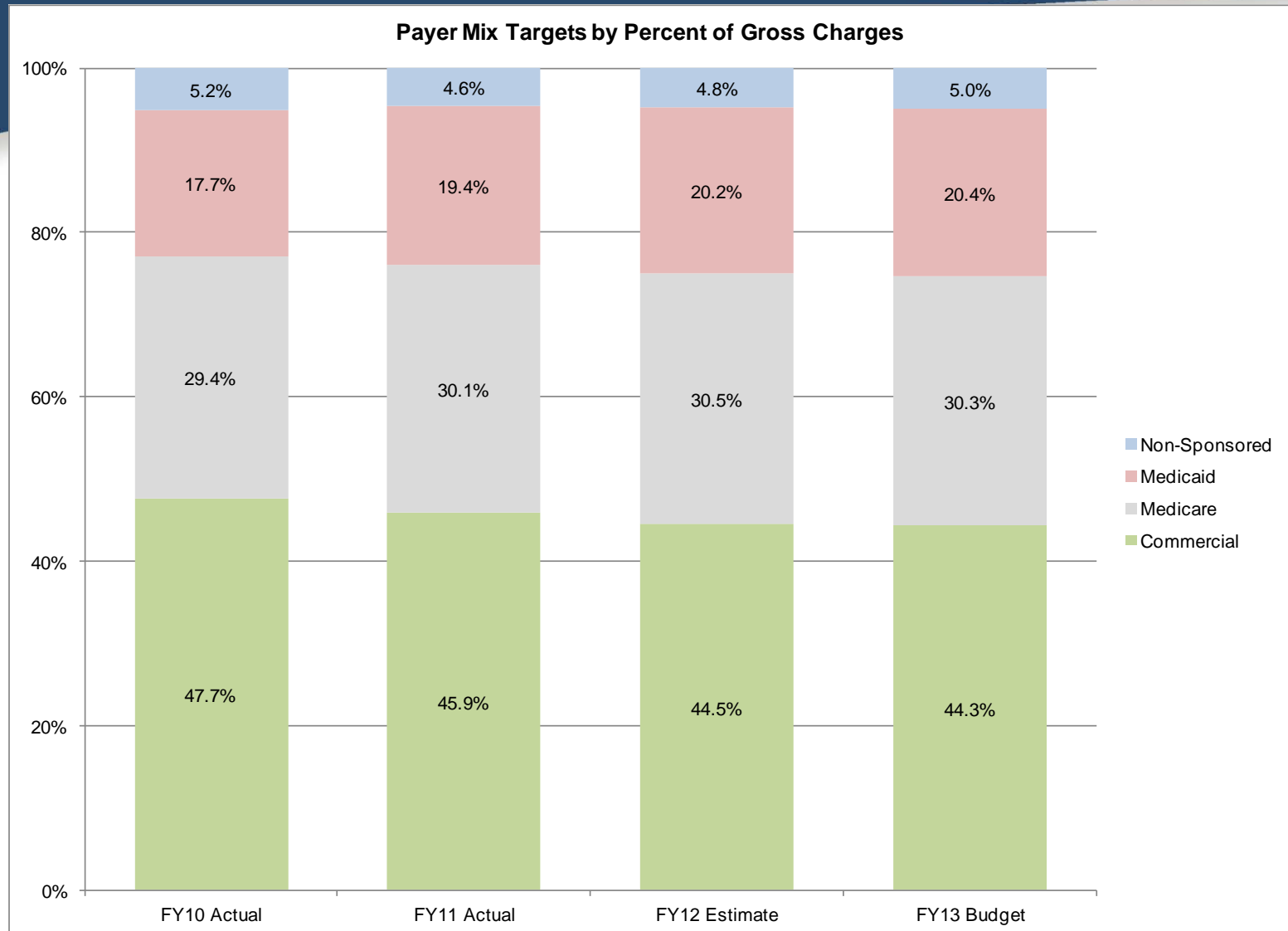
Cases by ZIP Code



Stronger Outpatient Drives 2.2% Growth

Patient Activity	FY11 Actual	FY12 Estimate	FY12 Budget	FY12B / FY12E
Admissions	28,686	29,885	30,059	0.6%
Average length of stay	5.70	5.30	5.29	-0.2%
Average daily census	429	424	432	2.0%
Surgical cases	29,528	30,278	30,262	-0.1%
Emergency visits	46,070	46,475	46,203	-0.6%
Ambulatory visits	698,621	738,346	797,102	8.0%
Casemix index	1.91	1.87	1.89	1.1%
Outpatient share	42.2%	42.3%	42.6%	0.3%
CMI/OP adj. admissions	94,719	96,854	99,016	2.2%

Payer Mix Targets Held Level into FY13



Against Shrinking Commercial Market

Commercial Inpatient Admissions by Region and Case Mix Index

REGION	FY07	FY11	FY07 to FY11 % Change
Portland Metro	97,961	71,890	-27%
Non-Metro	98,218	88,589	-10%
Total	196,179	160,479	-18%

Case Mix Index Over 2.0	26,297	29,735	13%
Case Mix Index Under 2.0	169,739	131,473	-23%

OHSU	13,060	12,069	-8%
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Aligning Clinical Portfolio & Value

Primary

- Quality
- Service
- Longitudinal costs

Secondary

- Quality
- Service
- Bundled costs

Tertiary/ Quaternary

- Quality
- Service
- Unit Costs



Approach to Continuum of Care

Pre-OHSU

- Optimize care delivery at lowest possible cost
 - *Partner with PCPs and community hospitals*

OHSU

- Complex care for the sickest patients
 - *Evidenced-based protocols to ensure effectiveness*

Post-OHSU

- Smooth transition to appropriate facilities closer to home
 - *Partner with long-term care facilities*

PCPs= Primary Care Physicians



Clinical Enterprise Budget Strategies

- Competitive pricing practices
- Payer mix held constant
- Labor productivity improvements
- Revenue Cycle initiatives

Revenue Cycle Initiatives

- POS Collections



- Phase 2: Implement Patient Estimator for All Clinical Services

- One Patient Statement



- Phase 4: One patient statement for All Clinical Services

- One Customer Service Center for Billing Inquiries

- One phone number for patients to call



- Centralized Coding



- Integrate Professional (MD) Coding within HIM (medical records)



Clinical Enterprise Risks and Challenges

- Medicaid Transformation
 - Implications of CCO model
- Increased competition in market
 - Integrated delivery systems
- Achieving productivity targets
- Faculty turnover

School of Medicine FY13 Issues & Response

- **Slowing growth in clinical revenues: FY13 budgeted growth = 4.3%**
- Making clinics more attractive to commercial consumer:
 - Focus on customer experience & increasing customer satisfaction scores
 - Access to clinics:
 - Improving standards surrounding initial contact with patients
 - Improving times for 3rd next available appointments
- Sharing Medicaid responsibility with the community
- Continuing success with Meaningful Use (electronic medical records payments)
- Controlling Costs:
 - Clinical Faculty Productivity
 - Growth limited to smart growth in programs and faculty
 - Clinic efficiencies
 - Continuing to focus on clinical faculty productivity (PWC) initiative
 - FTEs measured against benchmarks (FTE per 10,000 wRVUs)

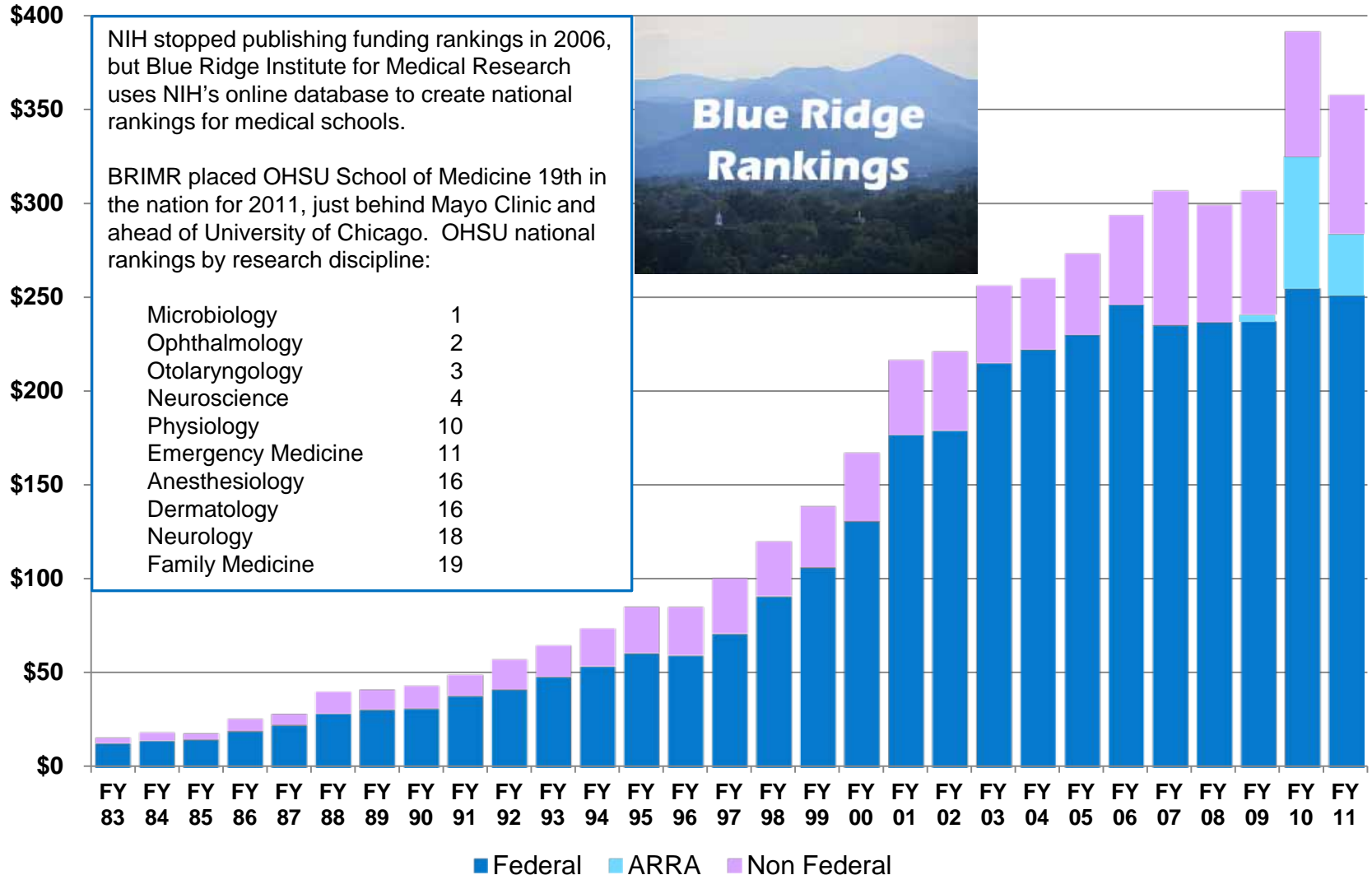
(Blue indicates continuation of successful FY12 goals)

School of Medicine Issues (continued)

- **Research revenues flattening: FY13 budgeted growth = 2.75%**
 - Continuing PWC/SoM initiative focused on grant funding levels of research faculty
 - Focusing on improving funding levels
 - Limiting bridge funding
 - Ensuring research staff are funding by external sources (PWC)
 - Examining space utilization, funding and relinquishing space
 - Beginning to manage grant portfolios like clinical payer mix
- **Overall response in administrative functions**
 - Beginning an overall realization that budget issues can't be solved by growing revenues
 - Combining administrative staff with other departments to provide better service at a lower cost (PWC administrative clustering)
 - How can we accomplish the same things with less staff?

(Blue indicates continuation of successful FY12 goals)

OHSU Record in Securing Science Funding



OHSU Research Strategies for 2010s

- Shift portfolio from individual R01-based grants to more program (P/U) and other large collaborative grants
- Incentivize (financially and with promotions) and invest in programs with this potential
- Set realistic (but firm) targets for faculty research productivity
- Grow industry-sponsored preclinical and clinical research
- Follow NIH trend designed to supplant pharma discovery
- Position and compete for funding from Cures Acceleration Network (CAN)
- Build further excellence in Comparative Effectiveness Research and compete for Patient Centered Outcomes Research Institute Funding (PCORI)
- Incentivize faculty for intellectual property (IP) creation/proof of concept research
- Aggressively manage IP to maximize return to OHSU

New Grants Offset End of Stimulus Funding

Grant & Contract Spending Third Quarter (millions)	FY11 Actual	FY12 Actual	FY12 / FY11
Federal non-ARRA	\$175.6	\$184.2	4.9%
Federal ARRA/Stimulus	34.2	29.2	-14.6%
Non-federal	61.0	60.1	-1.5%
Total grants & contracts	<u>\$270.8</u>	<u>\$273.5</u>	<u>1.0%</u>

Grant & Contract Awards Third Quarter (millions)	FY11 Actual	FY12 Actual	FY12 / FY11
Federal non-ARRA	\$156.1	\$170.3	9.1%
Federal ARRA/Stimulus	31.3	3.9	-87.5%
Non-federal	55.3	61.8	11.8%
Total grants & contracts	<u>\$242.7</u>	<u>\$236.0</u>	<u>-2.8%</u>

Education Challenges & Priorities in FY13

- Tuition & fee structure
 - Currently, OHSU charges students base tuition plus about 12 separate fees
 - We are simplifying this structure to tuition plus 4 fees: university services, student council, dental and major medical insurance
- Student Debt
 - OHSU student debt was highlighted during both LCME (medical school) and NWCCU (university) accreditation site visits, and is a Provost priority.
 - There is some tension between tuition levels and the funding model for the new School of Dentistry, as well as the need to offset declining state appropriations.
 - OHSU is recruiting a full-time debt counselor so students can be fully aware of their debt burden early on and make informed decisions.
 - Provost Office is also engaging Student Council to create a committee to discuss tuition-related issues, produce an annual survey of students on effectiveness of specific services, and help maintain tuition & fees at affordable levels.

Provost/Education Priorities (continued)

- Institutional and Specialized Accreditation Reviews
 - Provide better communication and information sharing tools with students.
 - Provide infrastructure to better prepare faculty to teach, especially as a more inter-professional focused curriculum is adopted.
 - Provide more robust support services to students related to mentoring, tutoring, time-management and test taking competence.
- School of Nursing and School of Dentistry Faculty
 - Developing recruitment packages to attract a high quality Dean to each School.
 - OHSU is also facing a significant need for senior faculty in the School of Nursing and additional faculty in the School of Dentistry.
 - While we are responding by identifying efficiencies—such as a shift from a large number of adjunct faculty positions to fewer permanent, full-time faculty positions—there will still be a need to recruit a number of faculty over the next several years.
 - We are working to identify funding for this important initiative.

2012-2013 Full-Time Base Tuition (excl. fees)

Percentage Change in Full Time Base Tuition (Does NOT Include Fees)

Draft

MD & DMD Programs (Yearly Amounts)	Terms of Attendance	2011-12 Resident Tuition	2012-13 Resident Tuition	Dollar Increase	Percent Increase	2011-12 Non-Res Tuition	2012-13 Non-Res Tuition	Dollar Increase	Percent Increase
MD 1st Year - Yearly Tuition	4	\$34,316	\$35,689	\$1,373	4.00%	\$48,545	\$50,487	\$1,942	4.00%
MD 2nd Year (11-12 amount is 1st year) - Yearly Tuition	3	\$34,316	\$35,691	\$1,375	4.01%	\$48,545	\$50,487	\$1,942	4.00%
MD 3rd Year (11-12 amount is 2nd year) - Yearly Tuition	4	\$34,317	\$35,691	\$1,374	4.00%	\$48,546	\$50,490	\$1,944	4.00%
MD 4th Year (11-12 amount is 3rd year) - Yearly Tuition	4	\$34,316	\$35,691	\$1,375	4.01%	\$48,545	\$50,488	\$1,943	4.00%
DMD 1st Year - Yearly Tuition	4	\$32,141	\$36,502	\$4,361	13.57%	\$52,782	\$59,945	\$7,163	13.57%
DMD 2nd Year (11-12 amount is 1st year) - Yearly Tuition	4	\$32,141	\$36,502	\$4,361	13.57%	\$52,782	\$59,945	\$7,163	13.57%
DMD 3rd Year (11-12 amount is 2nd year) - Yearly Tuition	4	\$32,001	\$36,293	\$4,292	13.41%	\$52,690	\$59,807	\$7,117	13.51%
DMD 4th Year (11-12 amount is 3rd year) - Yearly Tuition	4	\$31,056	\$35,270	\$4,214	13.57%	\$52,072	\$59,138	\$7,066	13.57%
Dental Grad - Yearly Tuition	4	\$33,342	\$36,381	\$3,039	9.11%	\$40,777	\$44,492	\$3,715	9.11%

