



OREGON  
HEALTH & SCIENCE  
UNIVERSITY

# OHSU Board of Directors Meeting

**Part 1 of 2**

June 26, 2014  
School of Nursing, 358/364  
1:30 pm – 3:30 pm

# OREGON HEALTH & SCIENCE UNIVERSITY BOARD OF DIRECTORS MEETING

June 26, 2014  
1:30 – 3:30 p.m.  
School of Nursing, Rooms 358 & 364

1:30 p.m.	Call to Order/ Chairman's Comments President's Comments Approval of Minutes <b>(Action)</b>	Jay Waldron Joe Robertson, M.D. Jay Waldron
1:45 p.m.	FY14 YTD Results and Proposed FY15 Budget with Academic Tuition and Fee Book <b>(Action)</b>	Lawrence Furnstahl Jenny Mladenovic, M.D.
2:15 p.m.	State Compact <b>(Action)</b>	David Robinson
2:25 p.m.	Public Safety <b>(Action)</b>	Greg Moawad
2:40 p.m.	Annual Quality report (update from HealthCare)	Chuck Kilo, M.D.
3:05 p.m.	Other business; Adjournment	Jay Waldron



**Next meeting**  
September 18, 2014  
W. Campus, Malinow Hall, Bldg. 29  
1:30-3:30 p.m.

**Oregon Health & Science University  
Board of Directors Meeting  
April 24, 2014**

Following due notice to the public, the regular meeting of the Board of Directors of Oregon Health & Science University (OHSU) was held at 1:30 pm in the School of Nursing, Room 358/364, located at 3455 SW Veterans Hospital Road, Portland, Oregon.

A transcript of the audio recording was made of these proceedings. The recording and transcript are both available by contacting the OHSU Board Secretary at 3181 SW Sam Jackson Park Road, Mail Code L101, Portland, Oregon 97239. The following written minutes constitute a summary of the proceedings.

**Attendance**

A quorum of the Board was present. Board members in attendance were Jay Waldron, Chair, presiding; Maria Pope, Vice Chair; Ken Allen; Prashant Dubey; Poorav Patel; Joe Robertson; MardiLyn Saathoff; Frank Toda; Amy Tykeson; and David Yaden. Also present were Lawrence Furnstahl, Chief Financial Officer; Phillip Marucha, Dean of the School of Dentistry; Jennifer Ruocco, Chief Integrity Officer; Connie Seeley, Board Secretary and OHSU Chief of Staff; Mark Williams, Vice President for Campus Development and Administration; other OHSU staff members and members of the public.

**Call to Order**

Jay Waldron called the meeting to order. Mr. Waldron briefly outlined the meeting agenda and asked Joe Robertson to begin the meeting with the president's comments.

**President's Comments**

Dr. Robertson's comments covered the following topics:

- Welcoming Dr. Frank Toda to the OHSU Board of Directors, highlighting his background and credentials.
- Amy Tykeson's honor as an Orchid Award Winner by the Portland Business Journal.
- Update on fundraising for the Knight Cancer Challenge, thanking the legislators and the governor for their overwhelming support. As of April 17, \$296 million has been raised from 48 states with 25 gifts of \$1 million or more. A new campaign will launch in May with the assistance of Wieden+Kennedy.
- The Collaborative Life Sciences Building (CLSB) is still on time and on budget.
- Appointment of Elena Anderson as Interim Dean of the OHSU/PSU School of Public Health and Preventative Medicine, and Director of the Oregon Office on Disability and Health at the OHSU Institute of Development and Disability.

- The School of Public Health will have a uniquely designed core curriculum that will prepare students to address health disparities through community intervention.
- His attendance at a recent presentation on innovation at the Association of Academic Health Centers in Washington, DC. Through Senate Bill 2 in 1995 and the Strategic Plan created in 2007, OHSU is distinctly oriented toward partnership and innovation to transform healthcare.

### **Approval of Minutes**

Mr. Waldron asked for approval of the minutes of the January 30, 2014 Board meeting, included in the Board Docket. Upon motion duly made by Ken Allen and seconded, the minutes were unanimously approved.

### **Financial Update**

Lawrence Furnstahl presented financial results for the first nine months of the current fiscal year. Financial results as of February 2014 were included in the Board docket and provided to the Board in advance of the meeting. March 2014 results were added to Mr. Furnstahl's presentation. Information highlighted for the Board included operating income, cash flow, and patient activity by insurance payer. Operating income of \$70 million is \$21 million above budget due to strong net patient revenue and good expense control. He noted that uninsured patient activity fell strikingly from 5.1% to 1.9% with the implementation of the Affordable Care Act beginning in January.

David Yaden asked Mr. Furnstahl to clarify if the information provided is a head count payer mix or dollar weighted. Mr. Furnstahl replied that it is dollar weighted by the services delivered.

Mr. Waldron asked why our experience with the ACA as a major healthcare provider is so different than what is reported by the popular press. Mr. Furnstahl explained that OHSU's information tracks very well with the healthcare insurance enrollment figures that the State is reporting.

Responding to a question from Prashant Dubey, Mr. Furnstahl responded that the decline of inpatient admissions reflects the nationwide trend of moving inpatients to day observation or short-stay status. This trend is the impetus for OHSU's plan to increase ambulatory facilities.

Mr. Furnstahl also provided information on grant funding, highlighting the 12% increase in grants over last year. Since 2009, over 1900 jobs have been created at OHSU.

Hearing no further questions or comments on the financial report, Mr. Waldron introduced Jennifer Ruocco to present the Integrity Program Oversight Council Report.

### **Integrity Program Oversight Council Report**

Jennifer Ruocco provided a brief history of the federal standards for effective compliance and ethics programs. Dr. Ruocco also provided an overview of the projects the Integrity Program collaboratively worked on this past year, including the following:

- Data protection project providing encryption to over 15,000 OHSU electronic devices;
- Revamp of the fire drill program and training for over 6,000 healthcare employees on the new process;
- Development of a collaborative research memorandum of understanding to reduce duplicate review and effort when more than one institution is working on a single project;
- Revision of the OHSU Code of Conduct;
- Implementation of annual integrity booster training; and
- Onboarding several key leadership positions in the Integrity Program, as well as technology and web upgrades for integrity information.

Maria Pope asked if disaster recovery and preparedness planning fall under the purview of the Integrity Program. Dr. Ruocco said that the Environmental Health & Safety Program participates in OHSU-wide disaster planning efforts, but the effort is led by Risk Management and OHSU Healthcare.

Responding to Mr. Waldron, Dr. Ruocco explained that the research integrity program consists of OHSU's Institutional Review Board, Animal Care and Use Program, and Institutional Biosafety Committee; she also provided a brief explanation of their roles.

Mr. Dubey asked if compliance with the data protection program is measured by enforcement through technology or if it is policy driven. Dr. Ruocco stated that OHSU relies on people to make the right choices, regardless of any electronic technical controls. Dr. Ruocco added that it is important to ensure people are well trained, with access to good information and also have good policy infrastructure. Dr. Ruocco concluded that enforcement is a component of the program, which includes monitoring hotline complaints, investigations, and working specifically with departments and individuals on how to improve privacy and security awareness.

Mr. Yaden commented that he is impressed by the depth of the program elements and the commitment to a culture of integrity.

Mr. Waldron thanked Dr. Ruocco for the presentation and introduced Mark Williams for the Collaborative Life Sciences Building update.

### **Collaborative Life Sciences Building Update**

Mark Williams provided a presentation on the progress of construction and planning for the Collaborative Life Sciences Building on the South Waterfront. The CLSB is the largest public or academic building in Portland; it required over 1.2 million labor hours, had up to 400 workers

on site at the same time, and directed over \$121 million into the local economy by using Oregon subcontractors. Fifteen percent of contractors on a dollar of contract award basis were women or minorities.

The CLSB is on track for a LEED Platinum rating, which is the highest rating possible without going carbon neutral. Rain water will be used to flush toilets and other gray water systems, saving 800,000 gallons of water annually. This is a 60% savings over a traditional building. A 33% reduction in overall energy usage is expected. Occupancy will begin on June 15 and the dental clinic will open July 7. MardiLyn Saathoff congratulated Mr. Williams for the project being on time and on budget.

The Oregon Center for Special Systems Biomedicine, also known as “Joe Gray’s Laboratory”, was successfully designed as a reverse skyscraper to withstand the vibrations from streetcar and river barge traffic. Fifty-seven individual pilings were sunk 90 feet into the ground using 47 tons of concrete. Responding to Ms. Tykeson, Mr. Williams explained that the lab is in the basement because it was the only feasible place that could withstand vibrations. A machinist commissioned a unique tool to properly tune and transmit vibrations away from the building. It was not patented.

Dr. Robertson asked what institutional lessons have been learned to pass on for consideration in the future. Mr. Williams responded that collaboration between the institutions required some compromise, but it has been a really rewarding project to work on.

Responding to a question from Mr. Patel, Mr. Williams reported that Starbucks and Elephant’s Deli have signed on as tenants in the CLSB, with other interested parties also looking at the space.

### **School of Dentistry Report**

Phillip Marucha addressed the Board and reported on the School of Dentistry’s plans for use of space in the Collaborative Life Sciences Building and forward-thinking curriculum changes. The following topics were highlighted in the presentation:

- Changes in technology;
- Changes in patient population and expectations;
- Treating patients in an integrated healthcare team;
- The role of the dental school in training clinicians for the future and piloting new healthcare delivery systems;
- Interprofessional education and socialization opportunities created by the CLSB;
- Improving cultural competency; and
- Development of oral health research.

Responding to Mr. Waldron, Dr. Marucha stated that an integrated healthcare team is a new model within the Affordable Care Act where dentists, pharmacists, nurses, and physicians work

together to save money by early interventions. He explained that dentists will continue to move into integrated systems rather than practicing independently so that they may focus efforts on dentistry instead of healthcare management. Dr. Robertson concurred, noting that dental services will be wrapped into global payments that include medical services. Board members asked Dr. Marucha questions relating to his expectations for dental education in 2020, water fluoridation, business aspects of dental practice in the curriculum, collaboration with other Oregon higher education institutions, keeping up with regulatory and insurance changes, and the potential increase in number of patients treated in the new building.

#### **Governance Principles and Charter Updates – Resolution 2014-04-03**

Connie Seeley provided a brief overview of two resolutions presented to the Board for consideration and action.

Resolution 2014-04-03 states the Board Chair and the Secretary have conducted a review of the OHSU Bylaws, the Charters of the various Committees of the Board of Directors and the Governance Principles and Guidelines applicable to the Board; the Board Chair and the Secretary obtained the advice and input of individual members of the Board and its Committees; and based upon that review the Board wishes to adopt certain amendments to (i) the Governance Principles and Guidelines, and (ii) the Board Committee Charters.

Mr. Waldron called for a motion to approve Resolution 2014-04-03. Upon motion duly made by Ms. Tykeson and seconded by Mr. Yaden, the resolution was unanimously approved.

#### **Committee Appointment – Resolution 2014-04-04**

Resolution 2014-04-04 appoints Board member Dr. Frank Toda to serve on the University Health System Board. Upon motion duly made by Mr. Dubey and seconded by Ms. Tykeson, the resolution was unanimously approved.

#### **Adjournment**

Hearing no further business, Mr. Waldron adjourned the meeting at 2:40 pm.

Respectfully submitted,

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Connie Seeley  
Board Secretary



# **FY14 May YTD Results & Proposed FY15 Operating & Capital Budget**

**OHSU Board of Directors  
June 26, 2014**



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# Overview of FY14 Results & FY15 Budget

- This document presents OHSU's FY15 operating and capital budget for consideration by the Board of Directors at its June 26<sup>th</sup> meeting.
- The budget is prepared in context of current year financial results. Operating income through May is \$80 million, \$23 million over target on higher patient revenues coupled with good expense control.
- Consolidated net worth is up \$181 million or 8% in 11 months, the combined effect of strong operations, investment gains and major gifts.
- Payer mix shows a marked decrease in uninsured activity, shifting to the Oregon Health Plan (Medicaid) with coverage expansion under the Affordable Care Act. Nearly one million Oregonians are now on OHP, up 350,000 since January 1<sup>st</sup>.
- Despite flat funding of the federal NIH budget, total grant awards to OHSU are running 14% above last year's pace, a leading indicator of future research revenues.
- Fundraising has now re-doubled to the \$200 million annual level.

# Key Components of Proposed FY15 Budget

- OHSU's FY15 budget targets:
  - 6% revenue growth to \$2,386 million, led by 4% patient activity growth
  - \$70 million operating income for a 3% operating margin and 10% EBITDA margin
  - \$17.5 million in new depreciation, interest and operations cost for CLSB
  - \$17.5 million investment in benchmarked faculty compensation & academic support
  - Holding growth in central administrative & support costs to 2%, well below revenue
  - \$120 million or 5% increase in net worth to \$2,465 million
  - \$163 million annual capital budget (60% infrastructure/replacement & 40% new capacities) plus \$11 million for CHH-2 design and \$17 million completion of CLSB
  - Continuing OHSU Tuition Promise program into a second year
  - Major science initiative under consideration in Radiochemistry Research Center, proposed from the Knight Cardiovascular Institute and building on national strength in MRI research imaging (\$2 million in FY15 and \$32.5 million over 10 years)
  - \$25 million positive cash flow in FY15

# Key FY15 Budget Components (continued)

- FY15 budget also incorporates several major structural changes:
  - It shifts from an organizational basis (hospital vs. other university operations) to a mission basis (patient care vs. research & education), setting the stage for strategic partnerships that seek to integrate OHSU's patient care economy within a larger and more robust system, to manage the health of populations within global budgets rising at sustainable rates.
  - It is much more intentional and explicit in setting dollar transfers from patient care revenues for physician practice support, central administrative & support costs, and support for research & education.
  - Consistent with the recently-approved update to Vision 2020, the FY15 budget implements an explicit funding model to support the uncovered cost of competitive scientific research and highly productive scientists.

# New Budget Approach for FY15 – FY17

- The differentiating feature of every great university is its faculty. In order to support scholarship and science—the creation and dissemination of new knowledge that defines what a faculty does and that is inherently speculative—each university must cultivate a means of “monetizing” the value of its faculty into ongoing revenue streams.
- Most American universities now do this either through teaching large numbers of tuition-paying undergraduates, or through securing major gifts and endowments, or through generating clinical revenues. Since OHSU has fewer than 3,000 students, it relies largely on a balanced mix of the second and third methods.
- Two issues common to all American academic health centers underlie the challenges with OHSU’s current budget approach. First is that sponsored grants (such NIH research grants or Gates Foundation grants) cover only 75% - 80% of the full cost of science, including capital.
  - On OHSU’s \$340 million grant portfolio, this requires about \$100 million from non-grant sources, about half from philanthropy and half from clinical earnings.

# New Budget Approach (continued)

- We secure most of the second, clinical half from extra Medicaid reimbursement that the State provides us, using a mechanism called Intergovernmental Transfers (IGT) to bring a federal Medicaid match into Oregon. This helps offset the relatively low level of State appropriations from general funds that OHSU receives, compared to other public universities across the country.
- While the \$51 million of Medicaid IGT funding OHSU receives (above rates paid to other Oregon hospitals) is critical to funding science, before FY15 we have not clearly allocated it for that purpose within our budget.
- o The second issue is that professional fee reimbursement no longer covers the full cost of physician services, measured by benchmarked compensation paid for benchmarked productivity.
  - Unlike the science issue, this physician issue is common to all health systems, and helps explain why more and more physicians are becoming employees of hospitals, or else wanting to own imaging centers, clinical labs, ambulatory surgery centers, etc.

# New Budget Approach (continued)

- Three years ago, we implemented a new budget approach across the university that included margin targets for each major area and a clearer method to allocate central administrative and support costs. To provide forward visibility, we said this approach would be used for three budget cycles: FY12, FY13 and FY14.
- While producing strong financial results, this prior approach did not clearly differentiate between these two issues—funding science and funding clinical practice—although of course in the end we do fund both since OHSU as a whole operates at or above its targeted earnings.
- Put another way, OHSU's overhead methodology made the full costs of clinical and academic activities clear without addressing how to cover these costs. In addition, we fund the academic capital budget through a complicated mix of hospital earnings, space depreciation charges and differing margin targets on academic units.
- The new approach we are implementing for a multi-year period beginning in FY15 is intended to be much more straight-forward and transparent on how we fund the faculty's scientific and clinical efforts, as well as how we fund the capital budget for research and education.

# Bridging from FY14 Results to FY15 Budget

- Between actual FY14 performance, reserve capacity provided by increased levels of fundraising and grant awards, and continued clinical growth, we have earnings capacity approximately \$35 million above what is required to support OHSU's annual capital budget and debt repayment.
- As long planned, half of this excess will cover the new operating costs of the Collaborative Life Sciences Building opening this month.
- The remaining half we will invest in the faculty, to bring salaries of highly productive faculty up to market where they now lag, as well as to better support bridge funding when researchers are applying for grants, core facilities, training grants, and other academic programs.
- The new FY15 budgeting approach does not create this \$35 million—instead strong performance and tight expense control across OHSU does—but it should allow us to allocate resources in a more efficient way, giving faculty and leaders more transparency and a clearer path to success.



# FY14 May YTD Financial Results

- OHSU operating income through 11 months is \$80 million, \$23 million over target and level with last year, with strong payment rates, especially from managed care.
- Application of gifts lags budget, which is not unusual until the very end of the year.
- Earnings from both hospital and other university operations are better than budget, although restricted funds (usually about break-even) show a small loss.
- Consolidated net worth is up \$181 million or 8%, from operating earnings, investment returns and major gifts, offset in part by writing off \$9 million of unamortized issuance costs from past bond issues, required by new GASB accounting rules.
- Through December, OHSU cash & investments were down \$(33) million, a decline that has now been largely reversed, reflecting \$32 million of positive cash flow in January – May, despite a significant slowdown in collections from a change in billing vendors.
- Payer mix shows a marked decrease in uninsured activity since January, shifting to Medicaid with coverage expansion under the Affordable Care Act.
- New grant awards—a leading indicator of future revenues—are up 14% despite flat federal funding for NIH.

# FY14 May YTD Earnings \$23M > Budget

May YTD (11 months) (millions)	FY13 Actual	FY14 Budget	FY14 Actual	Actual - Budget	Actual / Last Year
Net patient revenue	\$1,400.2	\$1,470.1	\$1,496.7	\$26.6	7%
Grants & contracts	331.5	324.7	334.0	9.4	1%
Gifts applied to operations	51.8	66.0	58.5	(7.6)	13%
Tuition & fees	51.3	57.2	58.0	0.8	13%
State appropriations	27.6	29.8	32.5	2.7	18%
Other revenue	85.1	87.4	85.4	(2.0)	0%
Operating revenues	1,947.5	2,035.1	2,065.0	29.9	6%
Salaries & benefits	1,137.4	1,215.5	1,218.7	3.2	7%
Services & supplies	550.6	574.2	576.6	2.5	5%
Medicaid provider tax	49.3	61.7	62.3	0.6	26%
Depreciation	102.7	103.4	105.5	2.0	3%
Interest	27.5	23.2	21.7	(1.5)	-21%
Operating expenses	1,867.5	1,977.9	1,984.7	6.8	6%
Operating income	80.0	57.2	80.4	23.1	0%
<i>Hospital component</i>	<i>81.2</i>	<i>58.3</i>	<i>76.0</i>	<i>17.7</i>	
<i>Other university unrestricted</i>	<i>(1.7)</i>	<i>(1.1)</i>	<i>10.1</i>	<i>11.2</i>	
<i>Restricted funds</i>	<i>\$0.5</i>	<i>\$0.0</i>	<i>\$(5.7)</i>	<i>\$(5.7)</i>	

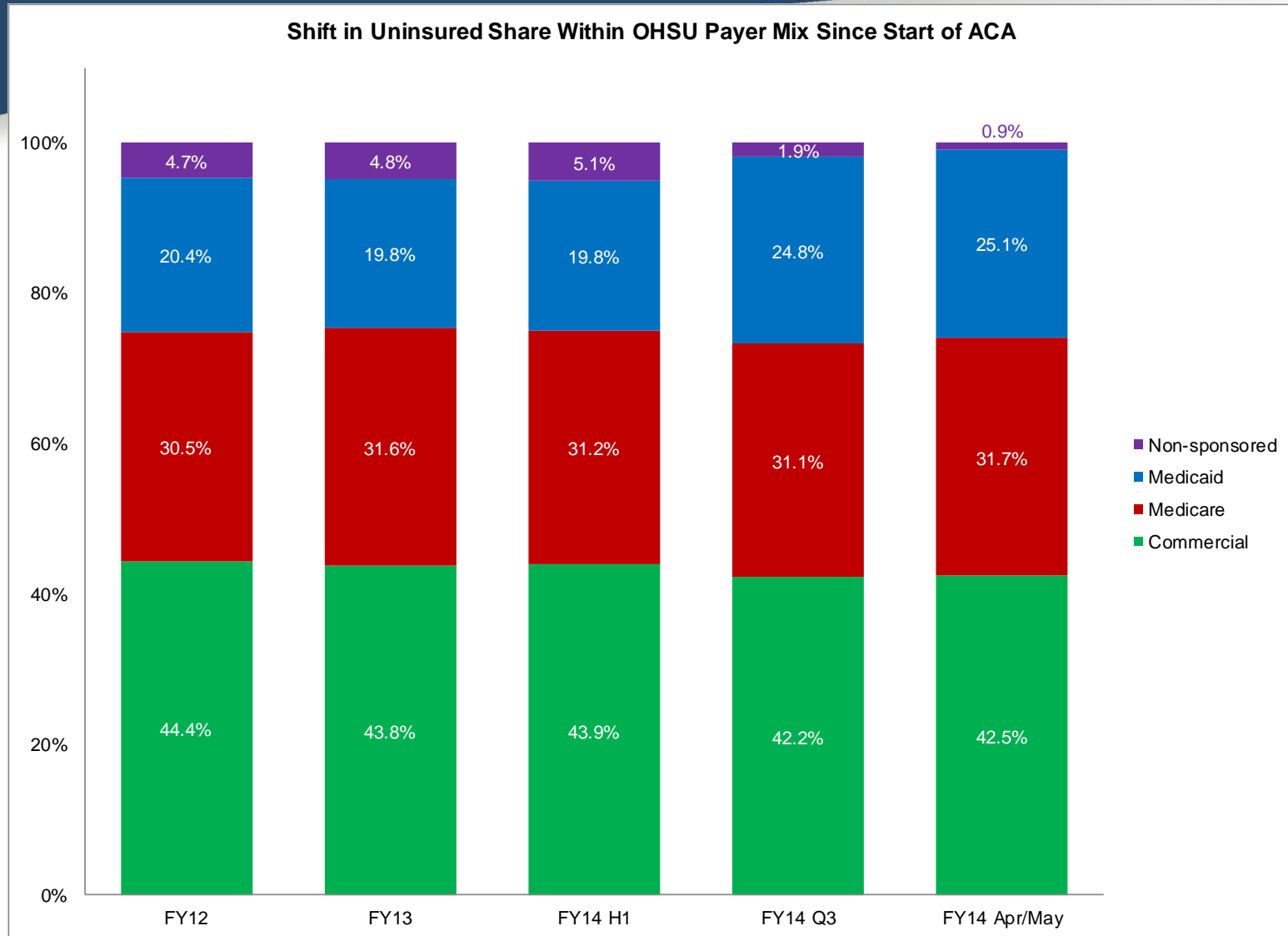
# FY14 Cash Nearly Flat Despite A/R Growth

(millions)	6/30/13	5/31/14	Change	(millions)	May YTD
Operating cash & investments	\$587	\$569	\$(18)	Operating income	\$80
Unrestricted capital funds	\$22	\$29	7	Depreciation	105
Quasi-endowment funds	83	93	10	OHSU investment return	27
				Capital gifts applied	17
OHSU cash & investments	692	691	(1)	CLSB project funds applied	32
Trustee-held bond funds	28	29	1	Soucrs of cash	262
CLSB project funds	51	19	(32)		
				Principal repaid	(19)
Total cash & investments	771	739	(32)	Capital spending	(193)
				Patient accounts receivable	(52)
Net physical plant	1,413	1,501	88	Working captial & other, net	1
Interest in Foundations	765	832	67		
Long-term debt	(771)	(752)	19	Uses of cash	(263)
Working capital & other, net	(8)	30	39		
				Sources less uses of cash	(1)
OHSU net worth	2,170	2,351	181		
				6/30/13 balance	692
Operating income			80	5/31/14 balance	\$691
OHSU investment return			27		
Gain from Foundations			67		
Capital gifts applied			17		
Other non-operating			(11)		
Total change in net worth			\$181		

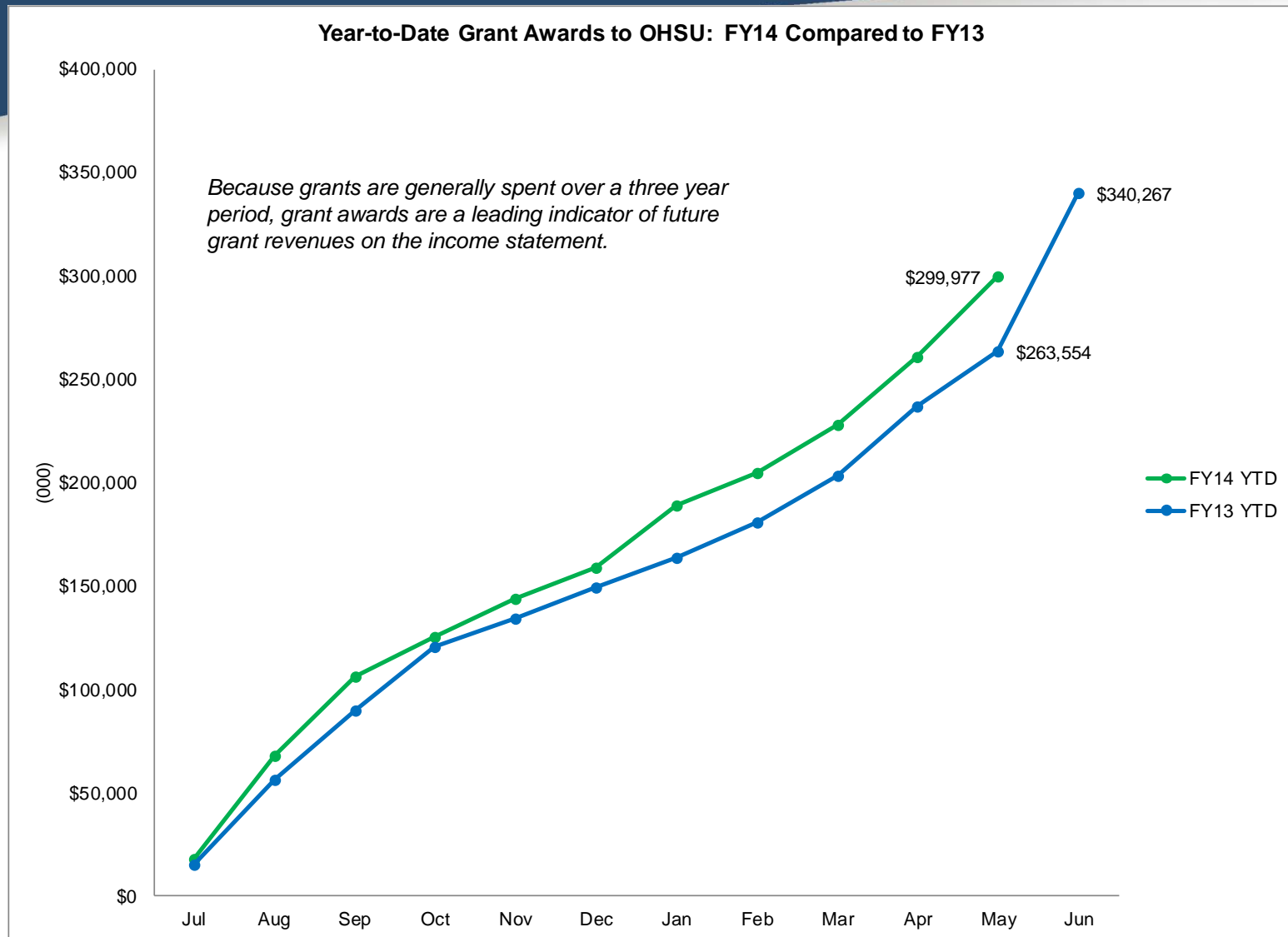
# Activity Shifts to Outpatient with Strong Mix