All Other Programs (Per Term Amounts)	Terms of Attendance	2011-12 Resident Tuition	2012-13 Resident Tuition	Dollar Increase	Percent Increase	2011-12 Non-Res Tuition	2012-13 Non-Res Tuition	Dollar Increase	Percent Increase
Dietetic Intern, MS Clin. Nutrition & MCD	3	\$6,012	\$6,975	\$963	16.02%	\$8,982	\$8,982	\$0	0.00%
Physician Assistant	4	\$7,884	\$8,082	\$198	2.51%	\$7,884	\$8,082	\$198	2.51%
Radiation Therapy	4	\$4,608	\$4,932	\$324	7.03%	\$5,916	\$6,336	\$420	7.10%
Grad Medicine (PhDs)	3	\$6,048	\$6,354	\$306	5.06%	\$6,723	\$7,065	\$342	5.09%
SoM MPH	3	\$2,601	\$2,835	\$234	9.00%	\$4,419	\$4,500	\$81	1.83%
Program in Biostatistics	3	\$3,150	\$3,150	\$0	0.00%	\$4,050	\$4,500	\$450	11.11%
Biomedical Informatics (On Campus Students)	3	\$4,950	\$5,175	\$225	4.55%	\$5,715	\$5,940	\$225	3.94%
Biomedical Informatics (Distance Learning)	3	\$5,400	\$5,625	\$225	4.17%	\$6,165	\$6,435	\$270	4.38%
MCR & HIP	3	\$4,500	\$4,500	\$0	0.00%	\$4,500	\$4,500	\$0	0.00%
Dept. of Biomed Engin, CLSU or Inst. of Environ. Health	3	\$6,030	\$6,030	\$0	0.00%	\$6,030	\$6,030	\$0	0.00%
Division of Management	3	\$4,950	\$4,950	\$0	0.00%	\$4,950	\$4,950	\$0	0.00%
Undergrad Nursing (Acc. Bacc. Students)	3	\$4,980	\$5,124	\$144	2.89%	\$6,696	\$6,900	\$204	3.05%
Undergrad Nursing (OCNE Students)	3	\$3,504	\$3,588	\$84	2.40%	\$6,624	\$6,792	\$168	2.54%
RN/BS	3	\$4,932	\$4,980	\$48	0.97%	\$4,932	\$4,980	\$48	0.97%
Grad Nursing PDX	3	\$4,464	\$4,599	\$135	3.02%	\$5,940	\$6,003	\$63	1.06%
Grad Nursing Online	3	\$4,464	\$4,599	\$135	3.02%	\$5,940	\$6,003	\$63	1.06%
Grad Nursing Nurse Anesthesia	3	\$5,940	\$6,003	\$63	1.06%	\$5,940	\$6,003	\$63	1.06%
Grad Nursing Outside Oregon (Montana, etc.)	3	\$4,464	\$4,599	\$135	3.02%	\$5,940	\$6,003	\$63	1.06%

MD and DMD Tuition Rankings

AAMC Public Medical Schools - Tuition and Fees First Year Medical Students

2009-2010				2010-2011				2011-2012			
RANKING	SCHOOL NAME	RESIDENT TUITION & FEES	NONRESIDENT TUITION & FEES	RANKING	SCHOOL NAME	RESIDENT TUITION & FEES	NONRESIDENT TUITION & FEES	RANKING	SCHOOL NAME	RESIDENT TUITION & FEES	NONRESIDENT TUITION & FEES
1	Oregon	38,684	51,840	1	Oregon	40,684	54,365	1	Virginia	43,815	53,487
2	Virginia	37,242	47,242	2	Virginia	40,031	51,025	2	Oakland Beaumont	42,760	42,760
3	Minnesota	36,444	44,352	3	Minnesota	38,636	47,906	3	Oregon	42,341	56,570
4	Illinois	33,150	66,526	4	Illinois	35,834	72,214	4	Minnesota	40,417	51,184
5	Northeast Ohio	32,013	60,626	5	UMDNJ-RW Johnson	34,632	53,341	5	UC Davis	38,020	50,265

ADA First-Year US Dental School Tuition and Fees

2008-2009				2009-2010				2010-2011			
RANKING	SCHOOL NAME	RESIDENT TUITION & FEES	NONRESIDENT TUITION & FEES	RANKING	SCHOOL NAME	RESIDENT TUITION & FEES	NONRESIDENT TUITION & FEES	RANKING	SCHOOL NAME	RESIDENT TUITION & FEES	NONRESIDENT TUITION & FEES
1	Pacific	72,896	72,896	1	Pacific	89,665	89,665	1	Pacific	82,311	82,311
2	USC	66,991	66,991	2	USC	69,657	69,657	2	USC	71,778	71,778
3	Midwestern	57,881	57,881	3	Midwestern	59,598	59,598	3	Midwestern	62,970	62,970
4	Tufts	55,999	55,999	4	Tufts	58,941	58,941	4	Tufts	61,732	61,732
5	Pennsylvania	55,990	55,990	5	Pennsylvania	58,764	58,764	5	Pennsylvania	61,110	61,110
25	Southern Illinois	26,485	7,005	21	Marquette	36,140	44,800	22	UCSF	35,750	47,995
26	Ohio State	26,280	56,793	22	Iowa	32,048	51,258	23	UCLA	34,818	44,268
27	Oregon	26,272	40,162	23	Oregon	31,110	48,206	24	Oregon	34,266	52,773
28	New Jersey	25,868	40,111	24	Michigan	29,437	45,993	25	Iowa	33,248	53,610
29	UCSF	25,467	37,712	25	UCLA	29,069	38,886	26	Illinois, Chicago	32,866	62,012

Administrative Priorities in FY13 Budget

- Second year of Diversity Initiative funding
- Support for Technology Transfer/Business Development
- Enhanced strategic communication capacity to position OHSU nationally
- Student / learning support, including simulation and debt counseling
- Business Intelligence tools to support PwC productivity and process redesign
- Ongoing maintenance support for new information systems
- Increasing legal/regulatory demands
- These and other needs have been prioritized within a \$2 million pool for incremental administrative and support initiatives, sized to keep total OHSU overhead costs growing at less than total revenues (see next page for detail)

FY13 Pool for Administrative Initiatives

Administrative Initiatives (000)	FY13 Budget	
FY13 allocation	\$2,000	Pool sized to keep overhead growth < revenue growth
Credit from FY12	700	Restructure PwC project management approach
Gross amount available	2,700	
Diversity program	500	Second year increment to \$1 million
Tech Transfer/Business Development	775	Budget to multi-year business plan
Provost - education	240	Mid-year start for simulation/interprofessional education effort
Provost - student services	100	Student debt counselor
Research administration	45	User support for eCris clinical trial management system
Strategic Communications	175	Mid-year start for OHSU national branding effort
Legal	175	One additional in-house lawyer
AAEO	20	ADA/disability consultant
IT - maintenance of prior capital projects	205	Ozone intranet reimplementation
	210	Business intelligence system (PwC/IT support)
	185	eCris clinical trial management system
	70	Public safety information system
Information Technology - subtotal	670	
Total FY13 allocations	\$2,700	

FY13 Overhead Cost Allocation

	University	Hospital	Total	% Hospital
IT & Telecommunications (000)	\$ 14,184	\$ 13,838	\$ 28,022	
Central Finance	3,000	4,768	7,768	
Facilities & Logistics	12,181	9,046	21,227	
BICC (Library)	2,007	2,680	4,687	
Central Administration	6,588	7,650	14,238	
Pool for Central Initiatives	1,387	2,204	3,591	
Insurance	7,572	14,832	22,404	
Subtotal - OHSU-Wide pools	46,918	55,019	101,937	54%
Research Services & Tech Transfer	14,512	83	14,595	
Academic Affairs & Student Services	4,370	470	4,840	
Central Academic Commitments	5,127	-	5,127	
Central Leases & Internal Rents	5,315	(10)	5,305	
Credits & Other, Net	(644)	-	(644)	
Central Utilities	8,463	2,325	10,788	
Central Depreciation	22,689	5,866	28,555	
Central Interest Expense	9,934	2,491	12,425	
Subtotal - University Focused Pools	69,766	11,225	80,991	14%
Total OCA Cost Pools	\$ 116,684	\$ 66,244	\$ 182,928	36%
Allocation Method:				
Square Feet	39,842	6,901	46,743	
FTEs	24,313	25,592	49,905	
Percent of Expense	\$ 52,528	\$ 33,752	\$ 86,280	

Major FY13 OCA Rates

Personnel Services (Per FTE)	\$ 1,753	\$ 1,456
Information Technology (Per FTE)	\$ 3,655	\$ 2,804
Other OCA (Percent of Expense)	7.13%	4.04%
Facility Costs - Lab (Per Square Foot)	\$ 53.40	\$ 5.66
Facility Costs - Other (Per Square Foot)	\$ 44.50	\$ 5.66

OHSU Foundation Budget Priorities

- FY13 contribution revenue target for all philanthropic support is \$103 million, including support received by OHSUF (\$75 million), DCHF (\$14 million) and OHSU (\$14 million).
- This level of philanthropy is consistent with recent years and moves the Foundations closer towards the goal of raising \$100 million per year from just OHSUF and DCHF (not counting the \$14 million direct to OHSU) by 2014.
- Operating expenses for the Foundations are anticipated to total \$17.6 million, an increase of 0.50% over the FY12 budget.
- Budget focuses on investing in strategies which move the Foundations toward success in raising the increased level of philanthropic support necessary to support OHSU's aspirations.
- In FY13, Foundations and OHSU leadership will review and strategize ways to meet the university's long range philanthropic goals given operational constraints of the current model for funding development.

FY13 Budget Supports \$136M Annual Capital

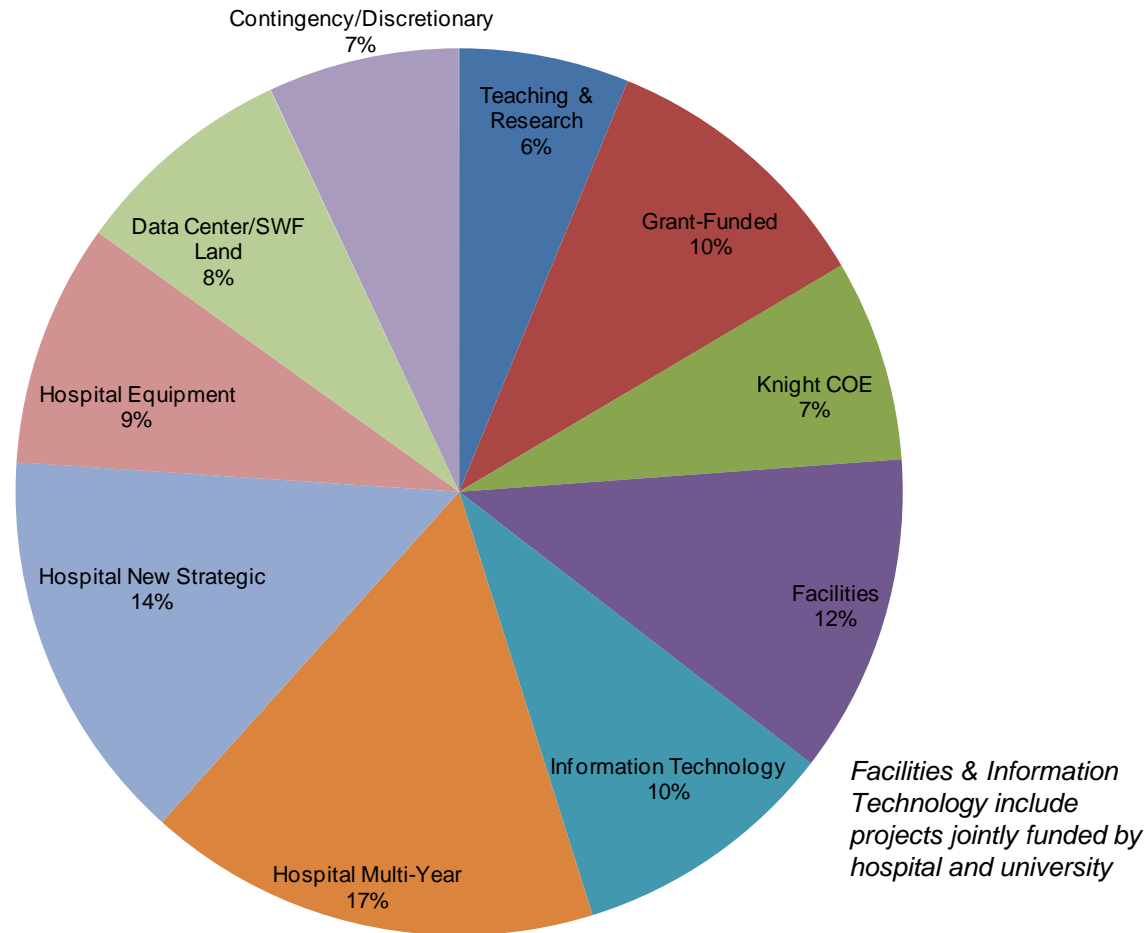
Target Cash Flow (millions)	FY13 Budget	
Operating income	\$60	5% hospital margin + balanced budget in rest of university
Depreciation	112	3% increase on FY13 April YTD actual annualized
Investment income	9	1.5% return on ~\$600m of OHSU-held funds
Sources of cash	181	
Principal repayment	(20)	Level P+I debt service schedule
Hold days cash level	(25)	3% expenditure growth on \$765m unrestricted balance
Available for annual capital	\$136	Compares to \$134m in FY12 budget Does not include CLSB project spending

FY13 Capital Budget: Overview

- Annual capital spending of \$136 million:
 - \$47 million in university non-hospital projects, including \$14 million from grants
 - \$78 million in hospital capital, including components of jointly funded projects
 - \$8 million for the first of three years for a new \$22 million OHSU data center at the West Campus
 - \$3 million from FY13 capital budget toward this spring's \$14 million purchase of two super blocks on the South Waterfront, between CHH and the river
 - Remaining funding for land includes \$5 million from discount on old auction rate debt, \$3 million from FY12 earnings above budget, and \$3 million from OHSU President's gift funds, which frees sufficient capital to start data center project
- Annual capital does not include the CLSB, on which OHSU anticipates spending \$136 million in FY13, from the anonymous gift, OUS bonds, new OHSU debt issued in May, and School of Dentistry gifts, including \$12 million advanced from Foundation current funds against existing pledges

FY13 Annual Capital: Spending by Type

Distribution of FY13 Annual Capital Spending by Type (total = \$136m)



FY13 Capital Budget: Spending by Area

FY13 OHSU Annual Capital Budget (000)

University Academic:		Information Technology (university component):	
Library/Provost	\$4,315	Unified Communications (VOIP)	\$3,245
School of Medicine	2,275	Building network wiring	4,880
Research	1,905	Mission critical infrastructure	1,670
Space Committee	3,755	Bus. intelligence/doc. management	1,300
Contingency	1,000		
Estimated spending from grants	14,000	Subtotal - Information Technology	11,095
Subtotal - University Academic	27,250	Estimated spending delayed into FY14	(13,330)
Knight Center of Emphasis Plan:		University Non-Hospital Capital	47,000
Diagnostic Labs	1,940		
Bioblibrary	725	Hospital (see next page for detail):	
Discovery Engine	9,415	Multi-year projects	28,817
Programs & Support	1,245	New strategic investments	25,106
		Facilities (hospital component)	12,645
Subtotal - Knight COE Plan	13,325	Information technology (hospital comp.)	7,079
		Equipment & other replacement	15,469
Facilities (university component):		Contingency/discretionary	8,500
Deferred maintenance	2,970		
Electrical infrastructure	2,070	Estimated spending delayed into FY14	(19,616)
Garage seismic retrofit	1,755		
Roof replacement pool	1,160	Hospital Capital	78,000
Elevator replacement pool	705		
		New Data Center (1st of 3 years)	8,000
Subtotal - Facilities	8,660	SWF Land Purchase (FY13 component)	3,000
		Total OHSU FY13 Capital Spending	\$136,000

FY13 Capital Budget: Hospital Detail

FY13 OHSU Annual Capital Budget: Hospital Component Detail (000)

Multi-Year Projects:		Facilities:	
OR 25/26 build-out	\$2,685	Electrical infrastructure	\$2,200
Core lab	4,570	Surgery fan upgrade	1,500
13C/14C Mother-Baby unit	8,216	Command center	1,500
Interoperative MRI	5,450	Pneumatic tube	1,190
Other multi-year	7,896	Roof replacement pool	500
		Elevator replacement pool	750
Subtotal - Multi-Year	28,817	Other facility	5,005
New Strategic Investments:		Subtotal - Facilities	12,645
HRC 10 Clinical Neuro/OCTRI	\$7,013		
Medical supply stations	2,796	Information Technology:	
Wayfinding	3,325	Unified Communications (VOIP)	3,968
Patient lifts	2,479	IT infrastructure	3,111
Compound pharmacy	767		
EPIC Kaleidoscope module	756	Subtotal - Information Technology	7,079
Other strategic	7,970		
		Equipment & Other Replacement	15,469
Subtotal - New Strategic	25,106	Contingency/Discretionary	8,500
		Estimated spending delayed into FY14	(19,616)
		Total Hospital Capital	\$78,000



University Capital Budget Approach

- Multi Year Projects
 - Unified Communications Project (VOIP/telephone replacement) and data wiring
 - Data Center lease / build decision (IRR: 0% in 7 years vs. 21.5% in 15 years)
 - Knight Cancer Institute
- New Strategic
 - Emerging Research Technology
 - Business Intelligence and document management to support process redesign
 - Key faculty recruitment & retention
- Replacement Strategy
 - Facility pools for deferred maintenance, seismic, electrical, roof & elevators
 - Mission critical IT infrastructure (services, switches, routers)
 - Annual allocation for library collections



Hospital Capital Budget Approach

- Multi Year Projects
 - Surgical Suites
 - Core Laboratory Relocation
 - Hospital Bed Expansion (Sam Jackson 1st Floor)
- New Strategic
 - Clinical Neuro/OCTRI Remodel
 - New Medical Supply Station System
 - Ceiling Lifts
 - Compounding Pharmacy
- Replacement Strategy

Data Center Lease vs. Build Decision

- OHSU faces rapidly growing computing demand from:
 - Electronic medical records
 - Genomics & personalized medicine
 - Biomedical research & education
- Current main data center >80% capacity despite heavy use of virtualization
- Need for robust disaster recovery capacity
- Options: (1) lease a second data center or (2) custom build on West Campus
- Build option requires \$16.5 million upfront for design and construction, plus \$6 million in either option for network communication equipment
- Build option has significant savings in ongoing operations, especially electricity
- Build vs. Lease is breakeven over 7 years, and generates 21.5% internal rate of return over 15 year life of facility
- Budget recommends staging the Build option over three fiscal years: \$8 million in FY13 and FY14, plus \$6 million in FY15

Current Data Center at Market Square



Recommendation: Build Data Center West

Low profile design to mitigate damage due to earthquake, fire and volcanic ash fallout.

Pod based design leverages highest power and equipment densities to accommodate 10 – 15 year growth projections.

Optimized for “green” operations, including heat energy recovery. Thermo fluid dynamic design validated by CH2 Hill.

ONPRC Campus
Beaverton, OR

Far enough from MSB to mitigate risk from Portland disaster, but proximity allows for shared resources and load balanced management for “hot site” (1 – 3 hours) disaster recovery.