May YTD (11 months)	FY13 Actual	FY14 Budget	FY14 Actual	Actual / Budget	Actual / Last Year
Inpatient admissions	27,363	28,277	26,229	-7%	-4%
Average length of stay	5.7	5.5	5.8	5%	3%
Average daily census	448	455	443	-3%	-1%
→ Day/observation patients	29,171	29,900	31,233	4%	7%
Emergency visits	43,094	42,269	41,800	-1%	-3%
Ambulatory visits	705,286	742,169	711,777	-4%	1%
Surgical cases	28,023	28,578	27,906	-2%	0%
Casemix index	1.97	1.96	1.98	1%	1%
→ Outpatient share of activity	43.0%	44.1%	45.0%	2%	5%
CMI/OP adjusted admissions	94,628	99,060	94,428	-5%	0%
Payer mix (% of charges):					
→ Commercial	43.8%	42.7%	43.1%	0.4%	-0.7%
Medicare	31.6%	32.3%	31.3%	-1.0%	-0.3%
Medicaid	19.8%	20.1%	22.1%	2.0%	2.3%
→ Non-sponsored	4.8%	4.9%	3.5%	-1.4%	-1.3%
Total	100.0%	100.0%	100.0%	0.0%	0.0%

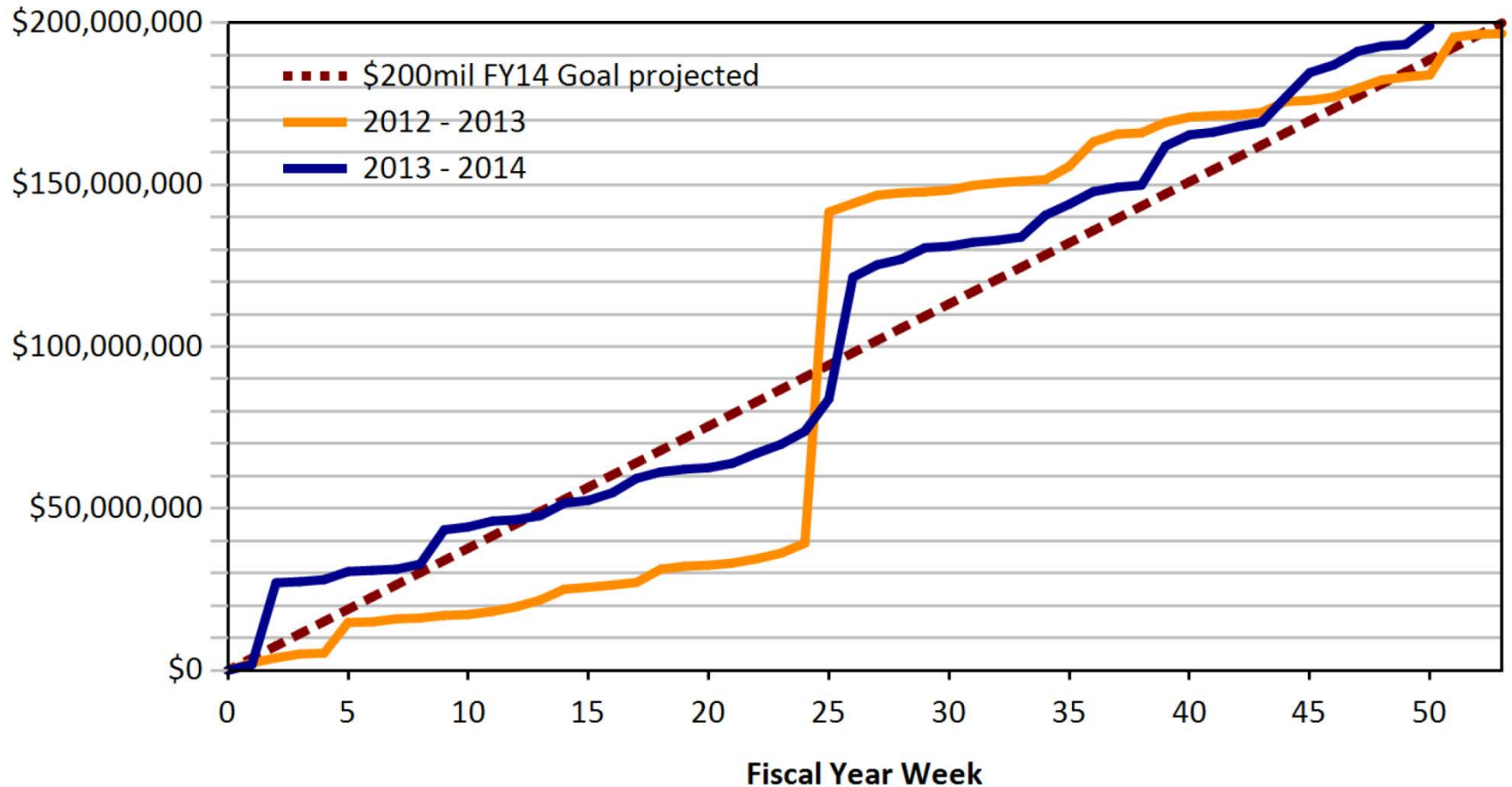
# Uninsured Covered by Medicaid with ACA



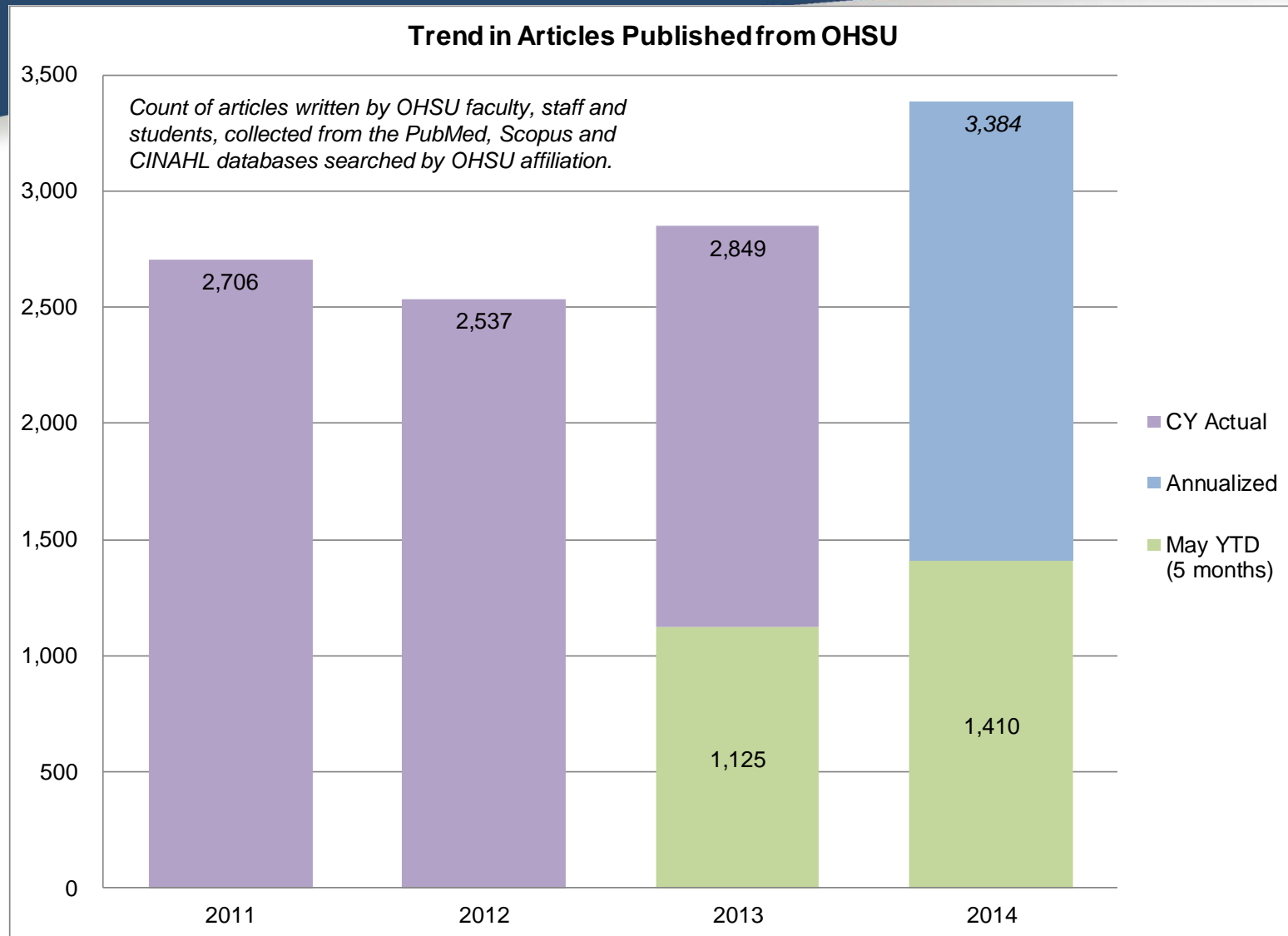
# Grant Awards Running 14% Above Last Year



# Fundraising for OHSU Now at \$200M Level

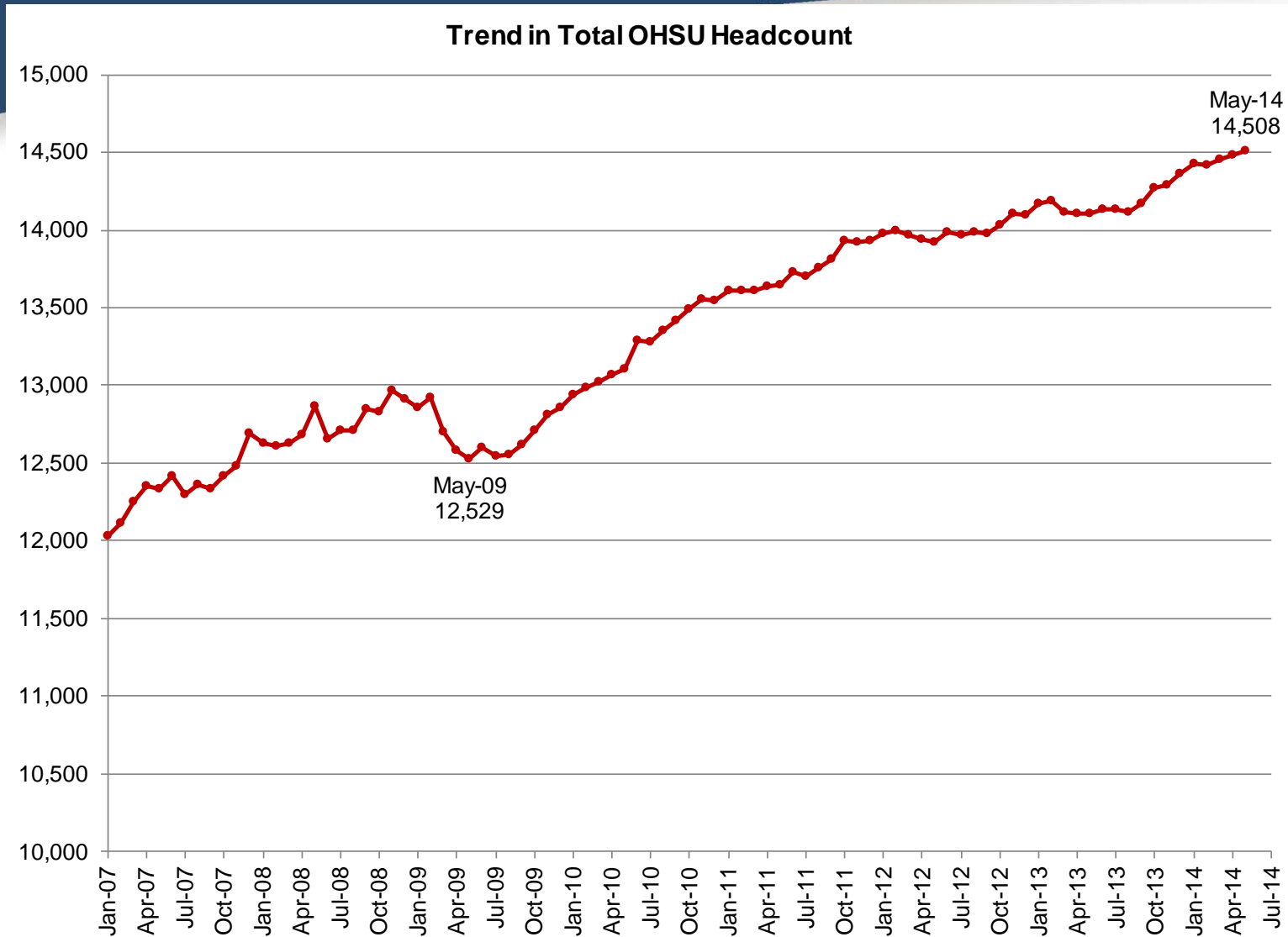


# Growth in OHSU Articles Published





# ~2,000 Jobs Created Since Financial Crisis



# From FY14 May YTD to FY15 Budget

FY14 May YTD Run-Rate to FY15 Budget Target (millions)	
May YTD revenues	\$2,065.0
May YTD expenses	1,984.7
May YTD operating income	80.4
Gifts applied below budget	7.6
Restricted funds to break-even	5.7
May YTD adjusted run-rate	93.7
Annualized x 12 / 11	102.2
New CLSB costs	(17.5)
Increased faculty support	(17.5)
Growth & other changes, net	2.8
FY15 budget target	\$70.0

# Vision 2020: 2013 – 2017 Update

- Goal 6: Generate and deploy OHSU resources to sustain an environment where faculty and staff committed to top performance can excel.
  - 6.1 Diversify revenue streams to build sustainability while continuing to compete effectively for federal, state and local dollars.
  - 6.2 Invest transparently in opportunities to improve quality, maximize resources, enhance efficiency and eliminate redundancy across missions.
  - 6.3 Aggressively manage the growth of complex care while developing new capacities to manage the health of populations within global budgets.
  - 6.4 Implement an explicit funding model to support the uncovered cost of competitive scientific research and highly productive scientists.
  - 6.5 Drive toward top quartile performance in all missions, while driving toward lower cost and increased effectiveness of administrative and operational services (overhead).