West Campus location eliminates lease costs, and is already connected to OHSU network.

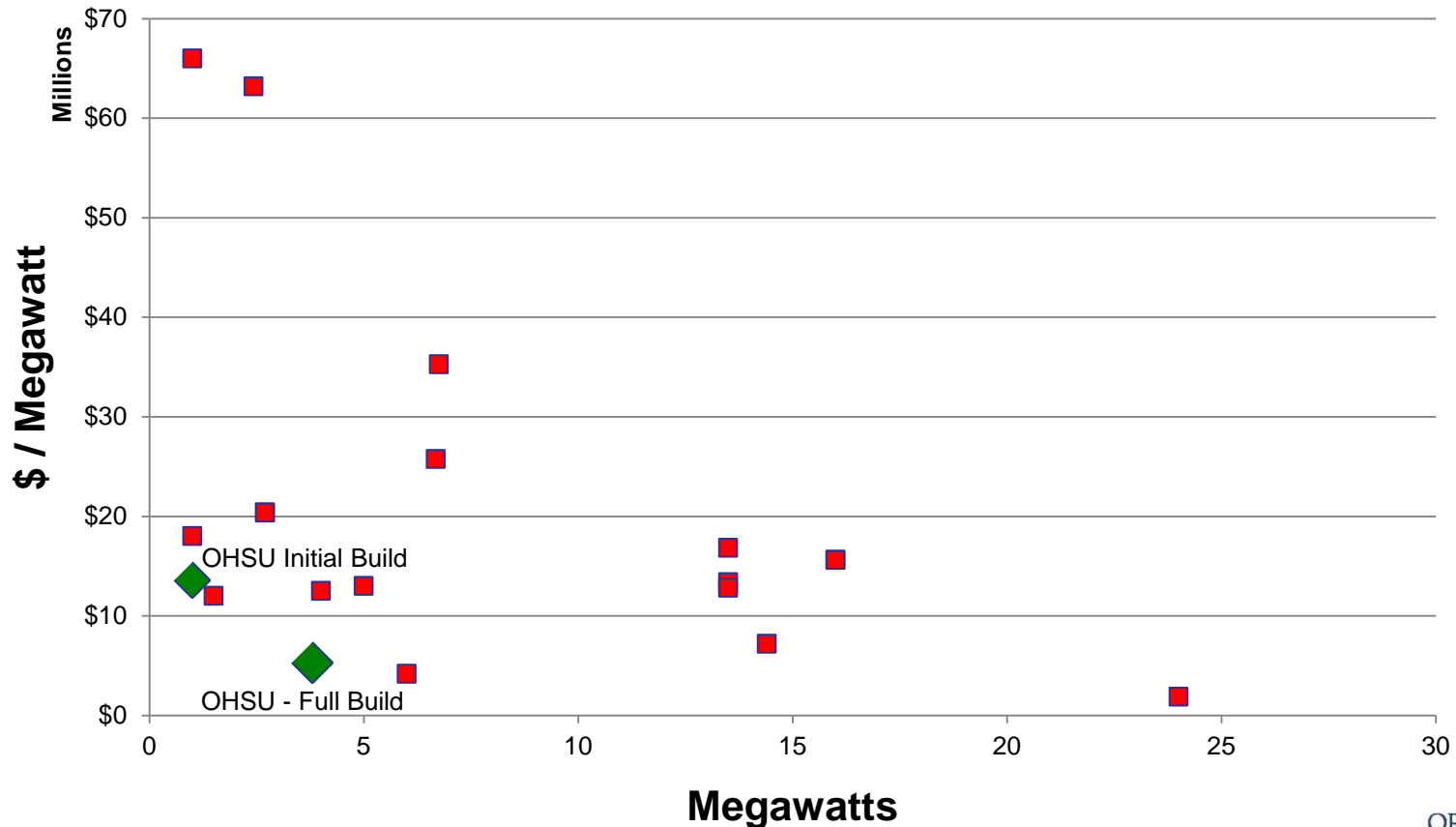
Operating Cost Efficiency

Annual Electrical Costs

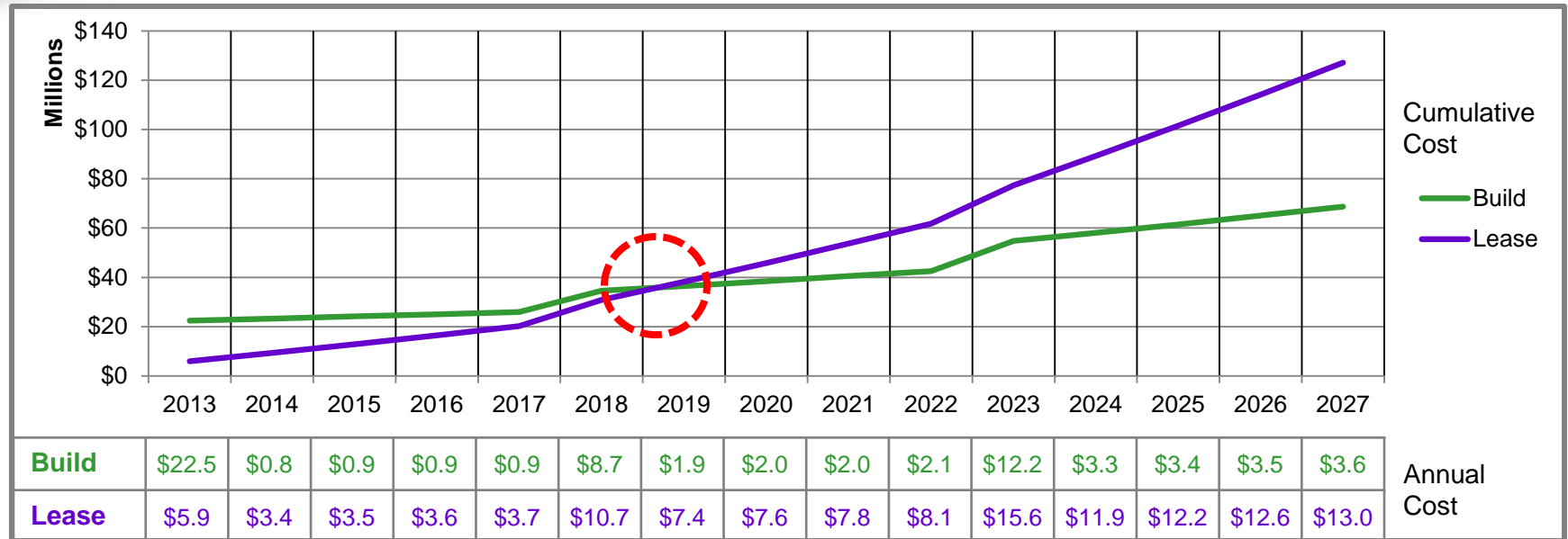
IT Load	270kW Current	1MW Initial Build	2MW Yr 5	3MW Yr 10	3.8MW Yr 15
Traditional Data Center (e.g. Market Square)	\$347,000*	\$1,323,000	\$2,978,000	\$5,178,000	\$7,603,000
Proposed Data Center	\$216,000	\$826,000	\$1,859,000	\$3,232,000	\$4,747,000
Annual Savings	\$131,000	\$497,000	\$1,119,000	\$1,946,000	\$2,856,000

Benchmarking Construction Costs

Data Center “Direct Construction” Cost Benchmarking



Build vs. Lease Lifecycle Comparison



- Over 15 year expected life, “build” is \$58m cheaper than “lease” undiscounted
- Discounted at OHSU’s 5% cost of capital, “build” is \$30m cheaper than “lease”
- Project is breakeven over 7 years, with 21.5% IRR over 15 year life

Net Worth Targeted to Rise 18% over 3 Years

Change in Net Worth (millions)	FY11 Actual	FY12 Estimate	FY13 Budget
Operating revenues	\$1,909	\$2,015	\$2,085
Operating expenses	1,852	1,943	2,025
Operating income	<u>57</u>	<u>72</u>	<u>60</u>
Investment return & other	28	4	14
OHSU net income	<u>85</u>	<u>76</u>	<u>74</u>
Foundation gain (loss)	45	(27)	10
Anonymous gift transfer	40	0	0
Capital gifts & other	4	2	3
Increase in net worth	<u>174</u>	<u>51</u>	<u>87</u>
Beginning OHSU net worth	1,696	1,870	1,921
Ending OHSU net worth	\$1,870	\$1,921	\$2,008

Balance Sheet Continues to Strengthen

- Over two years, OHSU-held cash & investments are budgeted to rise \$60 million
- Net physical plant increases \$209 million, with only \$34 million more debt

Balance Sheet (millions)	6/30/11 Actual	6/30/12 Estimate	6/30/13 Budget
Cash & investments	\$430	\$478	\$490
Bond & project funds	135	184	60
Quasi-endowment	96	81	81
OHSU-held funds	<u>661</u>	<u>743</u>	<u>631</u>
Interest in Foundations	691	664	674
Net physical plant	1,237	1,286	1,446
Long-term debt	(742)	(800)	(776)
Working capital & other	23	28	33
OHSU net worth	<u>\$1,870</u>	<u>\$1,921</u>	<u>\$2,008</u>

Conclusion

- Both governmental and private funders of academic health centers are demanding greater value at a slower trend growth in spending
- For OHSU, this means a halving of the recent rate of growth in total revenues, from 6% to 3% in FY13
- OHSU's strategy leverages scarce resources by partnering to make Oregon a national leader in health and science innovation, to improve the health and well-being of Oregonians
- Our approach is to accelerate the application of knowledge to health in order to generate greater value, while fulfilling our missions of education, research, patient care and outreach in a more effective and cost efficient way
- The FY13 budget supports this strategy by building financial wherewithal for long-term advancement of all OHSU's missions
- \$60 million in FY13 operating income supports \$136 million annual capital budget, plus construction of the Collaborative Life Sciences Building, to continue a 6+ year track record of increasing financial strength

RESOLUTION 2012-06-01
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 2012-13, including the tuition and fees for the academic year 2012-13 ("FY12-13 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 2012-13 ("FY 12-13 Capital Budget");

WHEREAS, the Board believes that the University's adoption of each of (i) the FY 12-13 Operating Budget, and (ii) the FY 12-13 Capital Budget is in the best interests of the University.

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

1. The Operating Budget for Oregon Health & Science University for fiscal year 2012-13 included in the June 27, 2012 Board docket accompanying this Resolution, including the tuition and fees for the academic Year 2012-13 as shown in the OHSU Academic Year Fee Book 2012-13, is hereby approved and adopted.
2. The Fiscal Year 2012-13 Capital Budget included in the June 27, 2012 Board docket accompanying this Resolution is hereby approved and adopted.

This Resolution is adopted this 27th day of June 2012.

Yeas _____

Nays _____

Signed by the Secretary of the Board on June 27, 2012.

Amy M. Wayson
Board Secretary

Oregon Health & Science University

DRAFT

Academic Year Fee Book 2012-2013

Prepared by:

The Office of the Registrar
& Financial Aid, June 27, 2012



Fee Book

Academic Year 2012-2013

Oregon Health & Science University

Draft

The fee policies as outlined in this document apply to the Fall, Winter, Spring and Summer terms of the 2012-2013 academic year. All prior academic year *Fee Books* are repealed except as to rights or obligations previously acquired or incurred thereunder.

I. 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 as full-time (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, current policies and the online *Application for Employee Tuition Benefit* form are available on the Human Resources website at <http://ozone.ohsu.edu/hr/tuition>

Employees must complete the online OHSU Employee Tuition Benefit application form which must be approved by the employee's primary assignment supervisor, manager or department head and then submitted to the Human Resources department. Human Resources will verify eligibility and return the form as a pdf to the employee via e-mail. To receive the tuition discount, an employee must submit the form with the appropriate approval signatures to the Registrar's office at the institution they are attending. Deadline dates for submission of the approved Employee Tuition Benefit form at each institution's Registrar's Office vary by institution. Therefore, students should check with the institution they plan to enroll at for applicable deadline dates. 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. Tuition/Fee Remission

The Fee Remission is a means by which a student's tuition or 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, University Fees, Major Medical Insurance, Dental Insurance, Student Council Fee and others. There may be differentials for some fees based on residency, campus location or other criteria. Mandatory Enrollment Fees are set by the OHSU Board of Directors.

II. Tuition Policies

- A. These policies apply to undergraduate, graduate and professional 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.
- 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.
 - 2. Both open and closed (grant or contract) instruction courses are included in the self-support classifications.
 - 3. Tuition for Self-support Courses is 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.

III. Other Tuition and Fee Policies

- A. 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.

B. Additional Tuition Charges

1. Drug Testing

An additional one-time tuition charge of \$30 will be assessed during the first term of attendance to new students in the MD, DMD, Nutrition and Radiation Therapy programs to cover necessary drug testing services. An additional one-time tuition charge of \$50 will be assessed during the first term of attendance to new students in the Master of Physician Assistant Studies program to cover necessary drug testing services.

2. Various Additional Tuition Charges

An additional fall term tuition charge of \$104 will be assessed to DMD and Dental Graduate students to cover disability insurance premiums. An additional fall term tuition charge of \$111 will be assessed to MD students to cover disability insurance premiums. An additional fall term tuition charge of \$75 will be assessed to DMD students for dues associated with ASDA membership. An additional \$35 tuition charge will be assessed to new MD students during the first term of attendance to cover audience response equipment. An additional per term tuition charge of \$300 will be assessed to Environmental and Biomolecular Systems Division Masters students who work in the lab.

C. Dental Equipment Issue

DMD students will be assessed a Dental Equipment Issue Fee according to the following schedule:

1st Year DMD Students:

\$4,676 per term in fall, winter and spring for a total yearly charge of \$14,028

2nd Year DMD Students:

\$2,418 per term in fall, winter and spring for a total yearly charge of \$7,254

3rd Year DMD Students:

\$720 per term in fall, winter and spring for a total yearly charge of \$2,160

4th Year DMD Students:

\$149 per term in fall, winter and spring for a total yearly charge of \$447

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*)

1st 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

12. Graduation Fee \$50.00
13. 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.

14. 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.

15. 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.

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.

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 tuition/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.

IV. 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.

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.

V. 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.

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 the 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 OHSU Baird Hall Cashier's Office.

E. Payment Plans

The OHSU Bursar's Office is responsible for billing and collection of tuition and fees. It is the goal of the Bursar's Office to work with students to resolve outstanding balances. It is understood that students and their families may experience financial difficulties and it is important for those types of issues to be communicated to the Bursar's Office at an early stage. The Bursar's Office 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. Students are urged to contact the Bursar's 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 are available to assist students in resolving the situation since **all** tuition/fees accrued in one term must be paid before registering for another term.

F. Educational Promissory Note

OHSU offers extended payment terms utilizing an Educational Promissory Note for unpaid tuition and fees. The Educational Promissory Note is a mandatory note and a new note is required every year.

G. Contractual Agreements

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

H. Collection Actions

If the balance is not resolved by the due date, a financial hold will be placed 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, degree verifications, 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 1.5% 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 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. OHSU reserves the right to recover all costs involved with the collection and/or litigation of delinquent accounts.
5. OHSU is a non-profit institution of higher learning. Student receivable accounts are considered to be educational loans offered for the sole purpose of financing an education and are not dischargeable in bankruptcy proceedings.
6. OSHU 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 2012-2013 Academic Year Fee Book

Draft
6/27/2012

INDEX

[Allied Health-Dietetic Intern, Clinical Nutrition or Dietetics](#)

[Allied Health-Physician Assistant](#)

[Allied Health-Radiation Therapy](#)

[Dentistry-DMD or Graduate Dental](#)

[Medicine-MD](#)

[Medicine-Basic Science PhD](#)

[Med-MPH or Biostatistics](#)

[Medicine-Biomedical Informatics](#)

[Medicine-Clinical Research, Human Investigations or Health Sciences Technology Entrepreneurship](#)

[Medicine-Department of Biomedical Engineering, Center for Spoken Language Understanding or Institute of Environmental Health](#)

[Medicine-Division of Management](#)

[Undergraduate Nursing-Accelerated Bachelor](#)

[Undergraduate Nursing-Ashland](#)

[Undergraduate Nursing-Klamath Falls](#)

[Undergraduate Nursing-La Grande](#)

[Undergraduate Nursing-Monmouth](#)

[Undergraduate Nursing-Portland](#)

[Undergraduate Nursing-RN/BS](#)

[Graduate Nursing-Portland](#)

[Graduate Nursing-Nurse Anesthesia](#)

[Graduate Nursing-Online](#)

[Graduate Nursing-Outside OR](#)

[Pharmacy-Pharm.D.](#)

ALLIED HEALTH - Dietetic Intern, Clinical Nutrition or Clinical Dietetics
2012-2013 Tuition & Fee Charges By Term

Draft

6/27/2012

Tuition		University Fee	Student Council Fee	Dental Insurance*	Major Medical Insurance*	Total Charges	
Residents	Non-Residents					Residents	Non-Residents

DIETETIC INTERNS

Full-Time

9-16 credit hours

6,990.00	8,997.00	542.50	14.00	111.64	1,198.16	8,856.30	10,863.30
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MS IN CLINICAL NUTRITION & MASTER OF CLINICAL DIETETICS

Full-Time

9-16 credit hours

6,990.00	8,997.00	542.50	14.00	111.64	1,198.16	8,856.30	10,863.30
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Part-Time

1 credit hour

775.00	998.00	275.50	0.00	111.64	1,198.16	2,360.30	2,583.30
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2 credit hours

1,550.00	1,996.00	275.50	0.00	111.64	1,198.16	3,135.30	3,581.30
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3 credit hours

2,325.00	2,994.00	275.50	0.00	111.64	1,198.16	3,910.30	4,579.30
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4 credit hours

3,100.00	3,992.00	275.50	0.00	111.64	1,198.16	4,685.30	5,577.30
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5 credit hours

3,875.00	4,990.00	275.50	0.00	111.64	1,198.16	5,460.30	6,575.30
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6 credit hours

4,650.00	5,988.00	275.50	0.00	111.64	1,198.16	6,235.30	7,573.30
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7 credit hours

5,425.00	6,986.00	275.50	0.00	111.64	1,198.16	7,010.30	8,571.30
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8 credit hours

6,200.00	7,984.00	275.50	0.00	111.64	1,198.16	7,785.30	9,569.30
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Over-Time

Each Additional Hour

775.00	998.00
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NOTES:

*Students are required to purchase OHSU major medical/dental insurance or a policy approved by OHSU. There is an OHSU major medical/dental 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 = \$898.62 and Dental = \$83.73 and coverage ends June 30, 2013. The Fall term rates for Coordinated Masters students that attended Summer 2012 are Major Medical = \$894.96 and Dental = \$86.63. Insurance coverage for masters students ends August 31, 2013. Summer 2013 rates for new students will be determined according to the 2013-14 Academic Calendar.