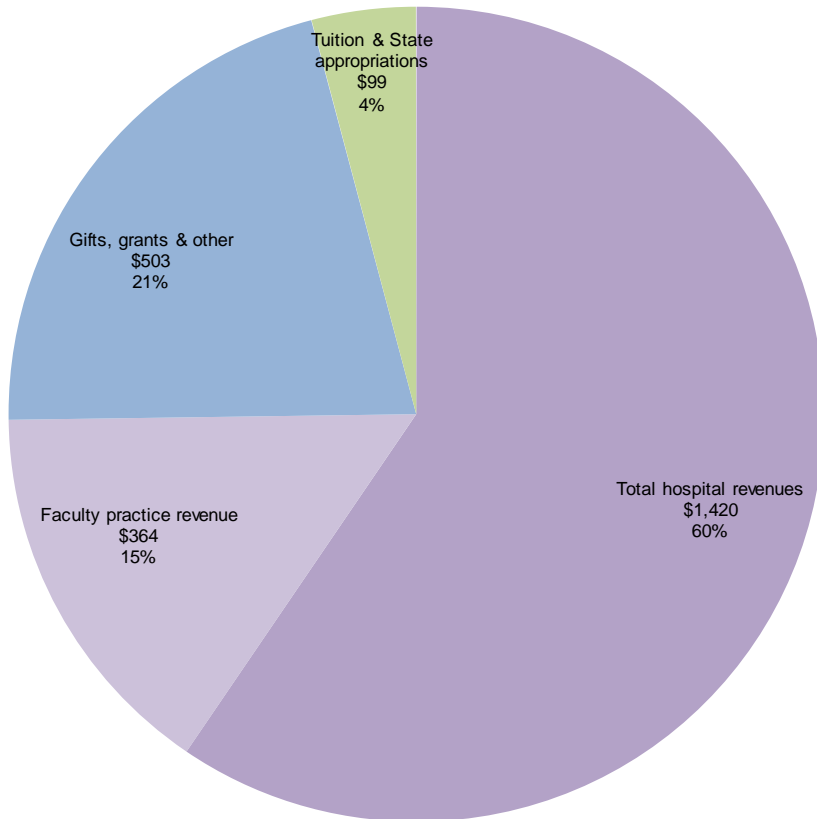
*(Approved by OHSU Board at January 2014 meeting)*

# FY15 Budget Targets \$70M Operating Income

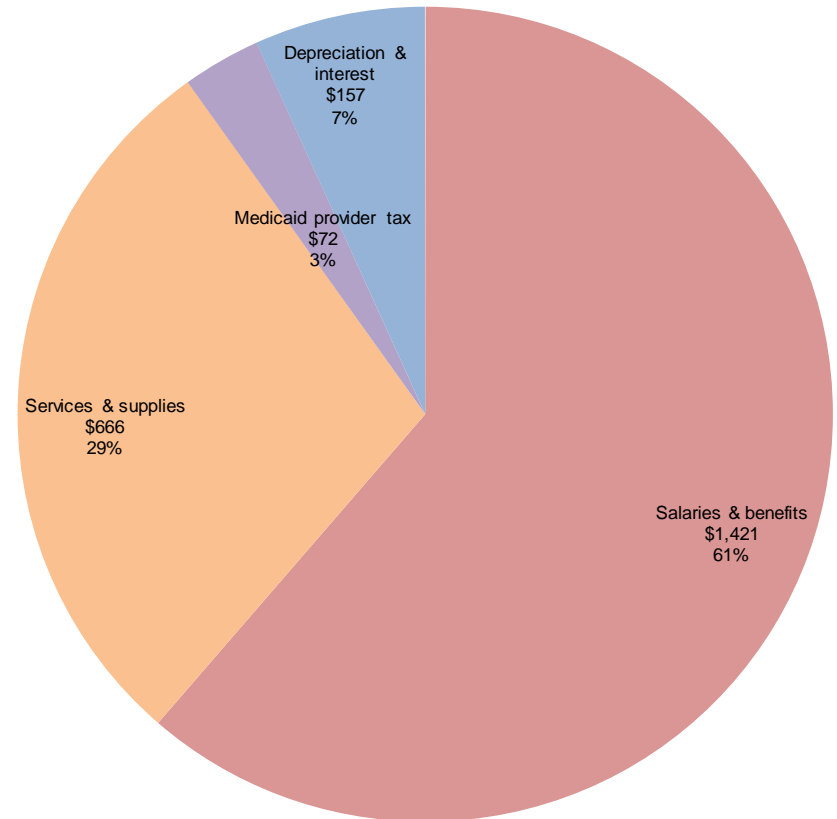
Total OHSU Operating Income (millions)	FY12 Actual	FY13 Actual	FY14 Estimate	FY15 Budget	3 Year CAGR	FY15B / FY14E
Net patient revenue	1,441	1,520	1,631	1,719	6.1%	5.4%
Grants & contracts	355	366	362	374	1.7%	3.3%
Gifts applied to operations	49	62	64	76	15.6%	18.0%
Tuition & fees	55	59	64	66	6.2%	3.5%
State appropriations	35	30	35	34	-1.6%	-4.8%
Other revenue	95	95	94	117	7.3%	25.1%
Operating revenues	2,031	2,132	2,250	2,386	5.5%	6.0%
% revenue growth		5.0%	5.5%	6.0%		
Salaries & benefits	1,184	1,247	1,328	1,421	6.3%	7.0%
Services & supplies	566	592	626	666	5.6%	6.5%
Provider tax expense	53	54	68	72	10.6%	5.8%
Depreciation	111	112	115	129	5.2%	12.6%
Interest	35	29	23	28	-7.4%	18.2%
Operating expenses	1,948	2,034	2,160	2,316	5.9%	7.2%
% expense growth		4.4%	6.2%	7.2%		
Operating income	83	99	90	70		
Budgeted earnings	57	60	65	70		
Over (under) budget	\$26	\$39	\$25	\$0		
Net operating margin	4.2%	4.7%	4.1%	3.0%		
Net EBITDA margin	11.6%	11.5%	10.5%	9.8%		

# 75% OHSU Revenue in Clinical Enterprise

**FY15 Budgeted Revenue by Type**  
(total = \$2,386 million)



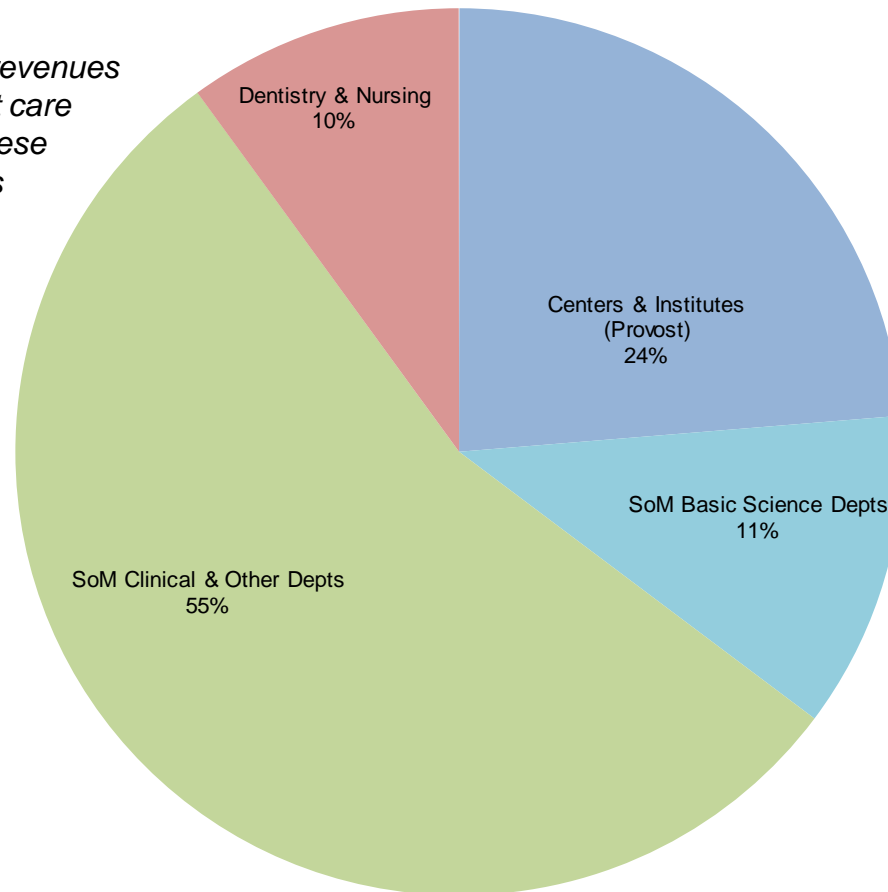
**FY15 Budgeted Expense by Type**  
(total = \$2,316 million)



# Relative Scale of Major Academic Units

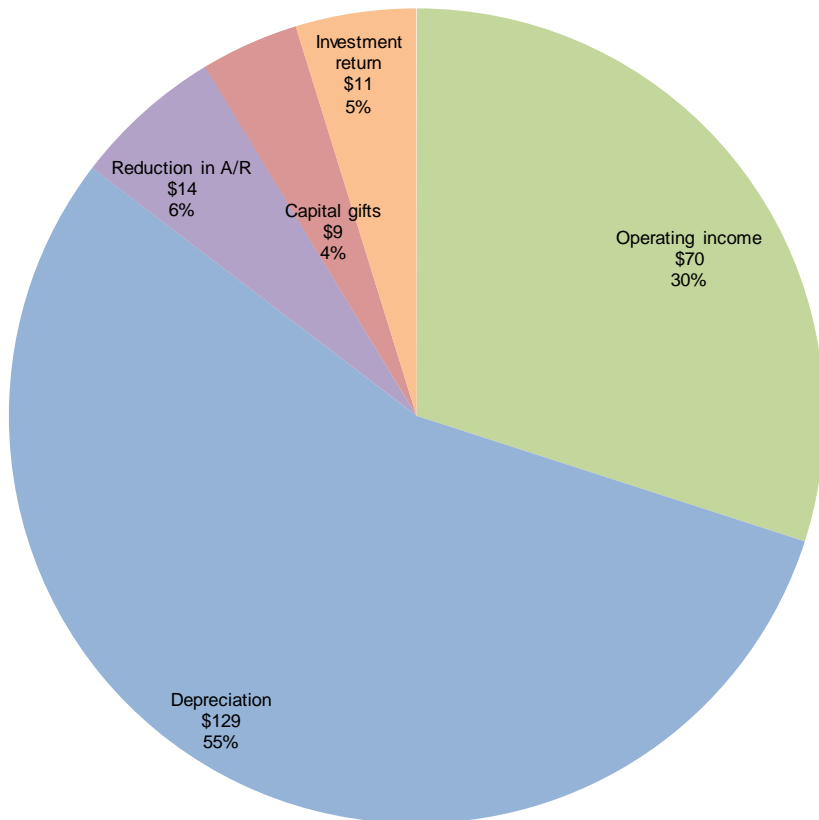
Relative Scale of Non-Patient Care Revenues in OHSU Academic Units

*25% of OHSU revenues  
not from patient care  
occur across these  
academic areas*

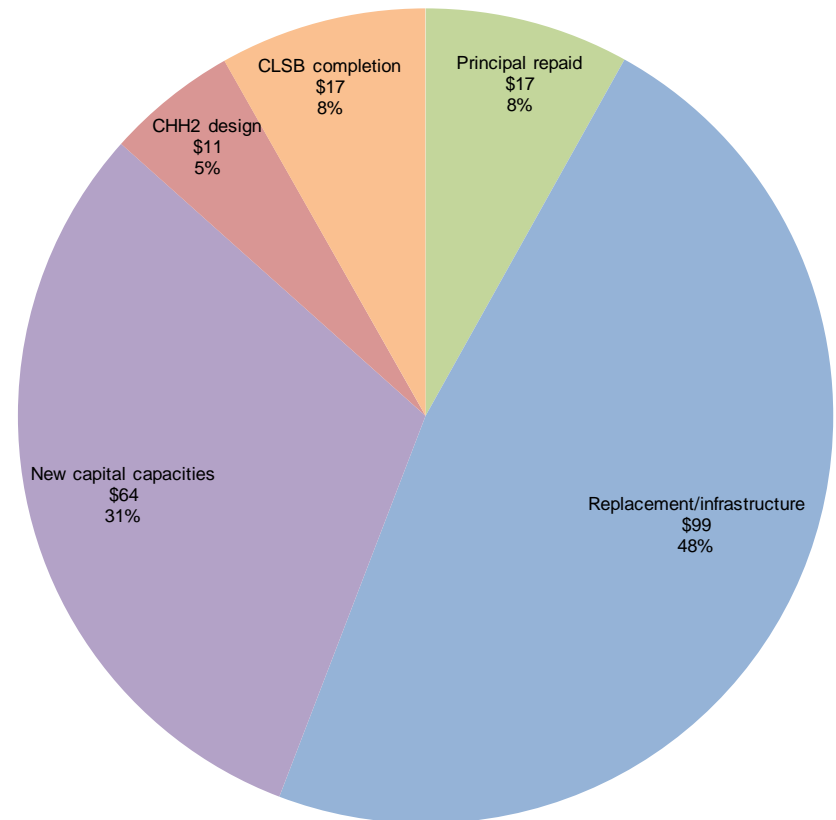


# Sources & Uses of Funds in FY15 Budget

**FY15 Budgeted Sources of Funds**  
(total = \$233 million)



**FY15 Budgeted Uses of Funds**  
(total = \$208 million)



# Radiochemistry Research Center (Cyclotron)

- The major science initiative proposed in the FY15 budget is the Radiochemistry Research Center, a major extension of OHSU's national expertise in advanced research imaging that brings new molecular imaging/PET capacities to Marquam Hill, using very short-lived radioisotopes produced in a cyclotron. Components include:
  - Recruiting two world leaders in radiochemistry and creating a radiochemistry research center
  - Construction of a new facility in the courtyard north of Mackenzie Hall to house radiochemistry labs and the cyclotron
  - Imaging technology for pre-clinical and clinical research: PET MRI, Micro PET/SPECT/CT, high frequency ultrasound system.
- Center would transform OHSU to among the top institutions nationally in an area where research funding has increased 150% increase over last 9 years, while building directly onto existing core competency in MRI research imaging.
- Nationally for mature programs, usage is approximately 35% cancer, 35% neuroscience, 20% cardiovascular & 10% other programs.



# Radiochemistry Research Center (continued)

- Proposal arose from Knight Cardiovascular Institute, which will fund—from the \$125 million KCVI gift—\$11 million of capital (cyclotron, PET MRI camera, lab equipment) plus \$8 million of startup support for radiochemistry faculty, lab staff and operating expenses, providing sufficient runway to achieve lab breakeven over 10 years.
- Financial modeling suggests about a 70% probability of the center reaching breakeven, with a 90% probability of coming within \$250,000 per year of breakeven.
- University capital budget will fund \$13.5 million for the facility housing the center, with \$2 million (largely for design) in FY15, \$7 million in FY16 and \$4.5 million in FY17.
- OHSU's newly-formed Research Strategic Advisory Committee reviewed the KCVI's proposal in depth, and supports proceeding with the project contingent on financial and programmatic support from the Knight Cancer Institute, given that cancer research is a major user of such facilities at other universities.
- Although proceeding with this initiative is contingent on both KCI support and recruitment of lead radiochemistry faculty, the first year's capital is included here.

# FY15 University Capital: Major Priorities

## Infrastructure / Replacement (000)

Unified Communications - VOIP phones	\$3,110
Building network wiring upgrades	3,962
Data center/network infrastructure	2,940
Other IT infrastructure replacement	2,325
North Campus utility plant (chiller)	5,325
Deferred facility maintenance	2,225
Electrical system pool	2,605
Roof/building exterior pool	3,638
Space Committee/relocations	6,495
Library materials/Provost areas	4,952
School of Medicine/research replacement	4,423
Other replacement items	2,000
Research equipment from grants	12,000
Subtotal - infrastructure/replacement	56,000

## New Capacity

Knight Cancer Institute - Discovery Engine	2,979
Other Knight Cancer Institute projects	2,021
Knight CV Institute - Radioimaging	2,000
Other Knight CV Institute projects	6,000
Subtotal - new capacities	13,000
Total - Other University Capital	\$69,000

# FY15 Hospital Capital: Major Priorities

Unified Communication: \$3.80M  
Discoverer Reporting: \$1.38M  
MQ Distributed Antenna Sys: \$220k

## **Hospital - New Capacity**

Center for Health & Healing II	10,836
Center for Health & Healing I	5,972
IntraOperative MRI	5,900
Mid-Columbia Medical Center Epic Install	3,371
8C Unit Remodel	3,800
Hospital Bed Expansion 13th & 14th Floor	2,300
Westside Multi-Specialty Conversion	1,350
5A/C Unit Remodel/Bed Expansion	6,402
EP/Cardiac Cath BiPlane	2,088
Doernbecher OR Upgrades	1,595
IntraOp RadTherapy (IORT)	1,227
Mass Spectrometer	1,130
Primary Care Expansions	1,027
Neonatal Intensive Care Unit Remodel	1,000
Urgent Care JV	3,585
MNP 2 CHM Expansion	1,831
Discretionary/Contingency	4,509
Other Projects under \$1M	4,003
<b>Subtotal - New Capacity</b>	<b>61,926</b>

## **Hospital - Infrastructure/Replacement**

Share of Split-Funded IT Projects	5,405
Facilities (Electr Infrastructure, Roofs, Elevators, etc)	9,605
Information Technology	9,451
Professional Services - Imaging, Laboratory, and Pharmacy	5,802
Adult Nursing Services	4,042
Oncology Services	3,123
Doernbecher	894
Ambulatory Care Services	329
Other Areas under \$300k	228
Discretionary/Contingency	4,509
<b>Subtotal - Infrastructure/Replacement</b>	<b>43,388</b>

## **Total Hospital Capital Budget**

**105,313**

# Budgeted Net Worth Up \$120M & Cash \$25M

Summary Balance Sheet (millions)	6/30/13 Actual	6/30/14 Estimate	6/30/15 Budget	FY15 Change	Sources & Uses of Cash (millions)	FY15 Budget
Operating cash & investments	\$587	\$579	\$592	\$13	Operating income	\$70
Unrestricted capital funds	\$22	29	35	7	Depreciation	129
Quasi-endowment funds	83	92	97	6	Gifts applied to capital	9
					Reduction in patient A/R	14
OHSU cash & investments	692	699	724	25	Sources of cash	222
Trustee-held bond funds	28	29	29	0	Principal repayment	(17)
CLSB project funds	51	0	0	0	Annual capital spending	(164)
Total cash & investments	771	728	753	25	CHH2 design	(11)
					CLSB completion	(17)
Net physical plant	1,413	1,531	1,593	62	Uses of cash	(208)
Interest in Foundations	765	825	855	30	Operating cash flow	14
Long-term debt	(771)	(750)	(733)	17	OHSU investment return	11
Working capital & other, net	(8)	11	(3)	(14)		
OHSU net worth	2,170	2,345	2,465	120		
		Operating income		70	Total cash flow	25
		OHSU investment return		11		
		Gain from Foundations		30	Beginning OHSU cash	699
		Capital gifts applied		9	Ending OHSU cash	\$724
		Other non-operating		0		
		Total change in net worth		\$120		

# Recap: Current Issues within OHSU Budget

1. Sponsored grants cover only ~75 – 80% of the full cost of science, including capital
  - On OHSU's \$340m grant portfolio, this requires ~\$100m, about half from philanthropy and half from clinical earnings
  - We secure the second half from extra Medicaid reimbursement through the IGT/DSH mechanism (~\$50m per year for academic missions)
  - Put another way, a competitive and efficient science program can leverage \$1 dollar from gifts or clinical earnings into \$4 – \$5 of science
2. Professional fee reimbursement does not cover the full cost of physician services
3. OCA (overhead) methodology made full costs of OHSU's clinical and academic activities clear without addressing how to cover these costs
4. We fund capital budget through a mix of hospital earnings, OCA space charges and margin targets on academic units
5. The current budget approach, while producing strong financial results, confuses and overly-complicates all of these issues

# FY15 Goal: Be Intentional & Transparent

- I. Use of allocated State resources from IGT/DSH (~\$50m / year) to support full cost of science above that funded by sponsored grants and philanthropy
- II. Use of 3.5% “operating margins” or contributions to capital to fund capital for healthcare and research/education
- III. Expectations for faculty effort across patient care, research and education, and corresponding level and structure of compensation
- IV. Transition from current budget approach to new budget approach

# Key Changes in FY15 Budget Approach

- Explicitly assign \$51m in Medicaid IGT/DSH reimbursement that OHSU receives above other Oregon hospitals to support academic missions
  - Allocate \$31m to departments, centers and institutes pro-rata to faculty compensation charges to grants (currently about \$62m / year)
  - Allocate \$20m to academic (non-healthcare) capital budget, replacing \$20m now “borrowed” from hospital income below-the-line
- Eliminate current 7.8% Medical Education Investment Fund (“Dean’s Tax”) on professional fees and replace by 0.75% charge on all net patient revenue across Hospital and School of Medicine, consistent with long-term move to bundled payments and global budgets
- Reverse current “Internal Arrangements” and replace by calculated amounts needed to pay clinicians market pay for market effort

# Key Changes in FY15 Approach (continued)

- Stop allocating depreciation expense to university units (about half of current OCA charge per square foot or \$25m)
- Fund annual capital budget (\$163m) and debt repayment (\$17m) by:
  - Targeting a 3.5% contribution to capital budget on unrestricted revenues across all areas of OHSU
  - Holding depreciation component of IDC recovery on restricted grants centrally (7.9 points / 54% IDC rate or \$10m)
- Consistent with current operating performance and targeted contribution to capital, increase spending on faculty, bridge funding, cores, training grants, and programs by \$17.5m
- Adjust current budget allocations internal to School of Medicine and Provost Units as necessary



# Incremental Medicaid for University Missions

	FY12	Payer Mix	FY13	Payer Mix
Gross Charges				
Medicare	664,966	30.5%	762,755	31.6%
Medicaid	443,974	20.4%	476,291	19.8%
Commercial	967,667	44.4%	1,056,558	43.8%
Non-Sponsored	103,511	4.7%	115,385	4.8%
Total charges	2,180,119	100.0%	2,410,990	100.0%
	FY12	Net / Gross	FY13	Net / Gross
Net Revenue				
Medicare	266,844	40.1%	294,091	38.6%
Medicaid	256,959	57.9%	261,744	55.0%
Commercial	594,025	61.4%	626,856	59.3%
Non-Sponsored	3,825	3.7%	3,868	3.4%
Total net revenue	1,121,653	51.4%	1,186,558	49.2%
Provider Tax	53,134		54,213	
Medicare net / gross	40.1%		38.6%	
Target Medicaid / Medicare	85%		85%	
Target Medicaid net / gross	34.1%		32.8%	
Medicaid gross charges	443,974		476,291	
Target Medicaid net revenue	151,438		156,095	
Actual Medicaid net revenue	256,959		261,744	
Less Provider Tax	(53,134)		(54,213)	
Net realized Medicaid	203,825		207,531	
Increment for OHSU missions	52,387		51,436	

*OSHU receives higher payments for Medicaid than for Medicare, the reverse of most hospitals. This reflects ~\$51 million in Intergovernmental Transfers (IGT) and Disproportionate Share (DSH) revenues through the State to help support university missions.*

# Prior Approach to Funding Annual Capital

- OHSU's prior (FY12 – FY14) budget approach requires the hospital to generate a margin in excess of its capital spending, which is then “borrowed” to fund capital for research and education.
- The hospital secures these funds largely through the \$51 million of incremental Medicaid reimbursement granted by the State through the IGT/DSH mechanism.
- Over time this “below the line” funding generates a paper “borrowing” between the hospital and other university columns on OHSU's balance sheet, a confusing entry that lacks transparency.

FY14 Budget (000)	Hospital	Other Univ	Total OHSU
Budgeted oper income	\$65,000	\$0	\$65,000
Depreciation	56,820	56,244	113,064
Principal repayment	(8,471)	(10,014)	(18,485)
Available for capital	113,349	46,230	159,579
Capital allocation	83,000	67,000	150,000
Free cash flow	\$30,349	\$(20,770)	\$9,579

Current assets:  
Cash and cash equivalents  
Short-term investments

## OREGON HEALTH & SCIENCE UNIVERSITY

Consolidating Schedules of Net Position

June 30, 2013 and 2012

(Dollars in thousands)

### Assets

	Hospital	Other University	Total University
\$	193,738	(98,804)	94,934
	272,153	26,356	298,509

# Managing the Transition to New Model

- Budgeting is a human activity, not a spreadsheet
- No budget approach is perfect and there are always unintended consequences
- Changing the budget approach does not in itself create more resources
- But it can give faculty and leaders more transparency and a clearer path to success
- We will need to carefully monitor the transition, keep lines of communication open, assume good faith, and work together on mid-course corrections

# Delineating Patient Care Activity in Budget

FY15 Budget (millions)	Hospital	Other University*	Total OHSU	Patient Care	Research & Education*	Total OHSU
Net patient revenue	\$1,355	\$364	\$1,719	\$1,719	\$0	\$1,719
Grants & contracts	0	373	374	0	373	374
Gifts applied to operations	0	76	76	0	76	76
Tuition & fees	0	66	66	0	66	66
State appropriations	1	32	34	1	32	34
Other revenue	64	54	117	64	54	117
Operating revenues	1,420	966	2,386	1,784	602	2,386
Salaries & benefits	643	778	1,421	979	441	1,421
Services & supplies	405	261	666	489	177	666
Provider tax expense	72	0	72	72	0	72
Overhead cost allocation	60	(60)	0	60	(60)	0
Internal transfers	118	(118)	0	62	(62)	0
Depreciation	61	69	129	61	69	129
Interest	12	16	28	12	16	28
Operating expenses	1,370	946	2,316	1,734	581	2,316
Operating income	\$50	\$20	\$70	\$50	\$20	\$70

\*Includes central University administration & support

# Margin Before & After Academic Support

FY15 Budget (millions)	Patient Care	Research & Education	Total OHSU
Operating revenues	\$1,784	\$602	\$2,386
Comp, services & supplies	1,528	558	2,087
Provider tax	72	0	72
Research / education support	62	(62)	0
Depreciation	61	69	129
Interest	12	16	28
Operating expenses	1,734	581	2,316
Operating income	\$50	\$20	\$70
Net margin before R/E support	6.5%	-6.9%	3.0%
Net margin after R/E support	2.9%	3.4%	3.0%

*Margin percent nets Medicaid provider tax from revenues*

# Debt Secured by All Unrestricted Revenue

FY15 Operating Cash Flow (millions)	Patient Care	Research & Education	Total OHSU
Operating revenues	\$1,784	\$602	\$2,386
Operating expenses	1,734	581	2,316
Operating income	50	20	70
Depreciation	61	69	129
Gifts applied to capital	3	6	9
Reduction in patient A/R	14	0	14
Sources of cash	127	95	222
Principal repayment	(8)	(9)	(17)
Annual capital spending	(95)	(69)	(164)
CHH2 design	(11)	0	(11)
CLSB completion	0	(17)	(17)
Uses of cash	(113)	(95)	(208)
Operating cash flow	14	0	14
Beginning debt outstanding	346	404	750
Ending debt outstanding	\$338	\$395	\$733
Debt % of total revenues	19%	66%	31%
Debt % unrestricted revenues	19%	124%	35%

# New Model: Hospital Transfers in FY15

(millions)	FY15
wRVU/ practice supplement	\$35,669
Clinical leadership	6,657
Clinical coverage	12,194
Recruitment support	1,500
	<hr/>
Hospital practice support	56,020
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IGT/DSH to research	51,436
0.75% revenue to education	10,163
	<hr/>
Hospital academic support	61,599
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Hospital share of central costs	59,738
	<hr/>
Total transfers from hospital	\$177,357