ALLIED HEALTH - Physician Assistant Studies
2012-2013 Tuition and Fees by Term

Draft

6/27/2012

Tuition		University Fee	Student Council Fee	Dental Insurance*	Major Medical Insurance*	Total Charges	
Residents	Non-Residents					Residents	Non-Residents

PHYSICIAN ASSISTANT

Full-Time

(9 or more credit hrs)

8,500.00	8,500.00	542.50	14.00	111.64	1,198.16	10,366.30	10,366.30
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Part-Time

1 credit hour

1,301.00	1,301.00	275.50	0.00	111.64	1,198.16	2,886.30	2,886.30
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2 credit hours

2,199.00	2,199.00	275.50	0.00	111.64	1,198.16	3,784.30	3,784.30
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3 credit hours

3,097.00	3,097.00	275.50	0.00	111.64	1,198.16	4,682.30	4,682.30
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4 credit hours

3,995.00	3,995.00	275.50	0.00	111.64	1,198.16	5,580.30	5,580.30
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5 credit hours

4,893.00	4,893.00	275.50	0.00	111.64	1,198.16	6,478.30	6,478.30
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6 credit hours

5,791.00	5,791.00	275.50	0.00	111.64	1,198.16	7,376.30	7,376.30
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7 credit hours

6,689.00	6,689.00	275.50	0.00	111.64	1,198.16	8,274.30	8,274.30
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8 credit hours

7,587.00	7,587.00	275.50	0.00	111.64	1,198.16	9,172.30	9,172.30
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Per Credit Hour

898.00	898.00
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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:

*Students are required to purchase OHSU major medical/dental insurance or a policy approved by OHSU. There is an OHSU major medical/dental 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 2013 are Major Medical = \$599.08 and Dental = \$55.82. The Fall and Spring term rates for the Class of 2014 are Major Medical = \$898.62 and Dental = \$83.73. Summer 2013 rates for all students will be determined according to the 2013-14 Academic Calendar.

ALLIED HEALTH - Radiation Therapy Technology
2012-2013 Tuition & Fee Charges By Term

Draft

6/27/2012

Tuition		University Fee	Student Council Fee	Dental Insurance*	Major Medical Insurance*	Total Charges	
Residents	Non-Residents					Residents	Non-Residents

RADIATION THERAPY TECHNOLOGY

Full-Time

12-18 credit hours

4,947.00	6,351.00	542.50	14.00	111.64	1,198.16	6,813.30	8,217.30
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Part-Time

1 credit hour

411.00	528.00	275.50	0.00	111.64	1,198.16	1,996.30	2,113.30
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2 credit hours

822.00	1,056.00	275.50	0.00	111.64	1,198.16	2,407.30	2,641.30
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3 credit hours

1,233.00	1,584.00	275.50	0.00	111.64	1,198.16	2,818.30	3,169.30
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4 credit hours

1,644.00	2,112.00	275.50	0.00	111.64	1,198.16	3,229.30	3,697.30
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5 credit hours

2,055.00	2,640.00	275.50	0.00	111.64	1,198.16	3,640.30	4,225.30
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6 credit hours

2,466.00	3,168.00	275.50	0.00	111.64	1,198.16	4,051.30	4,753.30
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7 credit hours

2,877.00	3,696.00	275.50	0.00	111.64	1,198.16	4,462.30	5,281.30
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8 credit hours

3,288.00	4,224.00	275.50	0.00	111.64	1,198.16	4,873.30	5,809.30
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9 credit hours

3,699.00	4,752.00	275.50	0.00	111.64	1,198.16	5,284.30	6,337.30
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10 credit hours

4,110.00	5,280.00	275.50	0.00	111.64	1,198.16	5,695.30	6,865.30
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11 credit hours

4,521.00	5,808.00	275.50	0.00	111.64	1,198.16	6,106.30	7,393.30
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Over-Time

Each Additional Hour

411.00	528.00
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NOTES:

*Students are required to purchase OHSU major medical/dental insurance or a policy approved by OHSU. There is an OHSU major medical/dental 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 = \$898.62 and Dental = \$83.73. Summer 2013 rates for all students will be determined according to the 2013-14 Academic Calendar.

**DENTISTRY - DMD or Graduate Dental
2012-2013 Tuition & Fee Charges by Term**

Draft

6/27/2012

Tuition		University Fee	Student Council Fee	Dental Insurance*	Major Medical Insurance*	Total Charges	
Residents	Non-Residents					Residents	Non-Residents

DENTAL

Full-Time (9 or more credit hours)

1st & 2nd Year	10,472.00	16,955.00	560.50	14.00	83.73	898.62	12,028.85	18,511.85
3rd Year	10,405.00	16,888.00	560.50	14.00	83.73	898.62	11,961.85	18,444.85
4th Year	10,064.00	16,665.00	560.50	14.00	83.73	898.62	11,620.85	18,221.85

Students needing to finish graduation requirements during Summer 2013 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	9,532.00	11,599.00	560.50	14.00	83.73	898.62	11,088.85	13,155.85
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NOTES:

*Students are required to purchase OHSU major medical/dental insurance or a policy approved by OHSU. There is an OHSU major medical/dental 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 3 months of coverage. The Fall term rates for 2nd through 4th year DMD students are Major Medical = \$1198.16 and Dental = \$111.64. Summer 2013 rates for all students will be determined according to the 2013-14 Academic Calendar.

MEDICINE - MD

Draft

6/27/2012

2012-2013 Tuition & Fee Charges By Term

Tuition		University Fee	Student Council Fee	Dental Insurance*	Major Medical Insurance*	Total Charges	
Residents	Non-Residents					Residents	Non-Residents

MEDICINE

Full-Time (9 or more credit hours)

1st year	9,423.00	13,158.00	542.50	14.00	111.64	1,198.16	11,289.30	15,024.30
2nd year	12,446.00	17,378.00	542.50	14.00	111.64	1,198.16	14,312.30	19,244.30
3rd year	9,457.00	13,207.00	560.50	14.00	111.64	1,198.16	11,341.30	15,091.30
4th year	9,323.00	13,014.00	560.50	14.00	111.64	1,198.16	11,207.30	14,898.30

Part-Time

1 credit (seminar)	60.00	60.00	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 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:

*Students are required to purchase OHSU major medical/dental insurance or a policy approved by OHSU. There is an OHSU major medical/dental 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 = \$599.08 and Dental = \$55.82. The Winter and Spring term rates for 1st year students are Major Medical = \$898.62 and Dental = \$83.73 and insurance coverage for 1st year students ends July 31, 2013.

The Winter term rates for 2nd year students are Major Medical = \$898.62 and Dental = \$83.73.

The Fall term rates for 3rd year students are Major Medical = \$599.08 and Dental = \$55.82. The Spring term rates for 3rd year students are Major Medical = \$898.62 and Dental = \$83.73.

The Fall and Spring term rates for 4th year students are Major Medical = \$898.62 and Dental = \$83.73.

Summer 2013 rates for all students will be determined according to the 2013-14 Academic Calendar.

MEDICINE - Graduate Medicine - Basic Science PhD
2012-2013 Tuition & Fee Charges By Term

Draft

6/27/2012

Tuition		University Fee	Student Council Fee	Dental Insurance*	Major Medical Insurance*	Total Charges	
Residents	Non-Residents					Residents	Non-Residents

GRADUATE MEDICINE - Basic Science Doctoral Programs

9 credit hours	6,551.00	7,262.00	542.50	14.00	111.64	1,198.16	8,417.30	9,128.30
Per credit								
1 credit hour	888.00	967.00	275.50	0.00	111.64	1,198.16	2,473.30	2,552.30
2 credit hours	1,594.00	1,752.00	275.50	0.00	111.64	1,198.16	3,179.30	3,337.30
3 credit hours	2,300.00	2,537.00	275.50	0.00	111.64	1,198.16	3,885.30	4,122.30
4 credit hours	3,006.00	3,322.00	275.50	0.00	111.64	1,198.16	4,591.30	4,907.30
5 credit hours	3,712.00	4,107.00	275.50	0.00	111.64	1,198.16	5,297.30	5,692.30
6 credit hours	4,418.00	4,892.00	275.50	0.00	111.64	1,198.16	6,003.30	6,477.30
7 credit hours	5,124.00	5,677.00	275.50	0.00	111.64	1,198.16	6,709.30	7,262.30
8 credit hours	5,830.00	6,462.00	275.50	0.00	111.64	1,198.16	7,415.30	8,047.30
Over-Time								
Each additional hour	706.00	785.00						

NOTES:

*Students are required to purchase OHSU major medical/dental insurance or a policy approved by OHSU. There is an OHSU major medical/dental 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, 2013. The Fall term rates for new students who start in Summer 2012 are Major Medical = \$898.62 and Dental = \$83.73. Summer 2013 rates for new students will be determined according to the 2013-14 Academic Calendar.

MEDICINE - Graduate Medicine - Master of Public Health or Graduate Programs in Biostatistics
2012-2013 Tuition & Fee Charges By Term

Draft

6/27/2012

Tuition		University Fee	Student Council Fee	Dental Insurance*	Major Medical Insurance*	Total Charges	
Residents	Non-Residents					Residents	Non-Residents

GRADUATE MEDICINE - Master of Public Health

9 credit hours	2,850.00	4,515.00	542.50	14.00	111.64	1,198.16	4,716.30	6,381.30
Per credit								
1 credit hour	315.00	500.00	275.50	0.00	111.64	1,198.16	1,900.30	2,085.30
2 credit hours	630.00	1,000.00	275.50	0.00	111.64	1,198.16	2,215.30	2,585.30
3 credit hours	945.00	1,500.00	275.50	0.00	111.64	1,198.16	2,530.30	3,085.30
4 credit hours	1,260.00	2,000.00	275.50	0.00	111.64	1,198.16	2,845.30	3,585.30
5 credit hours	1,575.00	2,500.00	275.50	0.00	111.64	1,198.16	3,160.30	4,085.30
6 credit hours	1,890.00	3,000.00	275.50	0.00	111.64	1,198.16	3,475.30	4,585.30
7 credit hours	2,205.00	3,500.00	275.50	0.00	111.64	1,198.16	3,790.30	5,085.30
8 credit hours	2,520.00	4,000.00	275.50	0.00	111.64	1,198.16	4,105.30	5,585.30
Over-Time								
Each additional hour	315.00	500.00						

GRADUATE MEDICINE - Master of Science in Biostatistics, Master of Biostatistics or Graduate Certificate in Biostatistics

9 credit hours	3,165.00	4,515.00	542.50	14.00	111.64	1,198.16	5,031.30	6,381.30
Per credit								
1 credit hour	350.00	500.00	275.50	0.00	111.64	1,198.16	1,935.30	2,085.30
2 credit hours	700.00	1,000.00	275.50	0.00	111.64	1,198.16	2,285.30	2,585.30
3 credit hours	1,050.00	1,500.00	275.50	0.00	111.64	1,198.16	2,635.30	3,085.30
4 credit hours	1,400.00	2,000.00	275.50	0.00	111.64	1,198.16	2,985.30	3,585.30
5 credit hours	1,750.00	2,500.00	275.50	0.00	111.64	1,198.16	3,335.30	4,085.30
6 credit hours	2,100.00	3,000.00	275.50	0.00	111.64	1,198.16	3,685.30	4,585.30
7 credit hours	2,450.00	3,500.00	275.50	0.00	111.64	1,198.16	4,035.30	5,085.30
8 credit hours	2,800.00	4,000.00	275.50	0.00	111.64	1,198.16	4,385.30	5,585.30
Over-Time								
Each additional hour	350.00	500.00						

NOTES:

*Students are required to purchase OHSU major medical/dental insurance or a policy approved by OHSU. There is an OHSU major medical/dental 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, 2013. The Fall term rates for new students who start in Summer 2012 are Major Medical = \$898.62 and Dental = \$83.73. For MD/MPH students who are working on the MPH, the Winter and Spring term rates are Major Medical = \$898.62, Dental = \$83.73 and the insurance coverage ends June 30, 2013. Summer 2013 rates for new students will be determined according to the 2013-14 Academic Calendar.

MEDICINE - Graduate Medicine - Biomedical Informatics
2012-2013 Tuition & Fee Charges By Term

Draft

6/27/2012

Tuition*		University Fee	Student Council Fee	Dental Insurance**	Major Medical Insurance**	Total Charges	
Residents	Non-Residents					Residents	Non-Residents

GRADUATE MEDICINE - Biomedical Informatics (On Campus Students)

9 credit hours	5,190.00	5,955.00	542.50	14.00	111.64	1,198.16	7,056.30	7,821.30
Per credit								
1 credit hour	575.00	660.00	275.50	0.00	111.64	1,198.16	2,160.30	2,245.30
2 credit hours	1,150.00	1,320.00	275.50	0.00	111.64	1,198.16	2,735.30	2,905.30
3 credit hours	1,725.00	1,980.00	275.50	0.00	111.64	1,198.16	3,310.30	3,565.30
4 credit hours	2,300.00	2,640.00	275.50	0.00	111.64	1,198.16	3,885.30	4,225.30
5 credit hours	2,875.00	3,300.00	275.50	0.00	111.64	1,198.16	4,460.30	4,885.30
6 credit hours	3,450.00	3,960.00	275.50	0.00	111.64	1,198.16	5,035.30	5,545.30
7 credit hours	4,025.00	4,620.00	275.50	0.00	111.64	1,198.16	5,610.30	6,205.30
8 credit hours	4,600.00	5,280.00	275.50	0.00	111.64	1,198.16	6,185.30	6,865.30
Over-Time								
Each additional hour	575.00	660.00						

GRADUATE MEDICINE - Biomedical Informatics (All Distance Learning Students)

9 credit hours	5,775.00	6,585.00	0.00	0.00	0.00	0.00	5,775.00	6,585.00
Per credit								
1 credit hour	775.00	865.00	0.00	0.00	0.00	0.00	775.00	865.00
2 credit hours	1,400.00	1,580.00	0.00	0.00	0.00	0.00	1,400.00	1,580.00
3 credit hours	2,025.00	2,295.00	0.00	0.00	0.00	0.00	2,025.00	2,295.00
4 credit hours	2,650.00	3,010.00	0.00	0.00	0.00	0.00	2,650.00	3,010.00
5 credit hours	3,275.00	3,725.00	0.00	0.00	0.00	0.00	3,275.00	3,725.00
6 credit hours	3,900.00	4,440.00	0.00	0.00	0.00	0.00	3,900.00	4,440.00
7 credit hours	4,525.00	5,155.00	0.00	0.00	0.00	0.00	4,525.00	5,155.00
8 credit hours	5,150.00	5,870.00	0.00	0.00	0.00	0.00	5,150.00	5,870.00
Over-Time								
Each additional hour	625.00	715.00						

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/dental insurance or a policy approved by OHSU. There is an OHSU major medical/dental 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 and coverage ends August 31, 2013. The Fall term rates for new students who start in Summer 2012 are Major Medical = \$898.62 and Dental = \$83.73. Summer 2013 rates for new students will be based on the 2013-14 Academic Calendar.

MEDICINE - Graduate Medicine - Master of Clinical Research, Certificate in Human Investigations or Health Sciences Technology Entrepreneurship Certificate
2012-2013 Tuition & Fee Charges By Term

Draft

6/27/2012

Tuition*		University	Student	Total Charges	
Residents	Non-Residents	Fee	Council Fee	Residents	Non-Residents

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

9 credit hours	4,515.00	4,515.00	285.50	14.00	4,814.50	4,814.50
Per credit						
1 credit hour	500.00	500.00	18.50	0.00	518.50	518.50
2 credit hours	1,000.00	1,000.00	18.50	0.00	1,018.50	1,018.50
3 credit hours	1,500.00	1,500.00	18.50	0.00	1,518.50	1,518.50
4 credit hours	2,000.00	2,000.00	18.50	0.00	2,018.50	2,018.50
5 credit hours	2,500.00	2,500.00	18.50	0.00	2,518.50	2,518.50
6 credit hours	3,000.00	3,000.00	18.50	0.00	3,018.50	3,018.50
7 credit hours	3,500.00	3,500.00	18.50	0.00	3,518.50	3,518.50
8 credit hours	4,000.00	4,000.00	18.50	0.00	4,018.50	4,018.50
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, Center for Spoken Language Understanding or Institute of Environmental Health

2012-2013 Tuition & Fee Charges By Term

Draft

6/27/2012

Tuition*		University	Student	Dental	Major Medical	Total Charges	
Residents	Non-Residents	Fee	Council Fee	Insurance**	Insurance**	Residents	Non-Residents

GRADUATE MEDICINE - Biomedical Engineering, Computer Science & Engineering, Electrical Engineering, Biochemistry & Molecular Biology or Environmental Science & Engineering

Full-Time PhD students

9+ credit hours	6,227.00	6,227.00	302.50	14.00	111.64	1,198.16	7,853.30	7,853.30
Part-Time								
1 credit hour	852.00	852.00	275.50	0.00	111.64	1,198.16	2,437.30	2,437.30
2 credit hours	1,522.00	1,522.00	275.50	0.00	111.64	1,198.16	3,107.30	3,107.30
3 credit hours	2,192.00	2,192.00	275.50	0.00	111.64	1,198.16	3,777.30	3,777.30
4 credit hours	2,862.00	2,862.00	275.50	0.00	111.64	1,198.16	4,447.30	4,447.30
5 credit hours	3,532.00	3,532.00	275.50	0.00	111.64	1,198.16	5,117.30	5,117.30
6 credit hours	4,202.00	4,202.00	275.50	0.00	111.64	1,198.16	5,787.30	5,787.30
7 credit hours	4,872.00	4,872.00	275.50	0.00	111.64	1,198.16	6,457.30	6,457.30
8 credit hours	5,542.00	5,542.00	275.50	0.00	111.64	1,198.16	7,127.30	7,127.30

Full-Time Masters Students

9-12 credit hours	6,045.00	6,045.00	302.50	14.00	111.64	1,198.16	7,671.30	7,671.30
Part-Time								
1 credit hour	670.00	670.00	275.50	0.00	111.64	1,198.16	2,255.30	2,255.30
2 credit hours	1,340.00	1,340.00	275.50	0.00	111.64	1,198.16	2,925.30	2,925.30
3 credit hours	2,010.00	2,010.00	275.50	0.00	111.64	1,198.16	3,595.30	3,595.30
4 credit hours	2,680.00	2,680.00	275.50	0.00	111.64	1,198.16	4,265.30	4,265.30
5 credit hours	3,350.00	3,350.00	275.50	0.00	111.64	1,198.16	4,935.30	4,935.30
6 credit hours	4,020.00	4,020.00	275.50	0.00	111.64	1,198.16	5,605.30	5,605.30
7 credit hours	4,690.00	4,690.00	275.50	0.00	111.64	1,198.16	6,275.30	6,275.30
8 credit hours	5,360.00	5,360.00	275.50	0.00	111.64	1,198.16	6,945.30	6,945.30
Over-Time								
Each additional hour	670.00	670.00						

NOTES:

*Non-matriculated students pay tuition for all credits taken during a term.