# SoM Clinical Department Funding Model

- Clinical activity
  - wRVU supplement: faculty compensation (AAMC benchmark) matched to productivity (FPSC benchmark) using “work relative value unit” (national-standard measure of physician effort)
  - Clinical leadership roles (e.g. chairs / chiefs of service)
  - Clinical coverage for time periods where few wRVUs are generated
  - Recruitment funding
- Education activity
  - Time paid for specific roles designated by Dean’s Office (e.g. course directorship)
  - Faculty with larger hours (e.g. >20% effort) also paid by Dean’s Office
  - Residency program directors paid based on size of program
  - Residents, fellows and support costs not paid by hospital, net of allowed billings, included within wRVU supplement calculation



# Clinical Department Funding (continued)

- Research activity
  - Full-time researchers receive support for up to one-half research salaries (matched between department and Dean's Office)
  - Program support provided at 2% of direct + indirect grant revenues
  - Lower overhead cost allocation for space
  - Bridging support for clinical researchers between grants
  - Some clinical trial support built into wRVU benchmark in hematology/oncology
  - Overhead mitigation for training awards and some foundation grants
  - Seed funding for preliminary data development

# Example of New Model for Practice Support

	Neurology	Orthopedics
Professional fee collections / wRVU	\$90.93	\$96.41
Faculty salary benchmark / wRVU	51.59	64.69
Support costs / wRVU	54.72	45.39
Total practice costs / wRVU	106.31	110.08
Practice supplement / wRVU	15.38	13.67
Total wRVUs produced	72,379	144,577
Total wRVU supplement (000)	1,113	1,976
Clinical leadership	230	186
Clinical coverage	490	0
Total new practice support	1,833	2,162
Research / PhD support	703	98
Total new practice / research support	2,536	2,260
Remove depreciation from overhead	769	1,293
Remove old hospital / dean's support	(2,568)	(2,657)
Net change in support to department	\$737	\$896

# Transition to New Clinical Department Model

- Uniform “Faculty First” model implemented in FY15 budget
  - Cardiology, Diagnostic Radiology, Dotter (Interventional Radiology), Emergency Medicine, Medicine (outside Internal Medicine), Molecular & Medical Genetics, Neurosurgery, Neurology, Otolaryngology/HNS, Pathology, Psychiatry, Radiation Medicine, Surgery and Urology
- Variations from uniform “Faculty First” model in FY15: issues to be resolved
  - Anesthesiology: wRVU productivity benchmarks not available
  - Dermatology & Ophthalmology: departments receive facility / ancillary revenues
  - OB/GYN: need to include unreimbursed drive time for offsite MFM contracts that are strategic for clinical enterprise
  - Hematology-Oncology: allowance within wRVU benchmark for unreimbursed supervision of clinical trials
  - Primary care areas (Internal Medicine & Family Medicine) and Pediatrics: gap between benchmarked wRVU calculations and current support / spending levels

# New SoM Basic Science Department Model

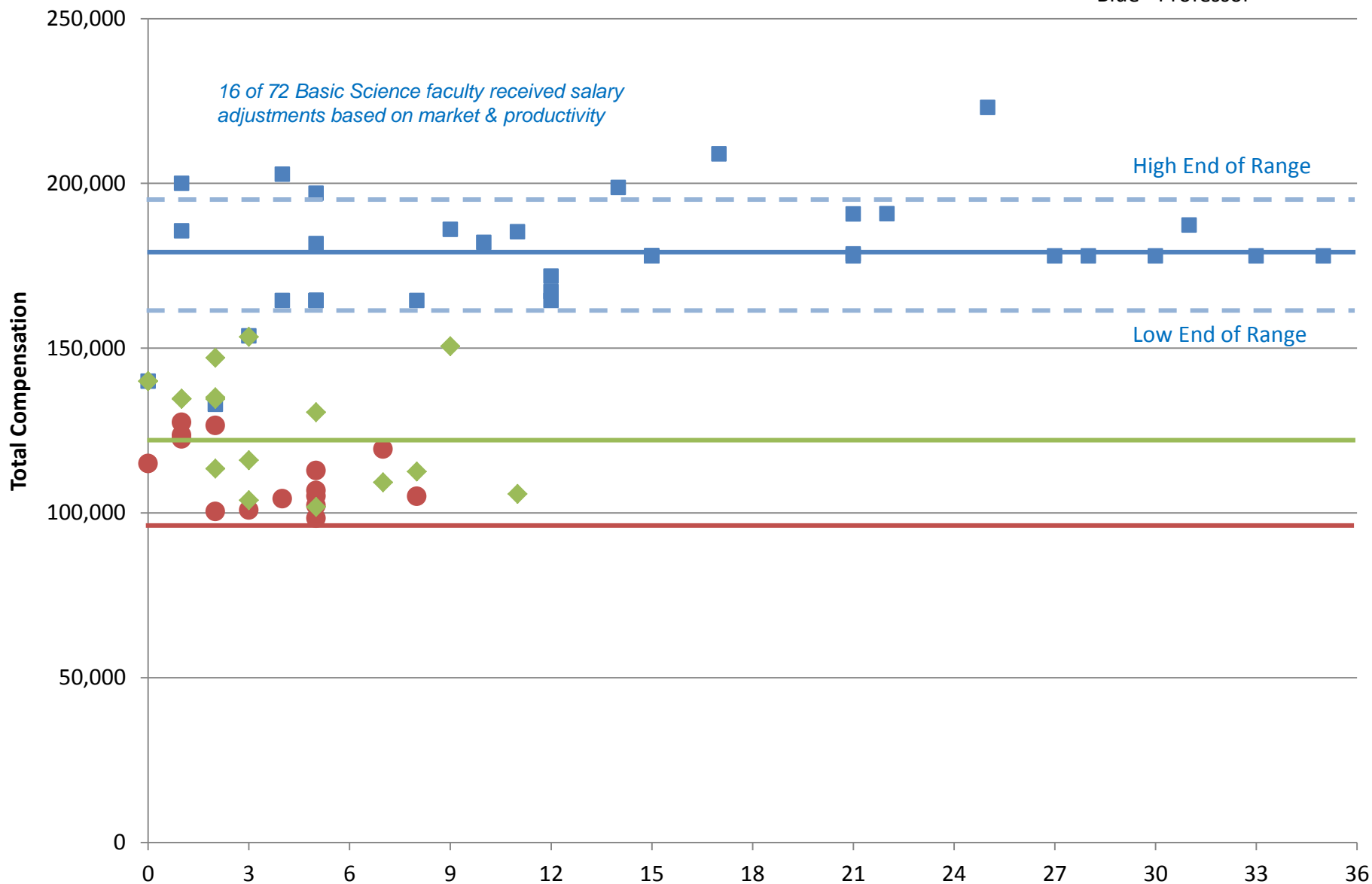
- Goals in time of significant change:
  - Promote stability, equity and transparency
  - Invest in initiatives to support faculty: higher faculty salary coverage, predictable bridge funding, clear educational leadership funding, overhead relief for space, foundation grants, and training & career development awards
  - Improve dean-faculty communications
  - Engage faculty in solutions and plans
- Net increase of \$4.4 million to Basic Science departments over FY14 to \$26.4 million
- Funding allocation based on principles applied uniformly across 7 departments
  1. Faculty component: 50% of salary + benefits tied to AAMC benchmarks
  2. Education leadership: medical school course & graduate program directors
  3. Research program support: 2/3 pool allocated equally + 1/3 earned incentive
  4. Administrative support: consistent across basic science departments

# All Basic Science Departments – After Adjustments

(lines = 2013 AAMC medians excl. chairs)

Red - Assistant Professors  
Green - Associate Professors  
Blue - Professor

*16 of 72 Basic Science faculty received salary adjustments based on market & productivity*



# FY15 Model for Provost Centers & Institutes

- Provide funds to bring salaries to starting point of Western AAMC salary ranges
- Provide funds for salary support based on percent of salary charged to grants
- Remove depreciation component of space overhead cost allocation
- Additional spending allowed after contribution to capital (3.5% unrestricted revenues)
- Overhead cost allocation underwritten for training and career development awards
- In concert with School of Medicine, consistent approaches are being developed for bridge funding (both salary and lab support) as well as funding for core support

# Extending OHSU Tuition Promise in FY15

- Last year OHSU implemented the Tuition Promise program, holding tuition flat for the entering cohort of students in professional/clinical programs through their expected terms of attendance (e.g. four years of medical school).
- Next year there will be two Tuition Promise programs: the 2013-14 program with flat tuition for returning students and a 2014-15 program for newly entering students
  - 1st Year MD 2014-15 tuition promise rate for Oregon residents increases 2% and the non-resident rate increases 4%
  - 1st Year DMD 2014-15 tuition promise rate increases 7%
  - 1st Year Nutrition and Radiation Therapy 2014-15 tuition promise rate increases 3%
  - 1st Year Physician Assistant 2014-15 tuition promise rate increases 2%
  - 1st Year School of Nursing 2014-15 tuition promise rate increases 3%
  - Master of Public Health tuition decreases because OHSU has agreed to mirror PSU's rate for these programs as part of our new partnership.

# Proposed Tuition Rates for FY15

	Approx. Terms of Attendance	2013-14 Resident Tuition	2014-15 Resident Tuition	Dollar Increase	Percent Increase	2013-14 Non-Res Tuition	2014-15 Non-Res Tuition	Dollar Increase	Percent Increase
<b>2013-14 Tuition Promise Programs</b>									
MD 2nd-4th Year (Yearly Amount)	4	\$38,428	\$38,428	\$0	0.00%	\$53,596	\$53,596	\$0	0.00%
DMD 2nd Year (Yearly Amount)	4	\$40,203	\$40,203	\$0	0.00%	\$64,891	\$64,891	\$0	0.00%
DMD 3rd Year (Yearly Amount)	4	\$41,880	\$41,880	\$0	0.00%	\$67,666	\$67,666	\$0	0.00%
DMD 4th Year (Yearly Amount)	4	\$41,428	\$41,428	\$0	0.00%	\$67,292	\$67,292	\$0	0.00%
MS in CN or MCD (Per Term Amount)	4	\$6,300	\$6,300	\$0	0.00%	\$6,300	\$6,300	\$0	0.00%
Physician Assistant (Per Term Amount)	4	\$8,712	\$8,712	\$0	0.00%	\$8,712	\$8,712	\$0	0.00%
Radiation Therapy (Per Term Amount)	4	\$5,256	\$5,256	\$0	0.00%	\$6,336	\$6,336	\$0	0.00%
UG Nursing Acc Bacc (Per Term Amount)	3	\$5,580	\$5,580	\$0	0.00%	\$7,452	\$7,452	\$0	0.00%
UG Nursing OCNE (Per Term Amount)	3	\$4,044	\$4,044	\$0	0.00%	\$7,404	\$7,404	\$0	0.00%
Grad Nursing FNP, NMID or PMHNP (Per Term Amount)	3	\$4,905	\$4,905	\$0	0.00%	\$6,336	\$6,336	\$0	0.00%
Grad Nursing Anesthesia (Per Term Amount)	3	\$6,336	\$6,336	\$0	0.00%	\$6,336	\$6,336	\$0	0.00%

## 2014-15 Tuition Promise Programs

MD 1st Year (Yearly Amount)	4	\$38,428	\$39,196	\$768	2.00%	\$53,596	\$55,740	\$2,144	4.00%
DMD 1st Year (Yearly Amount)	4	\$40,203	\$43,016	\$2,813	7.00%	\$64,891	\$69,432	\$4,541	7.00%
MS in CN or MCD (Per Term Amount)	4	\$6,300	\$6,489	\$189	3.00%	\$6,300	\$6,489	\$189	3.00%
Physician Assistant (Per Term Amount)	4	\$8,712	\$8,883	\$171	1.96%	\$8,712	\$8,883	\$171	1.96%
Radiation Therapy (Per Term Amount)	4	\$5,256	\$5,412	\$156	2.97%	\$6,336	\$6,528	\$192	3.03%
UG Nursing Acc Bacc (Per Term Amount)	3	\$5,580	\$5,748	\$168	3.01%	\$7,452	\$7,680	\$228	3.06%
UG Nursing OCNE (Per Term Amount)	3	\$4,044	\$4,164	\$120	2.97%	\$7,404	\$7,632	\$228	3.08%
Grad Nursing FNP, NMID or PMHNP (Per Term Amount)	3	\$4,905	\$5,049	\$144	2.94%	\$6,336	\$6,525	\$189	2.98%
Grad Nursing Anesthesia (Per Term Amount)	3	\$6,336	\$6,525	\$189	2.98%	\$6,336	\$6,525	\$189	2.98%

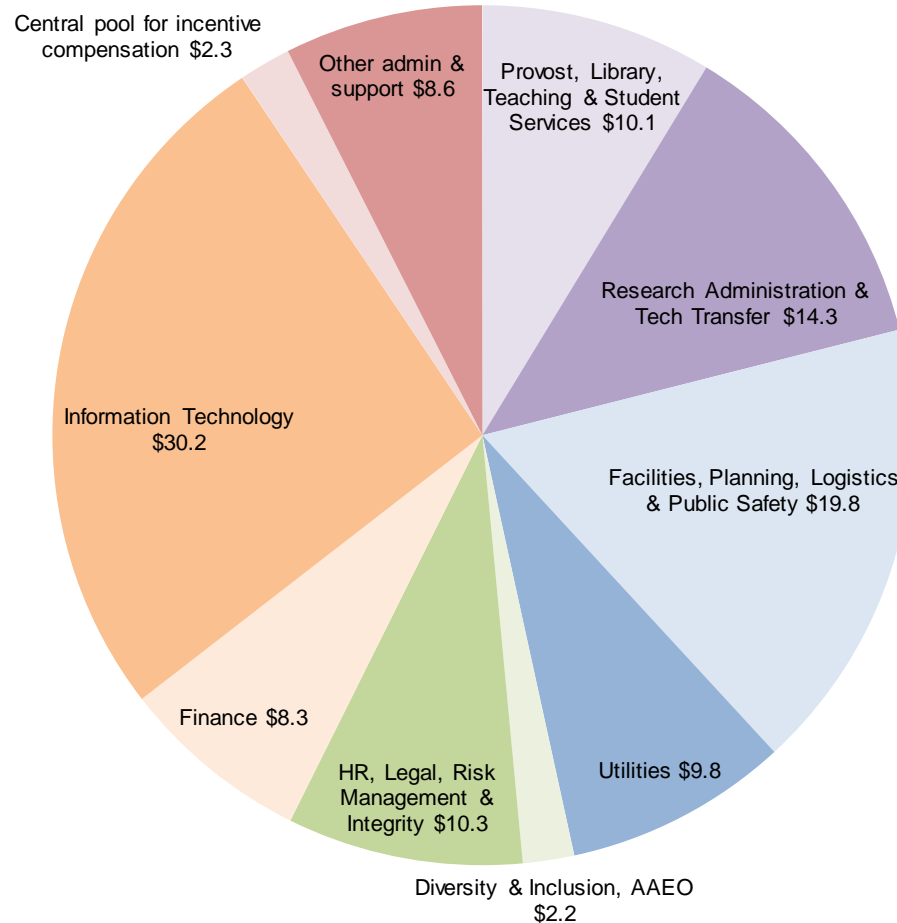
## Non Tuition Promise Programs (Per Term Amount)

Dental Graduate Advanced Specialty (Yearly Amount)	4	\$39,457	\$42,220	\$2,763	7.00%	\$47,944	\$51,300	\$3,356	7.00%
Dietetic Internship	4	\$6,300	\$6,489	\$189	3.00%	\$6,300	\$6,489	\$189	3.00%
SoM PhD	3	\$6,767	\$6,767	\$0	0.00%	\$6,767	\$6,767	\$0	0.00%
SoM MPH or Programs in Biostatistics	3	\$3,165	\$3,105	-\$60	-1.90%	\$4,965	\$4,851	-\$114	-2.30%
Biomedical Informatics On Campus	3	\$5,343	\$5,613	\$270	5.05%	\$6,135	\$6,441	\$306	4.99%
Biomedical Informatics Distance Learning	3	\$5,950	\$6,255	\$305	5.13%	\$6,787	\$7,128	\$341	5.02%
Clinical Research or Human Investigations	3	\$4,515	\$4,515	\$0	0.00%	\$4,515	\$4,515	\$0	0.00%
Master of Science in CSE, EE, BMB or ESE	3	\$6,045	\$6,045	\$0	0.00%	\$6,045	\$6,045	\$0	0.00%
MBA, MS or Certificate in Healthcare Management	3	\$4,965	\$4,965	\$0	0.00%	\$4,965	\$4,965	\$0	0.00%
UG Nursing RN/BS	3	\$5,316	\$5,424	\$108	2.03%	\$5,316	\$5,424	\$108	2.03%
Grad Nursing PhD, Public Health, Other	3	\$4,905	\$5,004	\$99	2.02%	\$6,336	\$6,462	\$126	1.99%



# Central Support Costs Shrink as % of Budget

**Central Administrative & Support Functions: FY15 total = \$116 million**  
(2% increase from FY14 compared to 6% revenue growth)



# Clinical Enterprise Strategic Plan

- Hospital's FY15 budget is prepared in context of the five goals in OHSU's clinical enterprise strategic plan:
  1. OHSU will be a national leader in clinical quality, patient safety & patient experience
  2. OHSU will be a nationally recognized specialty provider of choice
  3. Clinical enterprise will have population health capabilities across geographies & full spectrum of care
  4. OHSU will achieve a reduction in cost of care across the clinical enterprise
  5. Sustainable financial model for OHSU missions as they intersect with clinical enterprise

# 1. OHSU will be a national leader in clinical quality, patient safety & patient experience



## 1.1 Organize data and resources

Create, reorganize and integrate performance infrastructure to deliver information and resources at the provider level, to support decision-making that leads to improved triple aim results.

## 1.2 Accelerate innovation and performance improvement

Accelerate innovation and performance improvement, including use of OHSU Performance Excellence system.

FY15 investments in QUALITY/PATIENT SAFETY/PATIENT EXPERIENCE/EMPLOYEES include:

- 1) Neonatal Unit Pharmacy coverage
- 2) Doernbecher Respiratory Therapy expansion
- 3) Continuous EEG Monitoring for Adults and Pediatrics
- 4) Expansion in Performance Improvement/Lean with OPEX to support ongoing Ambulatory Practice Optimization, "Standard Work" and Model Line initiatives
- 5) Employee Health Infrastructure
- 6) Diversity/Inclusion initiatives
- 7) Funding for Quality specifically of our faculty within the SOM Clinical Departments

## 2. OHSU will be a nationally recognized specialty provider of choice



### 2.1 Assess programs for national opportunity

Prioritize specialty services that can compete nationally and resource them for success.  
*Prioritization based on market opportunity; quality, experience and cost data; and internal capabilities, resourcing to include recruitment.*

### 2.2 Prepare institution

Prioritize infrastructure and support necessary to attract and serve traveling patients and families.












### 2.3 Develop business

Execute preferred contracts or other mechanisms to ensure targeted payers and large employers use OHSU for tertiary/quaternary services.

FY15 investments in SPECIALTY PROVIDER include:

- 1) Palliative care program expansion
- 2) Oncology clinical pathways with VIA
- 3) Specific Faculty recruitments in strategic focused areas
- 4) Intraoperative MRI capital investment
- 5) Intraoperative Radiation Therapy (IORT)

# Overall Patient Activity Up 4% in FY15 Budget

	FY13	FY14 Projected	BY15	BY15 vs FY14	
Inpatient admissions	29,748	28,619	29,390		2.7%
Average length of stay (ALOS)	5.6	5.8	5.6		-4.2%
Average daily census (ADC)	449	443	456		3.0%
Casemix index (CMI)	1.97	1.97	1.97		0.0%
Observation Patients	4,988	6,365	4,668		-26.7%
Day Patients	26,764	27,626	30,214		9.4%
Surgical cases	30,450	30,397	31,357		3.2%
Emergency visits	46,991	45,418	45,014		-0.9%
Outpatient (OP) share of activity	43.2%	45.0%	45.6%		1.5%
Ambulatory Visits	766,912	774,913	802,475		3.6%
<b>CMI/OP adjusted admission</b>	<b>103,149</b>	<b>102,461</b>	<b>106,501</b>		<b>3.9%</b>

## Assumptions:

- Continued growth in complex inpatient cases as well as surgical volume
- Impact of appropriate patient classification for Observation patients

# Inpatient Growth in Strategic Areas with High Acuity

Inpatient Cases	FY13	FY14	BY15	FY14 to BY15	CMI
★ Pediatrics	5,934	5,444	5,504	1.1%	1.52
★ Womens	3,060	3,025	3,188	5.4%	0.77
★ Oncology	2,870	2,927	2,987	2.0%	2.55
★ Neuroscience	2,191	2,180	2,208	1.3%	2.15
★ Orthopaedics	1,940	1,848	2,002	8.3%	2.00
★ Cardiac	2,059	1,940	1,895	-2.3%	3.70
Medicine	1,959	1,842	1,875	1.8%	1.25
Gastro/Digestive	1,598	1,518	1,596	5.1%	1.81
★ Neonatal	1,016	1,043	1,147	10.0%	2.48
Psychiatry	991	1,062	1,124	5.8%	0.88
Spine	1,141	1,097	1,089	-0.7%	3.56
Resp/Pulmonary	1,081	1,112	1,082	-2.7%	3.10
General Surgery	1,030	899	1,000	11.2%	2.33
Renal/Urology	779	654	698	6.7%	1.52
Hepatobiliary	595	570	588	3.2%	1.97
Trauma	538	509	530	4.1%	3.02
Vascular	419	396	421	6.3%	2.31
ENT/Otolaryngology	182	184	189	2.7%	1.48
Others	365	369	267	-27.6%	1.54
<b>TOTAL</b>	<b>29,748</b>	<b>28,619</b>	<b>29,390</b>	<b>2.7%</b>	<b>1.97</b>

- Key Areas of Inpatient Growth:**
- High-risk Women & Children services
  - Oncology
  - Neuroscience
  - Orthopaedics

# 3. Clinical enterprise will have population health capabilities across geographies & full spectrum of care



## 3.1 Build population health data capabilities

Develop the informatics data structure and data analytics competencies required to understand population dynamics.

## 3.2 Build primary care base

Develop primary care capacity that can successfully compete for covered lives.

## 3.3 Organize the system of care

Develop standard protocols to ensure seamless care is delivered across OHSU and with partners

## 3.4 Develop capabilities to accept global budgets

Build payment models to manage risk contracts.

FY15 investments in **POPULATION HEALTH CAPABILITIES** include:

- 1) Partnership with MCMC
- 2) Urgent Care Joint Venture
- 3) Ambulatory capacity to “off hill” locations
- 4) Expansion at existing primary care locations
- 5) Partnership with MODA

# 4. OHSU will achieve a reduction in cost of care across the clinical enterprise



## 4.1 Reduce variation

Standardize care across the clinical enterprise and with clinical partners.

## 4.2 Make costs visible

Make costs understandable and transparent, and measure them.

## 4.3 Use fixed assets better

Leverage fixed assets to provide care in the least costly manner.

## 4.4 Develop lower cost settings of care

Secure lower cost settings of care and organize clinical programs, care models and facilities to ensure care is delivered in the most cost appropriate setting.

FY15 investments in COST OF CARE include:

- 1) Planning for CHH2 “Ambulatory Hospital”
- 2) Maximize adult bed capacity
- 3) Expand clinical services to 6-7 days
- 4) Medical supplies and pharmacy reduced utilization assumptions
- 5) Less use of premium pay in contract labor and overtime



# Capacity – Adults Beds & Average Census

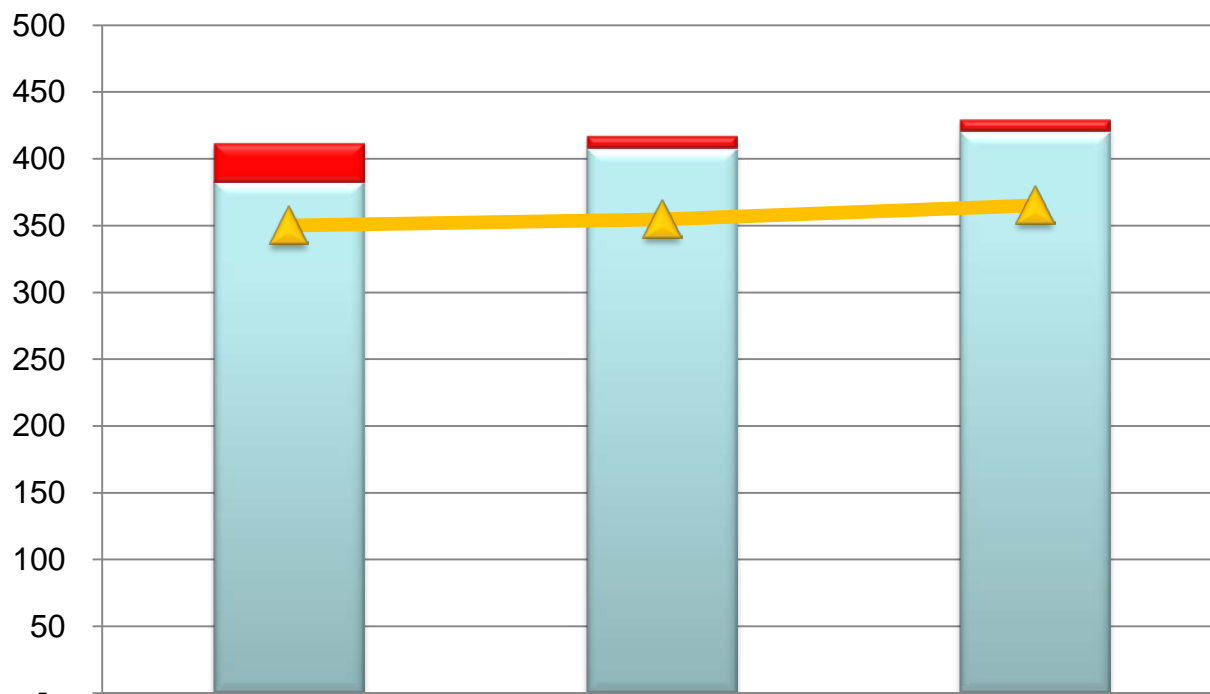
**Assumption:**  
Continue to manage adult capacity constraints within existing buildings