**Students are required to purchase OHSU major medical/dental insurance or a policy approved by OHSU. There is an OHSU major medical/dental 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 and coverage ends August 31, 2013. The Fall term rates for new students who start in Summer 2012 are Major Medical = \$898.62 and Dental = \$83.73. Summer 2013 rates for new students will be based on the 2013-14 Academic Calendar.

MEDICINE - Graduate Medicine - Division of Management
2012-2013 Tuition & Fee Charges By Term

Draft

6/27/2012

Tuition		University Fee	Student Council Fee	Dental Insurance*	Major Medical Insurance*	Total Charges	
Residents	Non-Residents					Residents	Non-Residents

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

9 credit hours	4,965.00	4,965.00	542.50	14.00	111.64	1,198.16	6,831.30	6,831.30
Part-Time								
1 credit hour	550.00	550.00	18.50	0.00	0.00	0.00	568.50	568.50
2 credit hours	1,100.00	1,100.00	18.50	0.00	0.00	0.00	1,118.50	1,118.50
3 credit hours	1,650.00	1,650.00	18.50	0.00	0.00	0.00	1,668.50	1,668.50
4 credit hours	2,200.00	2,200.00	18.50	0.00	0.00	0.00	2,218.50	2,218.50
5 credit hours	2,750.00	2,750.00	18.50	0.00	0.00	0.00	2,768.50	2,768.50
6 credit hours	3,300.00	3,300.00	18.50	0.00	0.00	0.00	3,318.50	3,318.50
7 credit hours	3,850.00	3,850.00	18.50	0.00	0.00	0.00	3,868.50	3,868.50
8 credit hours	4,400.00	4,400.00	18.50	0.00	0.00	0.00	4,418.50	4,418.50
Over-Time								
Each additional hour	550.00	550.00						

NOTES:

*Full-time students are required to purchase OHSU major medical/dental insurance or a policy approved by OHSU. There is an OHSU major medical/dental 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, 2013. The Fall term rates for new students who start in Summer 2012 are Major Medical = \$898.62 and Dental = \$83.73. Summer 2013 rates for new students will be determined according to the 2013-14 Academic Calendar.

NURSING - Undergraduate Students - Accelerated Bachelor of Science with a major in Nursing
2012-2013 Tuition & Fee Charges By Term

Draft

6/27/2012

Tuition*		University Fee	Student Council Fee	Dental Insurance**	Major Medical Insurance**	Total Charges	
Residents	Non-Residents					Residents	Non-Residents

UNDERGRADUATES

12 credit hours

5,316.00	7,092.00	542.50	14.00	83.73	898.62	6,854.85	8,630.85
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Per Credit

1 credit hour

443.00	591.00	275.50	0.00	0.00	0.00	718.50	866.50
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2 credit hours

886.00	1,182.00	275.50	0.00	0.00	0.00	1,161.50	1,457.50
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3 credit hours

1,329.00	1,773.00	275.50	0.00	0.00	0.00	1,604.50	2,048.50
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4 credit hours

1,772.00	2,364.00	275.50	0.00	0.00	0.00	2,047.50	2,639.50
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5 credit hours

2,215.00	2,955.00	275.50	0.00	0.00	0.00	2,490.50	3,230.50
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6 credit hours

2,658.00	3,546.00	275.50	0.00	83.73	898.62	3,915.85	4,803.85
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7 credit hours

3,101.00	4,137.00	275.50	0.00	83.73	898.62	4,358.85	5,394.85
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8 credit hours

3,544.00	4,728.00	275.50	0.00	83.73	898.62	4,801.85	5,985.85
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9 credit hours

3,987.00	5,319.00	275.50	0.00	83.73	898.62	5,244.85	6,576.85
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10 credit hours

4,430.00	5,910.00	275.50	0.00	83.73	898.62	5,687.85	7,167.85
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11 credit hours

4,873.00	6,501.00	275.50	0.00	83.73	898.62	6,130.85	7,758.85
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Over-Time

Each Add. Hour

443.00	591.00
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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 in Summer 2013 will be charged Summer 2013 tuition from the 2013-14 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.

**Students enrolled for 6 credits or more are required to purchase OHSU major medical/dental insurance or a policy approved by OHSU. There is an OHSU major medical/dental 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, 2013. Fall term rates for students admitted Fall 2012 are Major Medical = \$1198.16 and Dental = \$111.64. Summer 2013 rates will be determined according to the 2013-14 Academic Calendar.

NURSING - Undergraduate Students - Ashland (SOU)
2012-2013 Tuition & Fee Charges By Term

Draft

6/27/2012

Tuition*		Dental	Major Medical	Total Charges	
Residents	Non-Residents	Insurance**	Insurance**	Residents	Non-Residents

UNDERGRADUATES

12 credit hours	3,852.00	7,056.00	111.64	1,198.16	5,161.80	8,365.80
Per Credit						
1 credit hour	321.00	588.00	0.00	0.00	321.00	588.00
2 credit hours	642.00	1,176.00	0.00	0.00	642.00	1,176.00
3 credit hours	963.00	1,764.00	0.00	0.00	963.00	1,764.00
4 credit hours	1,284.00	2,352.00	0.00	0.00	1,284.00	2,352.00
5 credit hours	1,605.00	2,940.00	0.00	0.00	1,605.00	2,940.00
6 credit hours	1,926.00	3,528.00	111.64	1,198.16	3,235.80	4,837.80
7 credit hours	2,247.00	4,116.00	111.64	1,198.16	3,556.80	5,425.80
8 credit hours	2,568.00	4,704.00	111.64	1,198.16	3,877.80	6,013.80
9 credit hours	2,889.00	5,292.00	111.64	1,198.16	4,198.80	6,601.80
10 credit hours	3,210.00	5,880.00	111.64	1,198.16	4,519.80	7,189.80
11 credit hours	3,531.00	6,468.00	111.64	1,198.16	4,840.80	7,777.80
Over-Time						
Each Add. Hour	321.00	588.00				

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.

*An SOU Building Fee of up to \$45, an SOU Incidental Fee of up to \$263 and an SOU Health Service Fee of up to \$138 will be billed by SOU and students pay these fees directly to SOU. All of the SOU fee amounts listed represent estimated rates, the actual charges may differ and will be based on the OUS 2012-13 Academic Year Fee Book.

**Students enrolled for 6 credits or more are required to purchase OHSU major medical/dental insurance or a policy approved by OHSU. There is an OHSU major medical/dental 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, 2013. The Winter and Spring term rates for students in the final year of the curriculum are Major Medical = \$898.62, Dental = \$83.73 and coverage ends June 30, 2013. Spring term rates for students who have been enrolled at a community college program in the OCNE curriculum are Major Medical = \$1497.70, Dental = \$139.55 and coverage ends August 31, 2013.

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 at the time the student notifies OHSU of intent to matriculate to 400-level coursework at OHSU.

NURSING - Undergraduate Students - Klamath Falls (OIT)
2012-2013 Tuition & Fee Charges By Term

Draft

6/27/2012

Tuition*		Dental	Major Medical	Total Charges	
Residents	Non-Residents	Insurance**	Insurance**	Residents	Non-Residents

UNDERGRADUATES

12 credit hours

3,852.00	7,056.00	111.64	1,198.16	5,161.80	8,365.80
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Per Credit

1 credit hour

321.00	588.00	0.00	0.00	321.00	588.00
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2 credit hours

642.00	1,176.00	0.00	0.00	642.00	1,176.00
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3 credit hours

963.00	1,764.00	0.00	0.00	963.00	1,764.00
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4 credit hours

1,284.00	2,352.00	0.00	0.00	1,284.00	2,352.00
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5 credit hours

1,605.00	2,940.00	0.00	0.00	1,605.00	2,940.00
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6 credit hours

1,926.00	3,528.00	111.64	1,198.16	3,235.80	4,837.80
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7 credit hours

2,247.00	4,116.00	111.64	1,198.16	3,556.80	5,425.80
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8 credit hours

2,568.00	4,704.00	111.64	1,198.16	3,877.80	6,013.80
----------	----------	--------	----------	----------	----------

9 credit hours

2,889.00	5,292.00	111.64	1,198.16	4,198.80	6,601.80
----------	----------	--------	----------	----------	----------

10 credit hours

3,210.00	5,880.00	111.64	1,198.16	4,519.80	7,189.80
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11 credit hours

3,531.00	6,468.00	111.64	1,198.16	4,840.80	7,777.80
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Over-Time

Each Add. Hour

321.00	588.00
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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.

*An OIT Building Fee of up to \$45, an OIT Incidental Fee of up to \$295 and and OIT Health Service Fee of up to \$150 will be charged by OIT 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. All of the OIT fee amounts listed represent estimated rates, the actual charges may differ and will be based on the OUS 2012-13 Academic Year Fee Book.

**Students enrolled for 6 credits or more are required to purchase OHSU major medical/dental insurance or a policy approved by OHSU. There is an OHSU major medical/dental 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, 2013. The Winter and Spring term rates for students in the final year of the curriculum are Major Medical = \$898.62, Dental = \$83.73 and coverage ends June 30, 2013.

NURSING - Undergraduate Students - La Grande (EOU)
2012-2013 Tuition & Fee Charges By Term

Draft

6/27/2012

Tuition*		Dental	Major Medical	Total Charges	
Residents	Non-Residents	Insurance**	Insurance**	Residents	Non-Residents

UNDERGRADUATES

12 credit hours

3,852.00	7,056.00	111.64	1,198.16	5,161.80	8,365.80
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Per Credit

1 credit hour

321.00	588.00	0.00	0.00	321.00	588.00
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2 credit hours

642.00	1,176.00	0.00	0.00	642.00	1,176.00
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3 credit hours

963.00	1,764.00	0.00	0.00	963.00	1,764.00
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4 credit hours

1,284.00	2,352.00	0.00	0.00	1,284.00	2,352.00
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5 credit hours

1,605.00	2,940.00	0.00	0.00	1,605.00	2,940.00
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6 credit hours

1,926.00	3,528.00	111.64	1,198.16	3,235.80	4,837.80
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7 credit hours

2,247.00	4,116.00	111.64	1,198.16	3,556.80	5,425.80
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8 credit hours

2,568.00	4,704.00	111.64	1,198.16	3,877.80	6,013.80
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9 credit hours

2,889.00	5,292.00	111.64	1,198.16	4,198.80	6,601.80
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10 credit hours

3,210.00	5,880.00	111.64	1,198.16	4,519.80	7,189.80
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11 credit hours

3,531.00	6,468.00	111.64	1,198.16	4,840.80	7,777.80
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Over-Time

Each Add. Hour

321.00	588.00
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NOTES:

*Nonresident nursing students are eligible for resident tuition rates if they completed at least one term at EOU prior to Summer 2012, or are residents of Idaho or Washington and 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 any 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.

*An EOU Building Fee of up to \$45, an EOU Incidental Fee of up to \$245 and and EOU Health Service Fee of up to \$150 will be charged by EOU and students pay these fees directly to EOU. A \$120 one-time EOU Matriculation Fee will assessed by EOU to all nursing students who have not previously paid the EOU Matriculation Fee and who become admitted to EOU. All of the EOU fee amounts listed represent estimated rates, the actual charges may differ and will be based on the OUS 2012-13 Academic Year Fee Book.

**Students enrolled for 6 credits or more are required to purchase OHSU major medical/dental insurance or a policy approved by OHSU. There is an OHSU major medical/dental 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, 2013. The Winter and Spring term rates for students in the final year of the curriculum are Major Medical = \$898.62, Dental = \$83.73 and coverage ends June 30, 2013.

NURSING - Undergraduate Students - Monmouth (WOU)
2012-2013 Tuition & Fee Charges By Term

Draft

6/27/2012

Tuition*		Dental	Major Medical	Total Charges	
Residents	Non-Residents	Insurance**	Insurance**	Residents	Non-Residents

UNDERGRADUATES

12 credit hours

3,852.00	7,056.00	111.64	1,198.16	5,161.80	8,365.80
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Per Credit

1 credit hour

321.00	588.00	0.00	0.00	321.00	588.00
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2 credit hours

642.00	1,176.00	0.00	0.00	642.00	1,176.00
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3 credit hours

963.00	1,764.00	0.00	0.00	963.00	1,764.00
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4 credit hours

1,284.00	2,352.00	0.00	0.00	1,284.00	2,352.00
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5 credit hours

1,605.00	2,940.00	0.00	0.00	1,605.00	2,940.00
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6 credit hours

1,926.00	3,528.00	111.64	1,198.16	3,235.80	4,837.80
----------	----------	--------	----------	----------	----------

7 credit hours

2,247.00	4,116.00	111.64	1,198.16	3,556.80	5,425.80
----------	----------	--------	----------	----------	----------

8 credit hours

2,568.00	4,704.00	111.64	1,198.16	3,877.80	6,013.80
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9 credit hours

2,889.00	5,292.00	111.64	1,198.16	4,198.80	6,601.80
----------	----------	--------	----------	----------	----------

10 credit hours

3,210.00	5,880.00	111.64	1,198.16	4,519.80	7,189.80
----------	----------	--------	----------	----------	----------

11 credit hours

3,531.00	6,468.00	111.64	1,198.16	4,840.80	7,777.80
----------	----------	--------	----------	----------	----------

Over-Time

Each Add. Hour

321.00	588.00
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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.

*A WOU Technology Fee of up to \$108, a WOU Building Fee of up to \$45, a WOU Incidental Fee of up to \$301, a WOU Rec Center Fee of up to \$42 and a WOU Health Service Fee of up to \$95 will be charged by WOU and students pay these fees directly to WOU. A \$282 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. All of the WOU fee amounts listed represent estimated rates, the actual charges may differ and will be based on the OUS 2012-13 Academic Year Fee Book.

**Students enrolled for 6 credits or more are required to purchase OHSU major medical/dental insurance or a policy approved by OHSU. There is an OHSU major medical/dental 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, 2013. The Winter and Spring term rates for students in the final year of the curriculum are Major Medical = \$898.62, Dental = \$83.73 and coverage ends June 30, 2013.

NURSING - Undergraduate Students - Portland
2012-2013 Tuition & Fee Charges By Term

Draft

6/27/2012

Tuition*		University Fee	Student Council Fee	Dental Insurance**	Major Medical Insurance**	Total Charges	
Residents	Non-Residents					Residents	Non-Residents

UNDERGRADUATES

12 credit hours

3,852.00	7,056.00	542.50	14.00	111.64	1,198.16	5,718.30	8,922.30
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Per Credit

1 credit hour

321.00	588.00	275.50	0.00	0.00	0.00	596.50	863.50
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2 credit hours

642.00	1,176.00	275.50	0.00	0.00	0.00	917.50	1,451.50
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3 credit hours

963.00	1,764.00	275.50	0.00	0.00	0.00	1,238.50	2,039.50
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4 credit hours

1,284.00	2,352.00	275.50	0.00	0.00	0.00	1,559.50	2,627.50
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5 credit hours

1,605.00	2,940.00	275.50	0.00	0.00	0.00	1,880.50	3,215.50
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6 credit hours

1,926.00	3,528.00	275.50	0.00	111.64	1,198.16	3,511.30	5,113.30
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7 credit hours

2,247.00	4,116.00	275.50	0.00	111.64	1,198.16	3,832.30	5,701.30
----------	----------	--------	------	--------	----------	----------	----------

8 credit hours

2,568.00	4,704.00	275.50	0.00	111.64	1,198.16	4,153.30	6,289.30
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9 credit hours

2,889.00	5,292.00	542.50	14.00	111.64	1,198.16	4,755.30	7,158.30
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10 credit hours

3,210.00	5,880.00	542.50	14.00	111.64	1,198.16	5,076.30	7,746.30
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11 credit hours

3,531.00	6,468.00	542.50	14.00	111.64	1,198.16	5,397.30	8,334.30
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Over-Time

Each Add. Hour

321.00	588.00
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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.

**Students enrolled for 6 credits or more are required to purchase OHSU major medical/dental insurance or a policy approved by OHSU. There is an OHSU major medical/dental 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, 2013. The Winter and Spring term rates for students in the final year of the curriculum are Major Medical = \$898.62, Dental = \$83.73 and coverage ends June 30, 2013. Spring term rates for students who have been enrolled at a community college program in the OCNE curriculum are Major Medical = \$1497.70, Dental = \$139.55 and coverage ends August 31, 2013.

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 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)
2012-2013 Tuition & Fee Charges By Term

Draft

6/27/2012

Tuition		Total Charges	
Residents	Non-Residents	Residents	Non-Residents

UNDERGRADUATES

12 credit hours	5,064.00	5,064.00	5,064.00	5,064.00
Per Credit				
1 credit hour	422.00	422.00	422.00	422.00
2 credit hours	844.00	844.00	844.00	844.00
3 credit hours	1,266.00	1,266.00	1,266.00	1,266.00
4 credit hours	1,688.00	1,688.00	1,688.00	1,688.00
5 credit hours	2,110.00	2,110.00	2,110.00	2,110.00
6 credit hours	2,532.00	2,532.00	2,532.00	2,532.00
7 credit hours	2,954.00	2,954.00	2,954.00	2,954.00
8 credit hours	3,376.00	3,376.00	3,376.00	3,376.00
9 credit hours	3,798.00	3,798.00	3,798.00	3,798.00
10 credit hours	4,220.00	4,220.00	4,220.00	4,220.00
11 credit hours	4,642.00	4,642.00	4,642.00	4,642.00
Over-Time				
Each Additional Hour	422.00	422.00		

NOTES:

NURSING - Graduate Students - Portland
2012-2013 Tuition & Fee Charges By Term

Draft

6/27/2012

Tuition*		University Fee	Student Council Fee	Dental Insurance**	Major Medical Insurance**	Total Charges	
Residents	Non-Residents					Residents	Non-Residents

GRADUATES

9 credit hours	4,671.00	6,030.00	542.50	14.00	111.64	1,198.16	6,537.30	7,896.30
Per Credit								
1 credit hour	519.00	670.00	275.50	0.00	0.00	0.00	794.50	945.50
2 credit hours	1,038.00	1,340.00	275.50	0.00	0.00	0.00	1,313.50	1,615.50
3 credit hours	1,557.00	2,010.00	275.50	0.00	0.00	0.00	1,832.50	2,285.50
4 credit hours	2,076.00	2,680.00	275.50	0.00	0.00	0.00	2,351.50	2,955.50
5 credit hours	2,595.00	3,350.00	275.50	0.00	111.64	1,198.16	4,180.30	4,935.30
6 credit hours	3,114.00	4,020.00	275.50	0.00	111.64	1,198.16	4,699.30	5,605.30
7 credit hours	3,633.00	4,690.00	275.50	0.00	111.64	1,198.16	5,218.30	6,275.30
8 credit hours	4,152.00	5,360.00	275.50	0.00	111.64	1,198.16	5,737.30	6,945.30
Over-Time								
Each Additional Hour	519.00	670.00						

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.

*Students enrolled in the School of Nursing's statewide graduate programs will be billed from this fee table.

**Students enrolled for 5 credits or more are required to purchase OHSU major medical/dental insurance or a policy approved by OHSU. There is an OHSU major medical/dental 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, 2013. Fall term rates for new students admitted in Summer 2012 and students finishing the Accelerated Bachelor of Science degree in Summer 2012 are Major Medical = \$898.62 and Dental = \$83.73. Summer 2013 rates for new students will be determined according to the 2013-14 Academic Calendar.

NURSING - Graduate Students - Nurse Anesthesia
2012-2013 Tuition & Fee Charges By Term

Draft

6/27/2012

Tuition		University Fee	Student Council Fee	Dental Insurance*	Major Medical Insurance*	Total Charges	
Residents	Non-Residents					Residents	Non-Residents

GRADUATES

9 credit hours	6,030.00	6,030.00	542.50	14.00	83.73	898.62	7,568.85	7,568.85
Per Credit								
1 credit hour	670.00	670.00	275.50	0.00	0.00	0.00	945.50	945.50
2 credit hours	1,340.00	1,340.00	275.50	0.00	0.00	0.00	1,615.50	1,615.50
3 credit hours	2,010.00	2,010.00	275.50	0.00	0.00	0.00	2,285.50	2,285.50
4 credit hours	2,680.00	2,680.00	275.50	0.00	0.00	0.00	2,955.50	2,955.50
5 credit hours	3,350.00	3,350.00	275.50	0.00	83.73	898.62	4,607.85	4,607.85
6 credit hours	4,020.00	4,020.00	275.50	0.00	83.73	898.62	5,277.85	5,277.85
7 credit hours	4,690.00	4,690.00	275.50	0.00	83.73	898.62	5,947.85	5,947.85
8 credit hours	5,360.00	5,360.00	275.50	0.00	83.73	898.62	6,617.85	6,617.85
Over-Time								
Each Additional Hour	670.00	670.00						

NOTES:

*Students enrolled for 5 credits or more are required to purchase OHSU major medical/dental insurance or a policy approved by OHSU. There is an OHSU major medical/dental 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, 2013. The Fall term rates for new students are Major Medical = \$1198.16 and Dental = \$111.64. Summer 2013 rates will be determined according to the 2013-14 Academic Calendar.

NURSING - Graduate Students - Master or Certificate in Public Health, all Nursing Education Programs, Advanced Practice Gerontological Nursing Post Masters Certificate, and Health Systems and Organizational Leadership
2012-2013 Tuition & Fee Charges By Term

Draft

6/27/2012

Tuition*		Total Charges	
Residents	Non-Residents	Residents	Non-Residents

GRADUATES

9 credit hours	4,671.00	6,030.00	4,671.00	6,030.00
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Per Credit

1 credit hour	519.00	670.00	519.00	670.00
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2 credit hours	1,038.00	1,340.00	1,038.00	1,340.00
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3 credit hours	1,557.00	2,010.00	1,557.00	2,010.00
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4 credit hours	2,076.00	2,680.00	2,076.00	2,680.00
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5 credit hours	2,595.00	3,350.00	2,595.00	3,350.00
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6 credit hours	3,114.00	4,020.00	3,114.00	4,020.00
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7 credit hours	3,633.00	4,690.00	3,633.00	4,690.00
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8 credit hours	4,152.00	5,360.00	4,152.00	5,360.00
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Over-Time

Each Additional Hour	519.00	670.00		
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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.

NURSING - Graduate Students - Anchorage, Alaska; Pocatello, Idaho and Tacoma, Washington
2012-2013 Tuition & Fee Charges By Term

Draft

6/27/2012

Tuition*		Total Charges	
Residents	Non-Residents	Residents	Non-Residents

GRADUATES

9 credit hours	4,671.00	6,030.00	4,671.00	6,030.00
Per Credit				
1 credit hour	519.00	670.00	519.00	670.00
2 credit hours	1,038.00	1,340.00	1,038.00	1,340.00
3 credit hours	1,557.00	2,010.00	1,557.00	2,010.00
4 credit hours	2,076.00	2,680.00	2,076.00	2,680.00
5 credit hours	2,595.00	3,350.00	2,595.00	3,350.00
6 credit hours	3,114.00	4,020.00	3,114.00	4,020.00
7 credit hours	3,633.00	4,690.00	3,633.00	4,690.00
8 credit hours	4,152.00	5,360.00	4,152.00	5,360.00
Over-Time				
Each Additional Hour	519.00	670.00		

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.

PHARMACY - Pharm.D.
2012-2013 Tuition & Fee Charges By Term

Draft

6/27/2012

University Fee	Student Council Fee	Dental Insurance*	Major Medical Insurance*	Total Charges
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PHARMACY

1st Year	0.00	0.00	111.64	1,198.16	1,309.80
2nd Year	0.00	0.00	111.64	1,198.16	1,309.80
3rd Year	524.00	14.00	111.64	1,198.16	1,847.80
4th Year	257.00	0.00	111.64	1,198.16	1,566.80

NOTES:

*Students are required to purchase OHSU major medical/dental insurance or a policy approved by OHSU. There is an OHSU major medical/dental 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 and coverage ends August 31, 2013. The Winter and Spring term rates for 4th year students are Major Medical = \$898.62 and Dental = 83.73.

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



Higher Education Reform and Compacts with the State

Presentation to the Board of Trustees on June 27, 2012

Jeanette Mladenovic, MD, MBA, MACP

Provost and Vice President for Academic Affairs

Today.....

- Environmental Scan

Higher Education Reform and Health Care Reform

- OHSU's professional programs

Cost and state appropriations,

Tuition and graduate debt

- Oregon's health care workforce













Students' choices

Workforce needs

- Oregon Education Investment Board

OHSU Achievement Compact with the State

Higher Education Scan

United States	Oregon	OHSU
Legislative actions focused on improving productivity, completion, and accountability as U.S. falls behind.*		
Higher education is unaffordable for growing numbers.		
Continued rise of student debt impacts other life choices (average debt: \$25,100)		
Labor market conditions for graduates vary by discipline and location; shortages in STEM disciplines.		
National competition for faculty and students in some fields.		
Meeting education attainment goals requires greater participation and completion by first generation, Hispanics/Latinos, African Americans and rural residents.		

Source: Julie Davis Bell, WICHE Commissioner's Meeting, National Conference of State Legislatures, May 2012

External forces: professional education

- Healthcare transformation requires restructured health care delivery models to improve quality, safety and access
 - Coordinated Care Organizations, Primary care models
 - New payment methods that focus on patient outcomes
- Shift from professional silos to interprofessional collaborative practice settings (IOM reports)
 - Foster collaboration, communication and team approaches to learning and care delivery.

OHSU Programs: Highly Ranked

- **US News & World Report** national rankings:

- Family Medicine #2
- Primary Care #3
- Rural Medicine #5
- Physician Assistant #6
- Nurse Midwifery #1
- Geriatric Nurse Practitioner #4
- Family Nurse Practitioner #6



- **Annals of Internal Medicine**

- OHSU ranked #11 out of 141 medical schools in the nation based on Social Mission Score



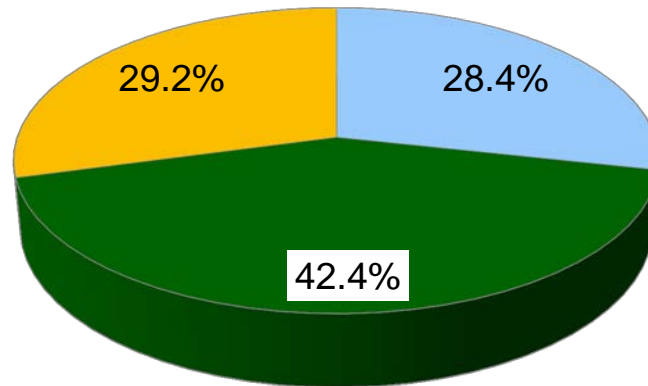
Blueridge Group: #19 Research

Our professional schools

- Schools becoming tuition dependent
- Tuition burden increasing
- Market comparison unfavorable
- Opportunity for professions vary

OHSU Educational Operating Income

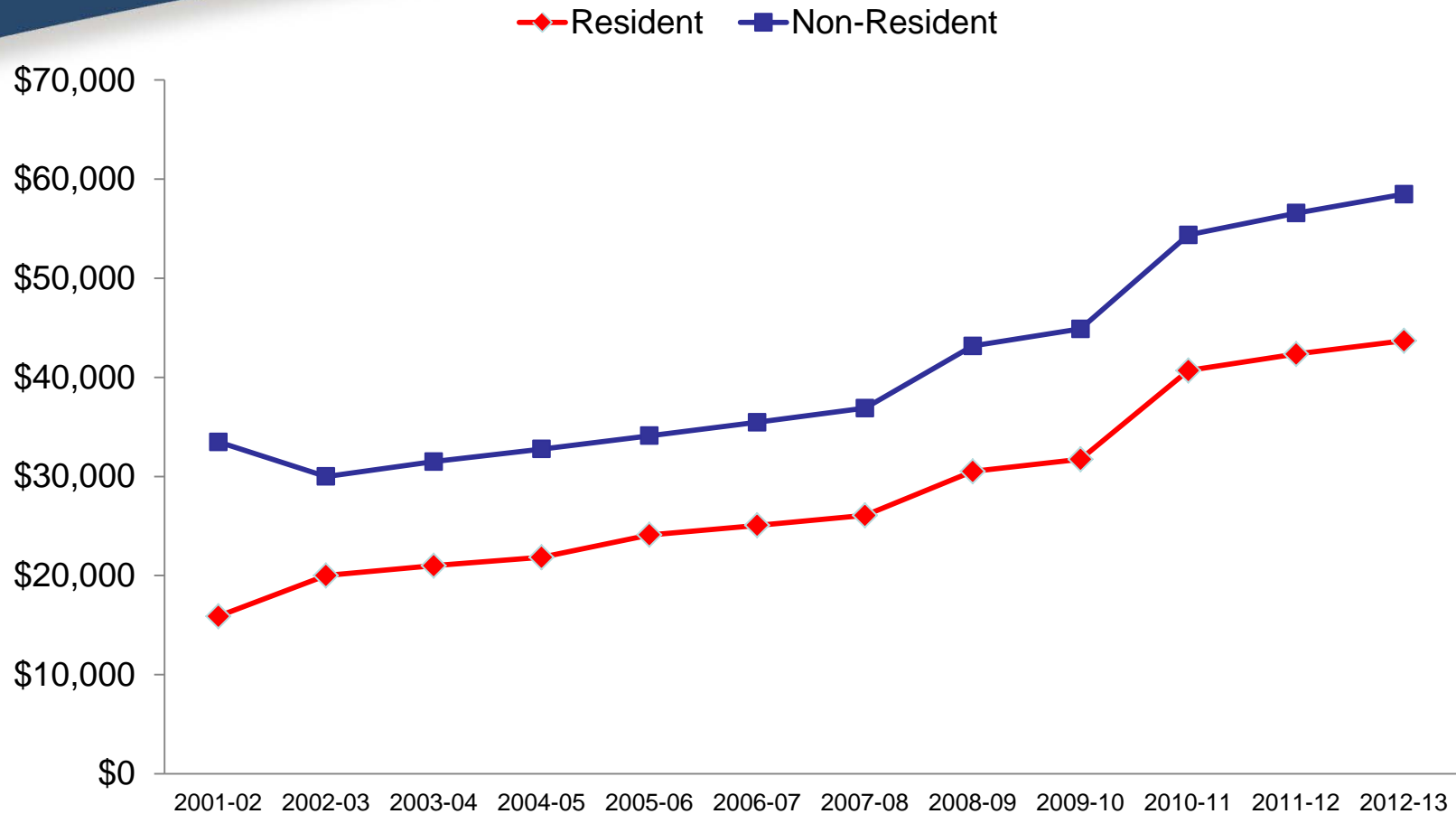
FY 2012 Revenue Sources



■ State Funds ■ Tuition ■ Other

Tuition and Fees for First-year MD students

Residents and Nonresidents



OHSU tuition among top 5 public medical schools

Based on tuition and fees for 2011-12

RANKING	SCHOOL of MEDICINE	RESIDENT TUITION & FEES	NONRESIDENT TUITION & FEES
1	University of Virginia	\$43,815	\$53,487
2	Oakland Beaumont (Michigan)	\$42,760	\$42,760
3	Oregon Health & Science University	\$42,341	\$56,570
4	University of Minnesota	\$40,417	\$51,184
5	University of California, Davis	\$38,020	\$50,265

Note: Tuition and fees for first-year students enrolled in U.S. public medical schools

Source: Association of American Medical Colleges Data, 2011-12

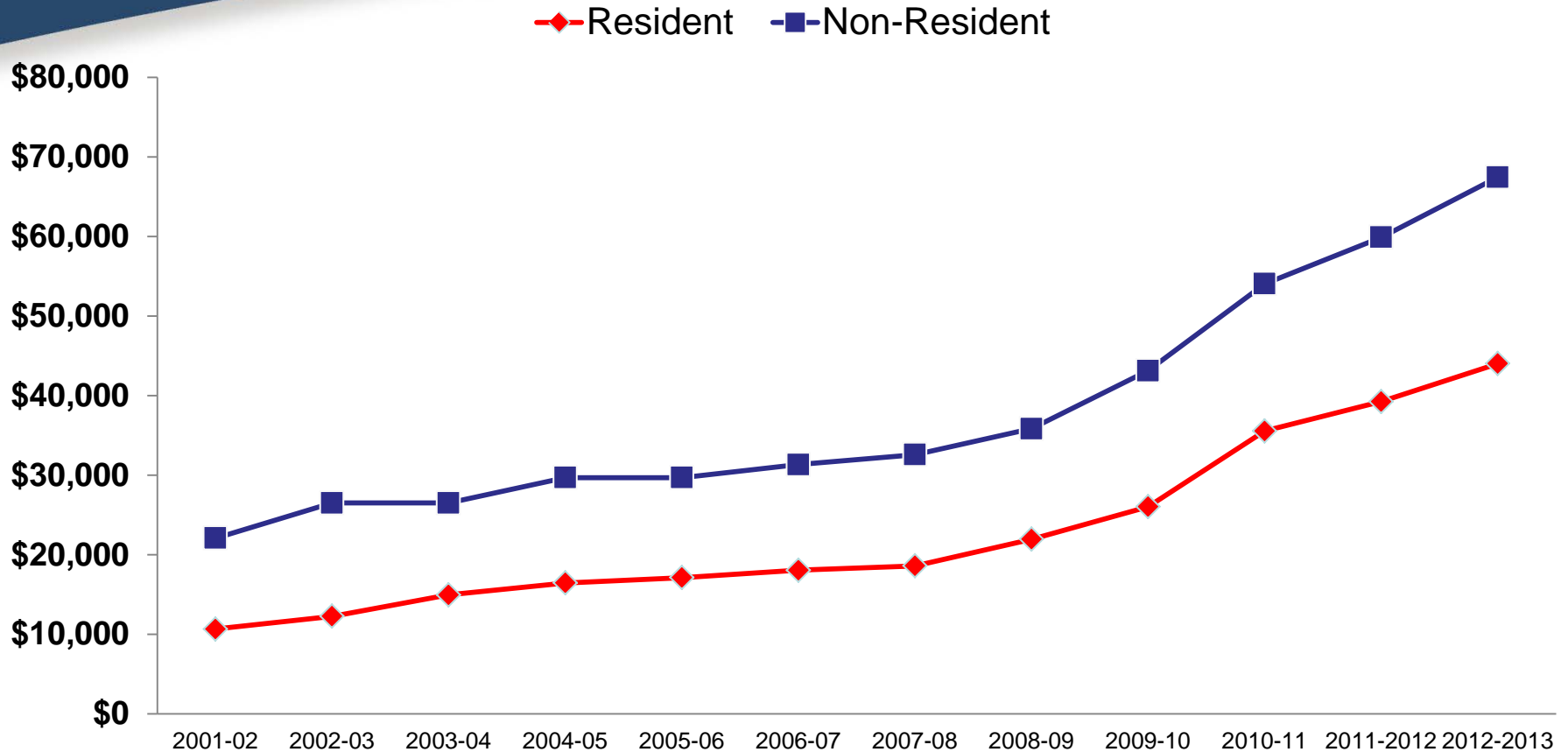
Tuition for MD year 1, 2012-13

Institution	Resident	Non-Resident
Oregon Health & Science University	\$43,682	\$58,480
Medical University of South Carolina	37,258	63,722
Univ. of Medicine & Dentistry of New Jersey	36,324	56,155
Univ. of Colorado, Anschutz Medical Campus	35,278	61,233
University of California, San Francisco	33,622	45,867
University of Iowa	32,725	48,789
University of Connecticut	31,179	57,351
Medical College of Georgia	30,018	51,248
University of Washington	29,636	63,252
Mean (without OHSU)	\$33,255	\$55,952
OHSU as % of mean	131%	105%

*tuition includes tuition and all fees

DMD Program: First-Year Tuition

Residents and Nonresidents

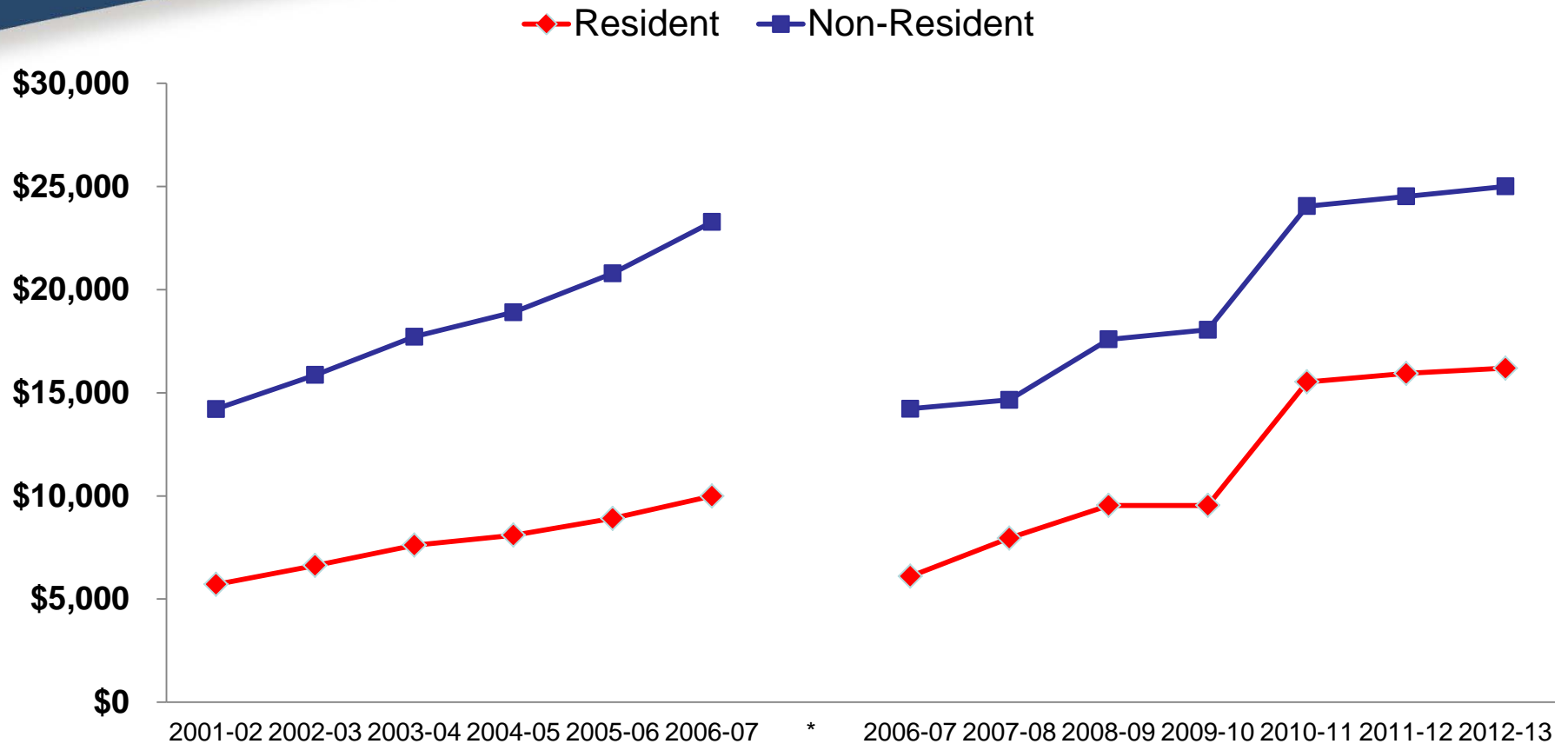


Tuition for DMD year 1, 2012-13

Institution	Resident	Non-Resident
Medical University of South Carolina	\$61,355	\$91,948
Oregon Health & Science University	44,004	67,447
University of California, San Francisco	43,524	55,769
University of Medicine & Dentistry of New Jersey	42,962	62,793
University of Iowa	36,195	58,377
Univ. of Colorado, Anschutz Medical Campus	33,354	69,581
University of Washington	31,770	58,346
University of Connecticut	29,861	58,852
Medical College of Georgia	21,871	52,361
Mean (without OHSU)	\$37,612	\$63,503
OHSU as % of mean	117%	106%

*tuition includes tuition and all fees

OHSU First Year Tuition Nursing BS Program



Note: *Program transitioned from a 2-year program to a 3-year program "Oregon Consortium for Nursing Education"

OHSU – Oregon’s only public option for B.S. in nursing – is offered statewide

Private institutions target Portland Metro market

Four-Year Nursing Institutions	RESIDENT TUITION & FEES	NONRESIDENT TUITION & FEES
Oregon Health & Science University	\$16,192	\$25,003
George Fox University	\$30,230	\$30,230
Concordia University	\$31,562	\$31,562
Walla Walla University in Portland	\$34,488	\$34,488
University of Portland	\$35,120	\$35,120
Linfield College	\$40,667	\$40,667

Note: Tuition and fees for first year students 2012-13 at Oregon’s four-year public and private colleges and universities.

Undergraduate Nursing Tuition, 2012-13

Institution	Resident	Non-Resident
University of Medicine & Dentistry of New Jersey	\$32,259	\$41,993
Univ. of Colorado, Anschutz Medical Campus	27,579	53,107
Medical University of South Carolina	24,595	39,304
Oregon Health & Science University	16,192	25,003
University of Washington	12,266	32,547
University of Connecticut	11,362	29,194
Medical College of Georgia	10,889	29,555
University of Iowa	10,367	28,633
University of California, San Francisco	N/A	N/A
Mean (without OHSU)	\$16,165	\$31,792
OHSU as % of mean	100%	79%

Student market for bachelor's degrees in nursing is closer to home. OHSU is Oregon's only public option. Several private colleges in Portland offer nursing programs in the metro area.

*Includes tuition and all fees



Nursing Graduate Tuition, 2012-13

Institution	Resident	Non-Resident
Medical University of South Carolina	\$27,798	\$33,282
Univ. of Colorado, Anschutz Medical Campus	27,579	53,107
Oregon Health & Science University	25,687	31,240
University of Washington	23,557	45,678
University of Medicine & Dentistry of New Jersey	17,940	23,140
University of Iowa	17,772	34,763
University of California, San Francisco	15,873	30,975
University of Connecticut	14,372	28,682
Medical College of Georgia	12,171	29,661
Mean (without OHSU)	\$19,633	\$34,911
OHSU as % of mean	131%	89%

*includes tuition and all fees for master's programs

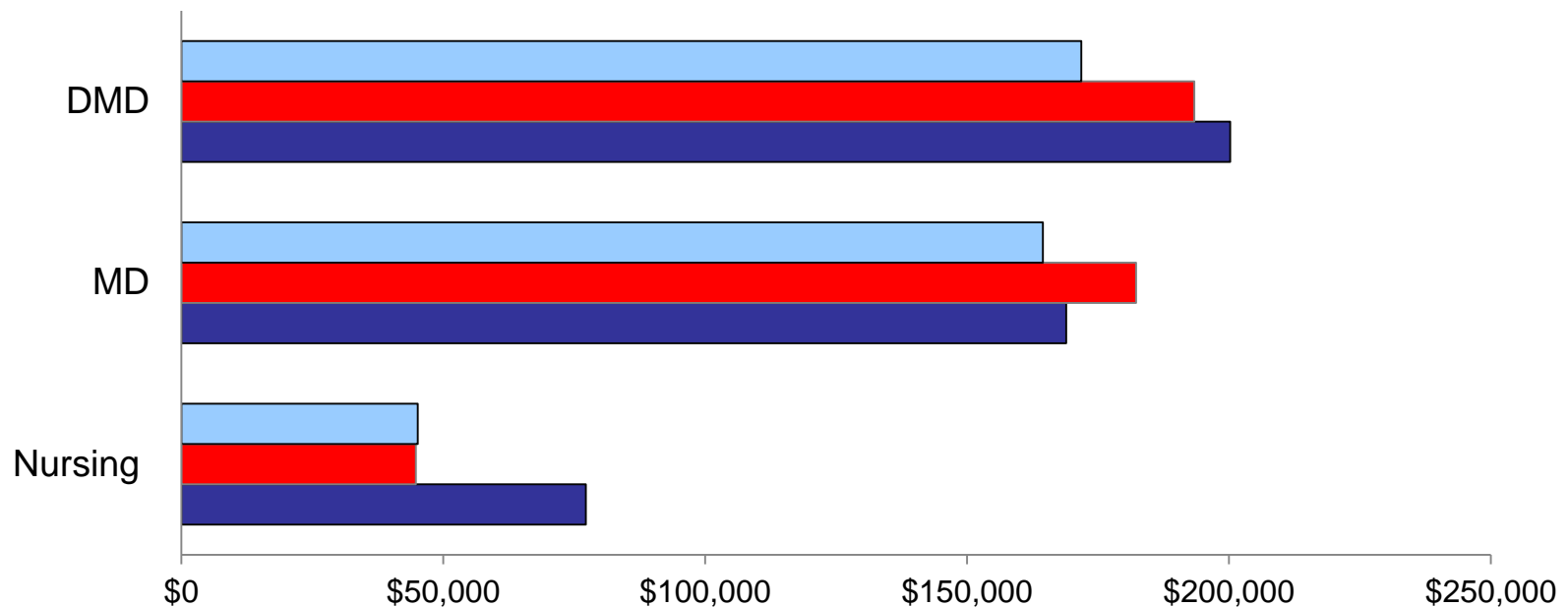
Tuition for Biomedical Sciences PhD, 2012-13

Institution	Resident	Non-Resident
Univ. of Colorado, Anschutz Medical Campus	\$27,579	\$53,107
Oregon Health & Science University	25,252	27,385
Medical University of South Carolina	19,685	28,130
University of Washington	16,203	31,132
University of California, San Francisco	15,858	30,960
University of Connecticut	14,372	28,682
University of Medicine & Dentistry of New Jersey	14,343	19,173
Medical College of Georgia	12,171	29,681
University of Iowa	9,313	25,477
Mean (without OHSU)	\$16,191	\$30,793
OHSU as % of mean	156%	89%

*tuition includes tuition and all fees

Tuition and earning power in perspective

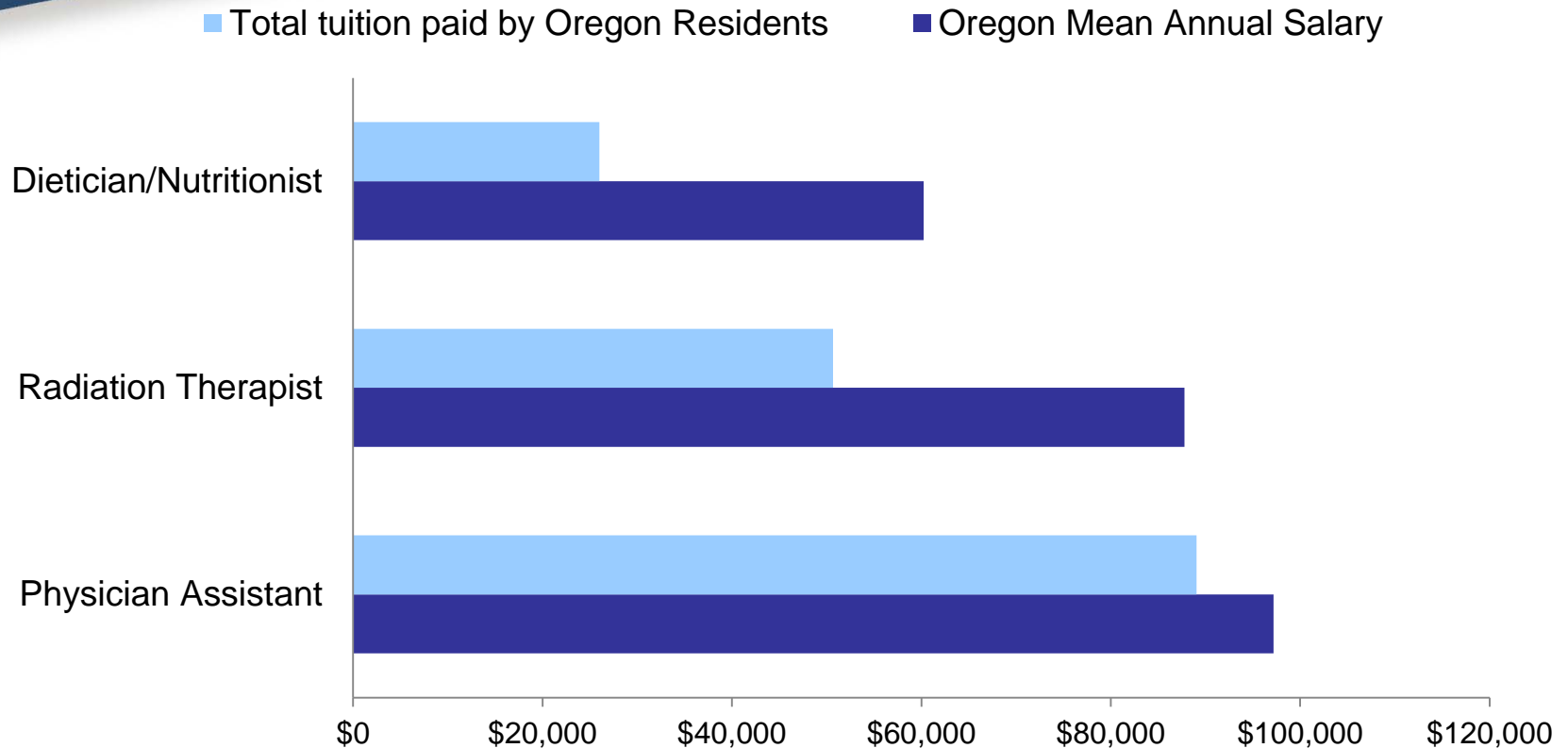
■ Total tuition paid by Oregon Residents ■ Indebtedness ■ Oregon Mean Annual Salary



Notes:

- Tuition includes tuition and fees in OHSU programs, nursing is the bachelor's program.
- Based on total number of terms required for degree and program completion in 2012-13.
- Salaries based on Bureau of Labor Statistics (BLS), May 2011, and reflect employees with **five or more years** experience and appropriate credentials
- BLS characterizes RN's as licensed nurses including those with advanced practice credentials: nurse practitioners, certified nurse midwives and nurse anesthetists

Tuition and Indebtedness in perspective.



Notes:

- Tuition includes tuition and fees.
- Based on total number of terms required for degree and program completion in 2012-13.
- Salaries based on Bureau of Labor Statistics (BLS), May 2011, and reflect employees with **five or more years** experience and appropriate credentials
- Data on OHSU student indebtedness at graduation not available¹⁸

Clinical Health Care Occupations	Projected Openings 2008-2018	State Training Priority	OHSU Provides	Other Training Providers
Medical & Clinical Lab Technologists	857	1	✓	
Pharmacists	1,226	2	✓	✓
Physicians & Surgeons	3,294	3	✓	
Dental Hygienists	1,590	4		✓
Physical Therapists	785	4		✓
Surgical Technologists	482	4		✓
Registered Nurses	12,718	8	✓	✓
Occupational Therapists	389	10		✓
Licensed Practical Nurses	1,490	16		✓
Substance Abuse & Behavioral Counselors	986	16		✓
Radiologic, CAT, MRI Technologist	897	21	✓	✓
Medical & Clinical Laboratory Technicians	491	21		✓
Mental Health Counselors	730	24		✓
Medical & Public Health Social Workers	609	24		✓
Dentists, General	582	24	✓	

10-year Projections: Oregon Job Openings

	10-yr Projected Openings 2008-2018	10-yr Projected Replacements 2008-2018	Annual Projected Openings (Estimated)	OHSU Annual Production 2010-11
Physicians & Surgeons	3,294	55%	329	102 (not GME)
Registered Nurses B.S., Advanced Degree and Specialty	12,718	47%	1,272	393
Dentists General and Specialty	771	54%	77	92

Notes: Replacement openings are those created by individuals permanently leaving the occupation through death, retirement, disability, or occupational transfer.

Growth openings represent the net number of job openings created by economic expansion.

Source: Oregon Employment Department (2010). *Training Oregonians for the Right Jobs: A Method to Prioritize Occupational Training*.

Post-graduation plans for OHSU graduates 2011

	D.M.D.	M.D.	Nursing	
			B.S.	Graduate
Practice in Oregon:	47%	50%	64%	-
Practice in an underserved area:	6%*	39%	?	64%
Specialize in Family Medicine, Internal Medicine, or Pediatrics	1%	45%	N/A	52%

Sources: GQ Medical School Graduation Questionnaire, Association of American Medical Colleges: Individual School Report for OHSU School of Medicine, July 7, 2011.

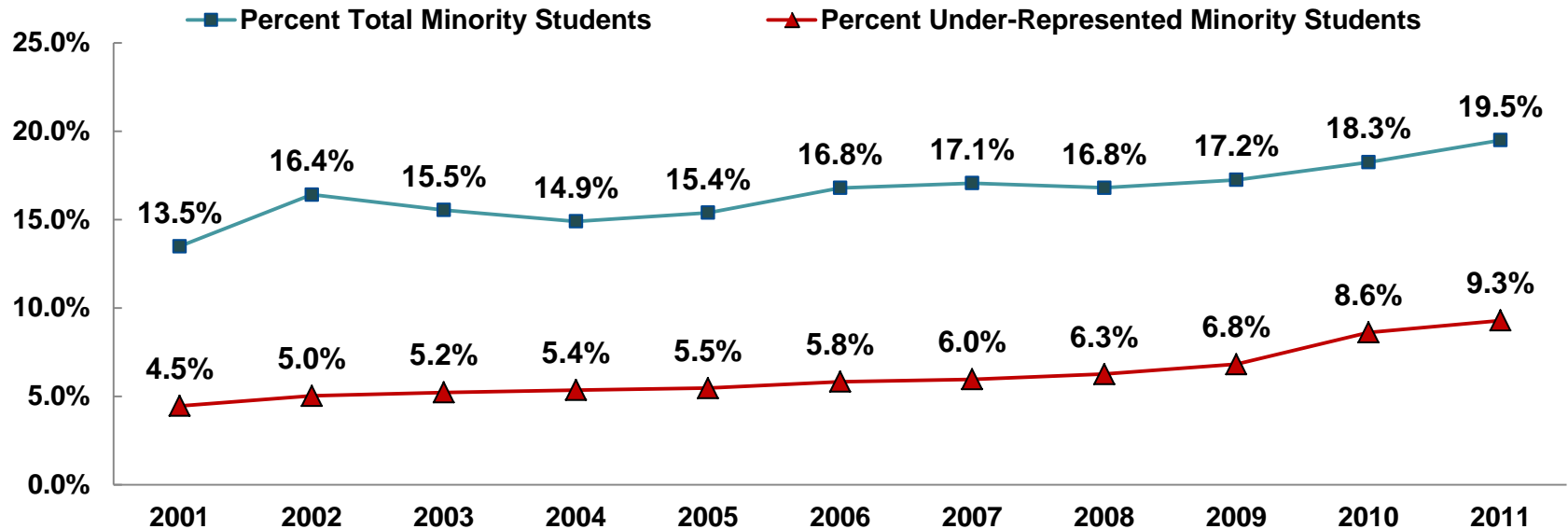
OHSU School of Nursing Alumni Survey

* Based on graduates reporting practice in community health clinics

The Challenge of Diversity

Minority and Underrepresented Minority Enrollment as Percent of Total OHSU Enrollment

U.S. Citizen and Permanent Resident Only

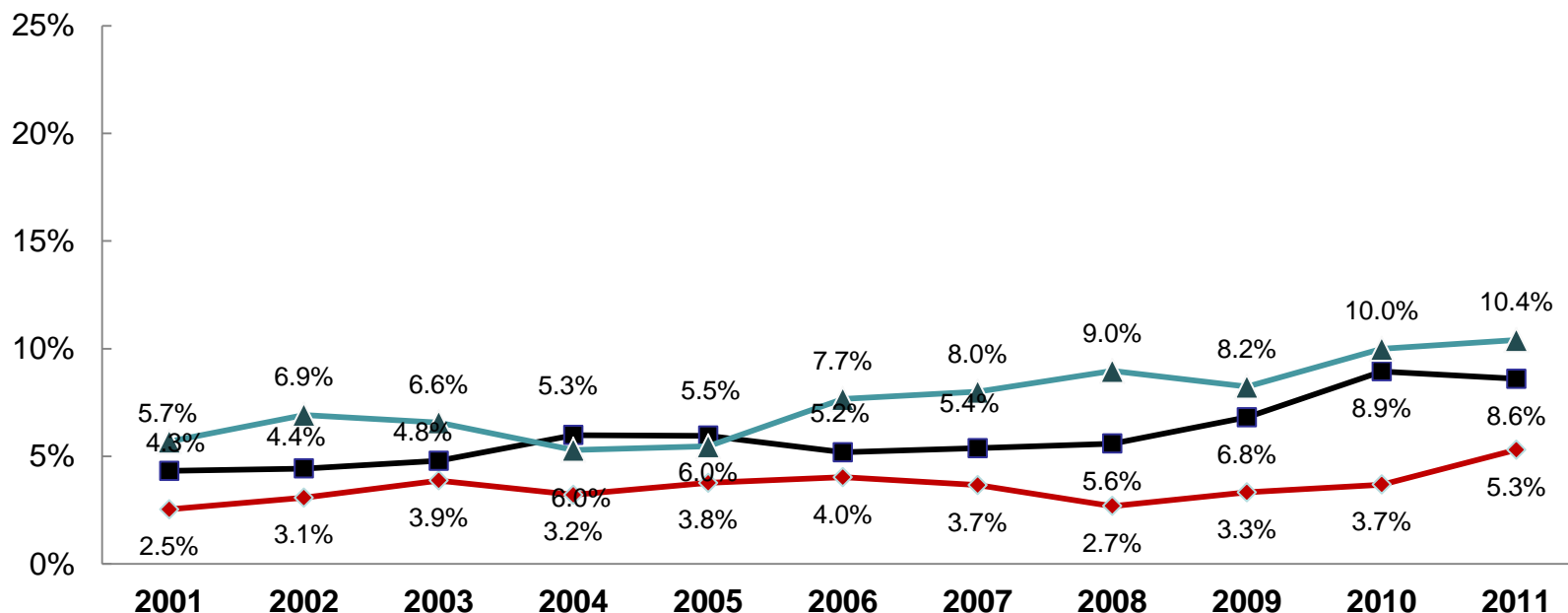


10-Yr Trends in URM Enrollment

Percent of Underrepresented Enrollment by School

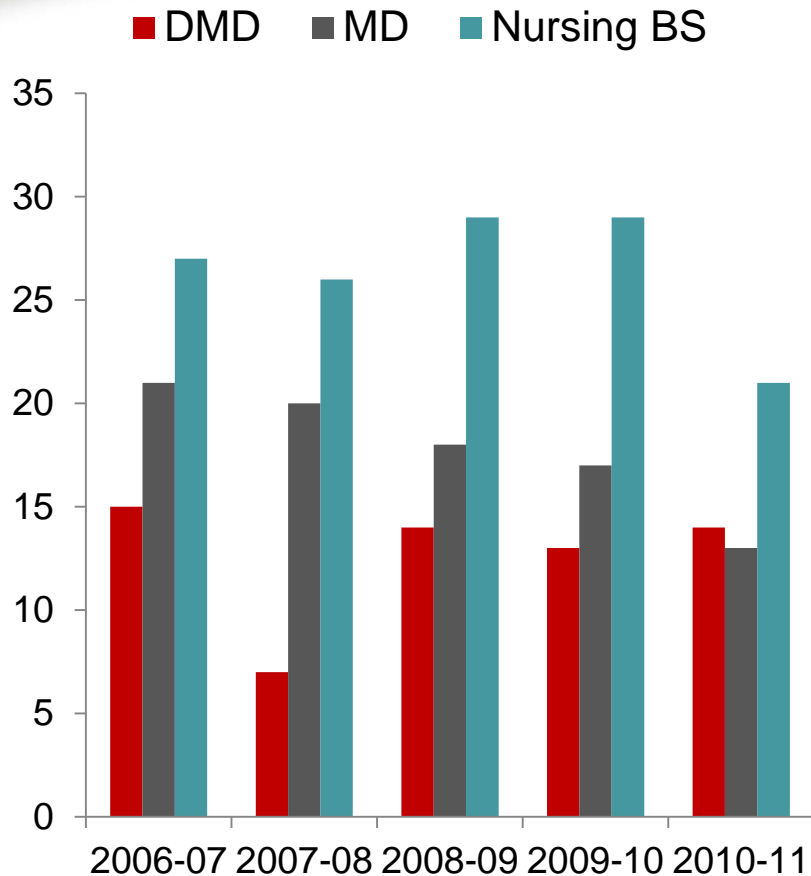
U.S. Citizens and Permanent Residents Only

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Note: Underrepresented minorities (URMs) include domestic African American/Black, Hispanic/Latino, American Indian/Native American, Hawaiian/Pacific Islander and Two or More Races.

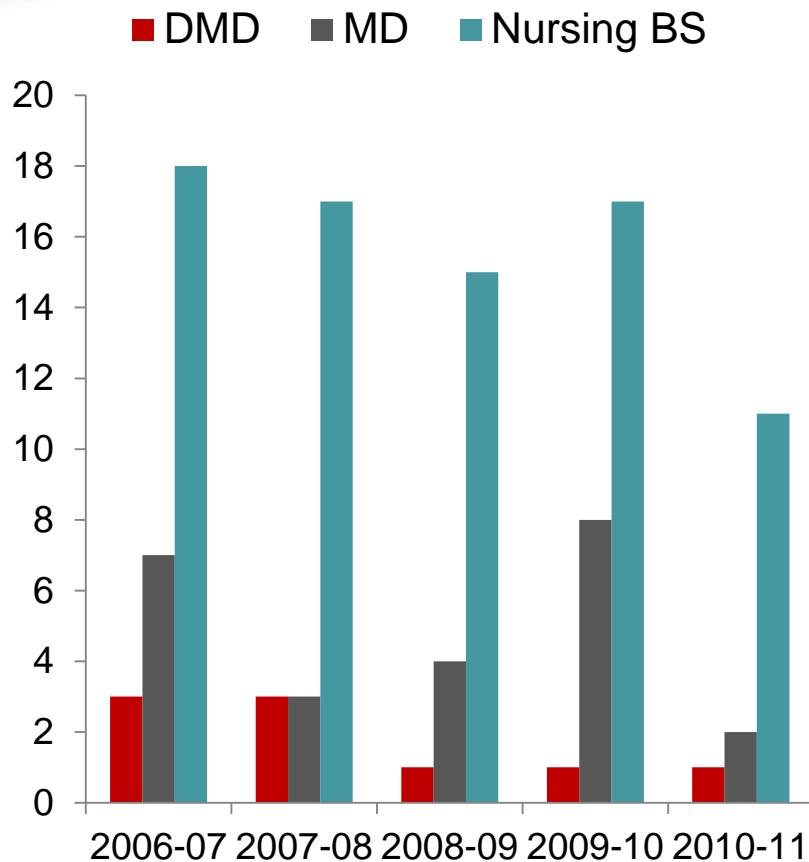
Minority Graduates 2006-7 through 2010-11



Total Degrees Awarded

	'06-07	'07-08	'08-09	'09-10	'10-11
DMD	74	60	78	71	78
MD	118	103	121	127	102
Nursing BS	246	204	211	291	308

Underrepresented Minority Graduates 2006-07 through 2010-11



Total Degrees Awarded

	'06-07	'07-08	'08-09	'09-10	'10-11
DMD	74	60	78	71	78
MD	118	103	121	127	102
Nursing BS	246	204	211	291	308

Note: Underrepresented minorities (URMs) include domestic African American/Black, Hispanic/Latino, American Indian/Native American, Hawaiian/Pacific Islander and Two or More Races.

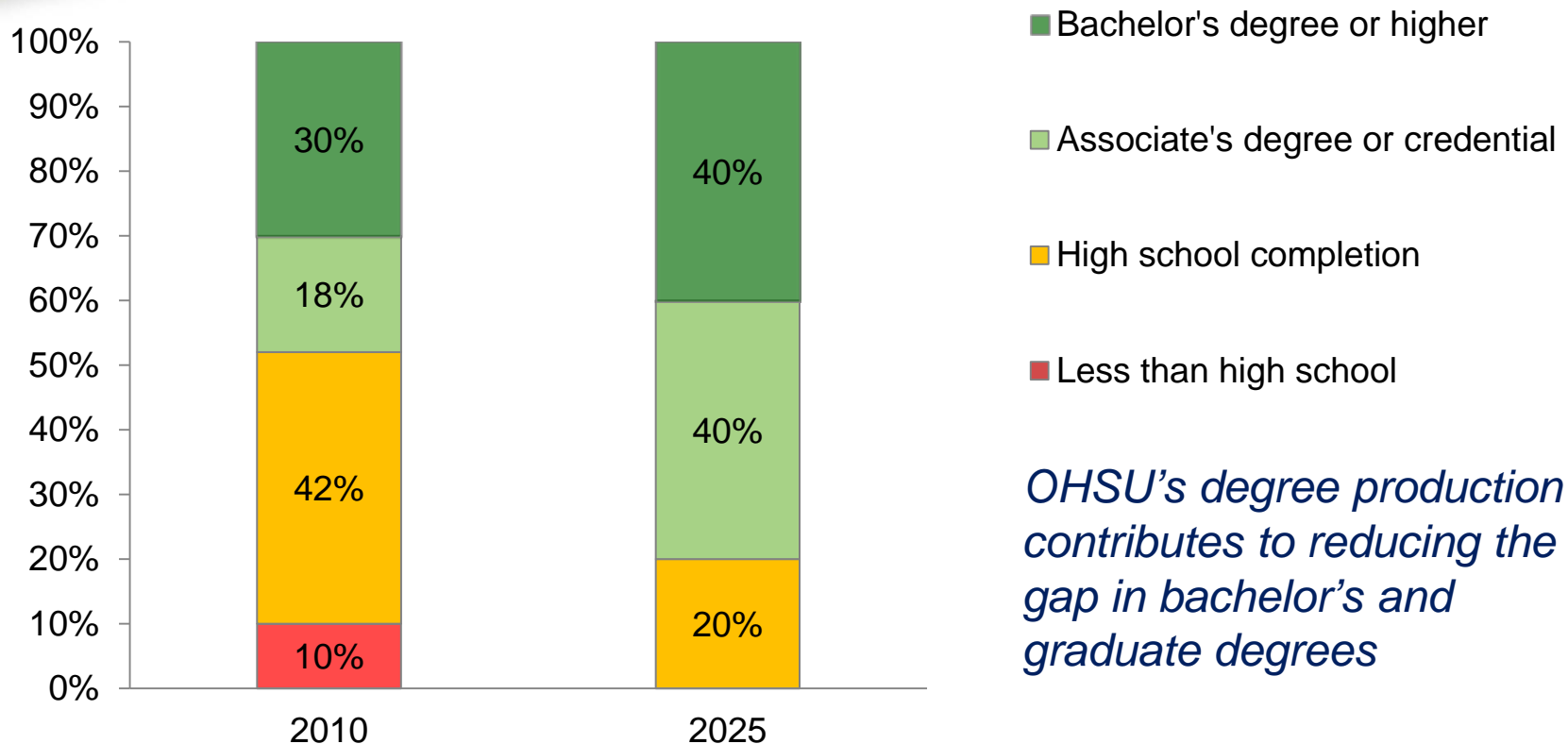
OREGON EDUCATION INVESTMENT BOARD

Oregon Education Reform At-A-Glance

Date	Who	What
2010	Governor	Proposes redesign of education sectors into system
2011	SB 909	<p>Establishes Oregon Education Investment Board (OEIB)</p> <p>Replaces credit-based funding model with outcomes-based investment model</p> <p>Fosters a seamless education system (PK-20)</p> <p>Creates student tracking system (PK-20)</p>
2011	SB 253	Sets 40:40:20 education attainment goals for 2025
2011	SB 1581	Outlines requirements for “Achievement Compacts” between OEIB and public education providers
2012	OAR 705-010-0005	Sets rules for “Achievement Compacts.” OHSU based on enrollment and degree attainment by Oregonians in State-assisted programs.
2012	OEIB	Appoints Rudolph (Rudy) Crew as Chief Education Officer

Governor's Goal for 2025:

80% of Oregonians will hold postsecondary degree or credential



OHSU's degree production contributes to reducing the gap in bachelor's and graduate degrees

OHSU: Public Support ↔ Public Benefit

State Assisted Programs

- Dentistry (DMD)
- Medicine (MD)
- Nursing (BS)
- Nursing (Graduate)
- (Pharmacy: OSU)

No State Assistance

- Dentistry (Graduate)
- Medicine (Graduate)
- Radiation Therapy (BS)
- Dietetic Internship (Certificate)
- Clinical Research (MCR)
- Environmental Science & Engineering (PhD)
- Physiology & Pharmacology(PhD)
- Physician Assistant (MPAS)
- Biomedical Sciences (PhD)
- Neuroscience (PhD)
- Biomedical Informatics
- And others

OHSU's achievement compact with OEIB

Assumptions

- OHSU shares in the responsibility of 40-40-20 as the major educator of health care professionals and biomedical scientists and engineers in the state. Its programs require college degrees.
- It strives to continuously improve its programs in order to provide the highest level of healthcare, science and engineering workforce for the State of Oregon.
- As a partner with undergraduate institutions throughout the state, it will continue to advance pipeline programs for OHSU's graduate programs dentistry, medicine, nursing, allied health fields, biomedical sciences and engineering.

Achievement Compact between Oregon Education Investment Board and OHSU

Outcome Measures	2010-11 Actual	2011-12 Projected	2012-13 Target
Number and percent of students admitted to the M.D. program who are Oregonians	92 (74%)	98 (76%)	92 (70%)
Number and percent of students admitted to the D.M.D. program who are Oregonians	49 (65%)	42 (56%)	38 (50%)
Number and percent of students admitted to the Bachelor's of Nursing program who are Oregonians	273 (86%)	268 (89%)	255 (85%)
Total number of graduate degrees in Nursing awarded	85	91	75
Total number of healthcare professional degrees awarded (in OHSU programs receiving some funding from State)	639	651	655

OHSU Programs -- Summary

- Oregon's major educator of state's healthcare workforce is responding to external forces
- Cost (tuition) and diversity are serious concerns in aligning societal needs with a future workforce.
- As a producer of scientists and healthcare professionals, OHSU relies on a robust K-20 pipeline and enthusiastically supports the state's education initiative.