## **FY15**

OHSU Hospital  
Open 7A, remodel 8C, Open 13C, Expand 7C  
**Net 25 Beds**

## **FY16**

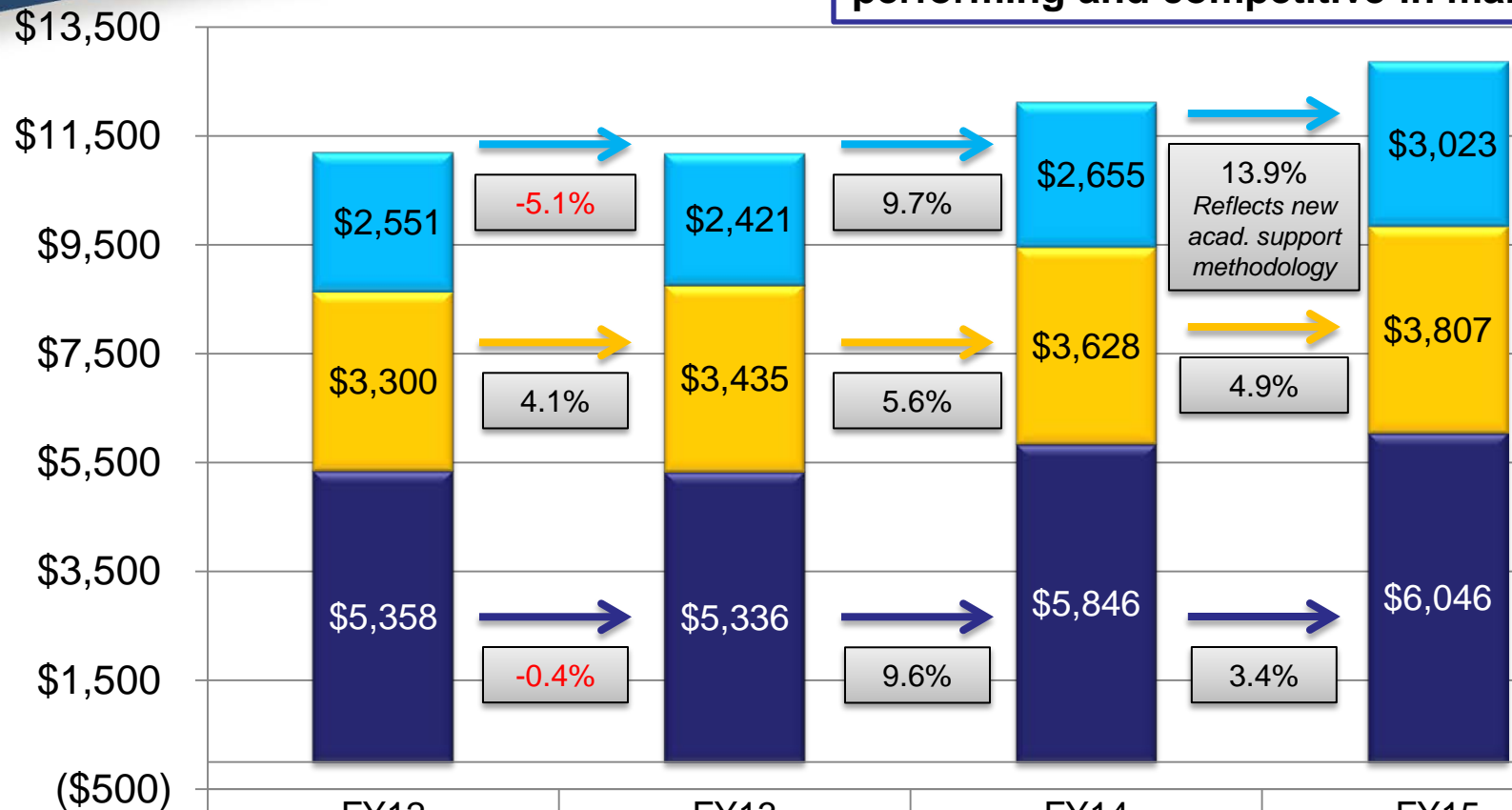
OHSU Hospital Open 5A and 5C  
**Net 13 Beds**



	FY14	FY15	FY16
Incremental Beds Needed at 85% Capacity	29	9	9
Beds	383	408	421
ADC	350.1	354.6	365.2
Occupancy Rate	91%	87%	87%

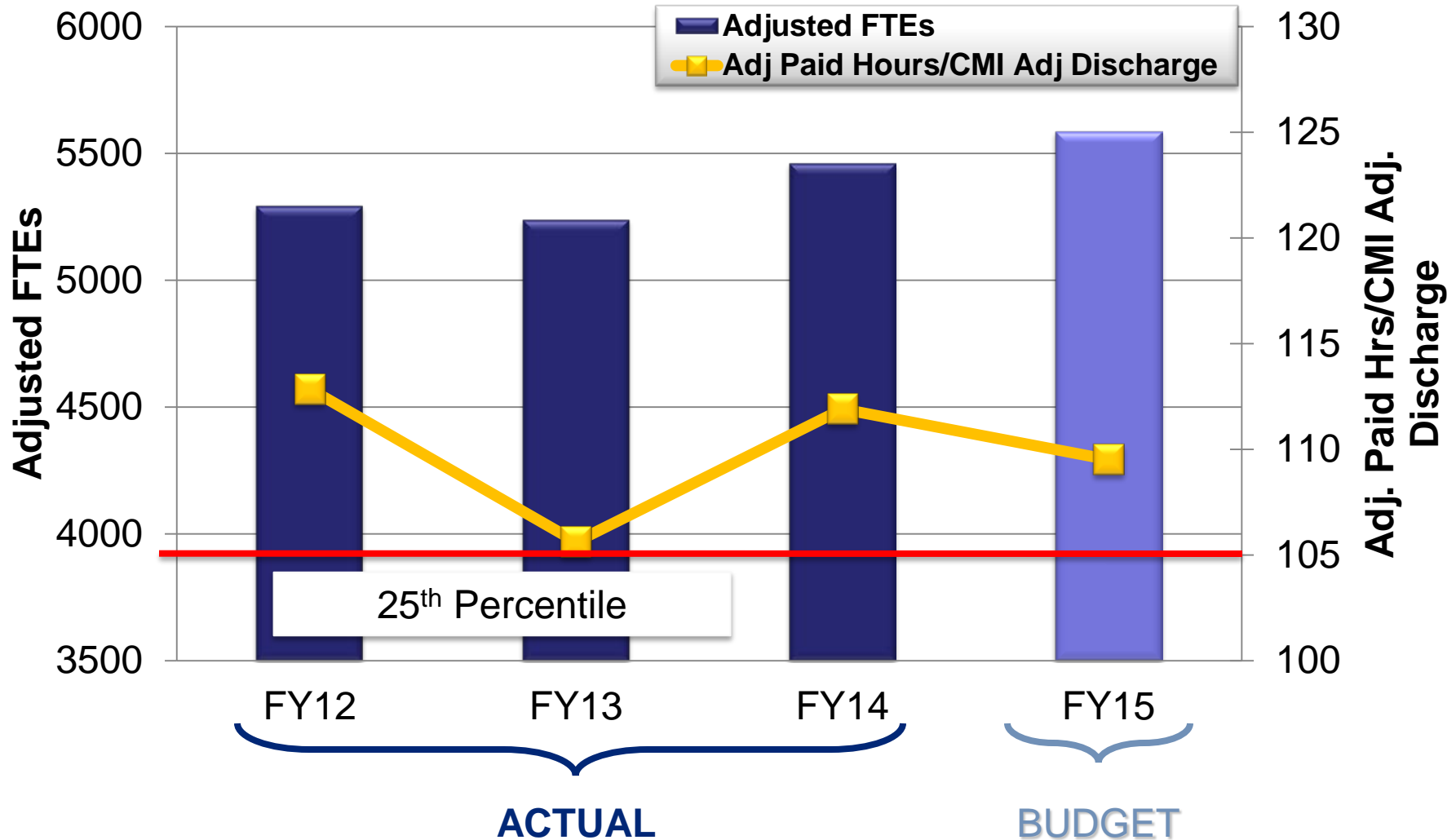
# Expense per CMI Adjusted Discharge

**Manage & control costs to be high performing and competitive in market**

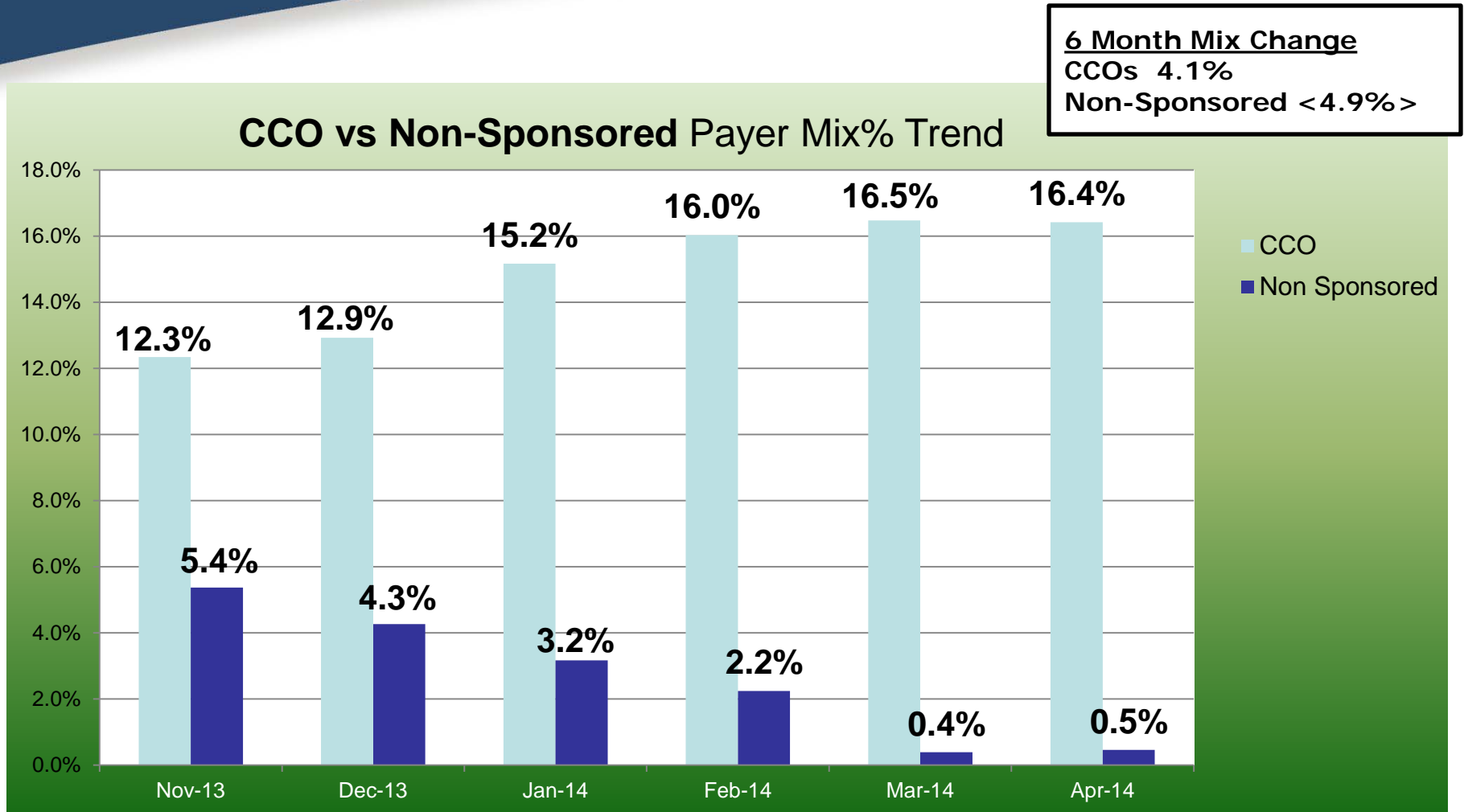


Other	FY12	FY13	FY14	FY15
	\$2,551	\$2,421	\$2,655	\$3,023
Services and Supplies	\$3,300	\$3,435	\$3,628	\$3,807
Salaries/OPE	\$5,358	\$5,336	\$5,846	\$6,046

# Improving Labor Productivity into FY15



# Impact of Medicaid Expansion



# 5. Sustainable financial model for OHSU missions as they intersect with clinical enterprise



## 5.1 Align pay with goals

Develop a predictable mechanism for rewarding and engaging faculty in efforts aligned with clinical enterprise goals and strategies, including those in research and education.

## 5.2 Make funds flow transparent

Develop a standard model for funds flow across clinical enterprise, and make it transparent to stakeholders.

FY15 investments in CLINICAL FACULTY include:

- 1) Funding for productivity based on market based pay per work RVU
- 2) Funding for clinical coverage when work RVUs are not generated
- 3) Funding for clinical recruitments
- 4) Funding for leadership
- 5) Funding for clinical overhead

# Clinical Enterprise Risks and Challenges

- **Pricing Transparency**
- **Payment** Transformation
  - Market response to Commercial Exchanges
  - Ability to achieve appropriate Managed Care rate increase
  - Reduction of Federal Medicaid funding on the horizon
- Increased **competition** in market
- Execution of key **partnerships**
- **Bed Capacity** constraints
- Achieving **labor** productivity targets
- **Faculty** stability with new funding model
- Speed of “**Care Model**” execution



# Oregon Health & Science University

DRAFT

## Academic Year Fee Book 2014-2015

Prepared by:  
The Office of the Registrar

June 26, 2014



# **Tuition & Fee Book**

## **Academic Year 2014-2015**

### **Oregon Health & Science University**

The tuition and fee policies as outlined in this document apply to the Summer, Fall, Winter and Spring terms of the 2014-2015 academic year. All prior academic year *Fee Books* are repealed except as to rights or obligations previously acquired or incurred thereunder.

#### **I. Definitions**

##### **A. 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/professional student is one who is enrolled for at least 9 credits and not more than 16 credits per term. Students may be charged Mandatory Enrollment Fees for all credits enrolled for during a term.

##### **B. Mandatory Enrollment Fees**

Mandatory Enrollment Fees are those tuition and 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 Fee, Major Medical Insurance, Dental Insurance, Student Council Fee and others. There may be differentials for some tuition or fees based on residency, campus location or other criteria. Mandatory Enrollment Fees are set by the OHSU Board of Directors.

##### **C. Non-Resident Student**

A non-resident student is one who fails to meet the criteria of the OHSU Residency Policy 02-10-015 through 02-10-055.

##### **D. 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 undergraduate students; more than 16 credits for graduate students).

##### **E. 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 undergraduate students; fewer than 9 credits for graduate/professional students).



## II. Tuition Policies

### A. Tuition Differentials

Resident and non-resident tuition differentials may apply to students enrolled in certain academic programs.

### B. Additional Tuition Charge

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. Advance Tuition Deposit

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

### D. Tuition Refund Schedule

Refunds of tuition and/or fees 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 university 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 <sup>th</sup> Calendar Day After Classes Begin for the Term	100%
Before the Close of the 25 <sup>th</sup> 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 a tuition 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.

E. Non-Resident Tuition Exemption for School of Nursing Programs

Non-resident undergraduate or graduate nursing students who are residents of counties adjacent to the Oregon border in California, Idaho, Nevada or Washington pay Resident Tuition rates. Non-resident undergraduate nursing students on the La Grande campus will also pay Resident Tuition rates if they are residents of Idaho or Washington and have completed at least one term at EOU prior to entering the undergraduate nursing program. Students eligible for either of these exemptions 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 non-resident rate.

Non-resident PhD and post-master's DNP nursing students from states participating in the Western Regional Graduate Program of the Western Interstate Commission for Higher Education pay Resident Tuition rates. Participants include Alaska, Arizona, California, Colorado, Hawaii, Idaho, Montana, Nevada, New Mexico, North Dakota, South Dakota, Utah, Washington, Wyoming and the Commonwealth of the Northern Mariana Islands. Students eligible for this exemption 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 non-resident rate.

F. OHSU Tuition Promise

2013-2014 OHSU Tuition Promise: All students enrolled during 2013-14 in one of the eligible degree programs listed below will not incur a tuition rate increase over their 2013-14 tuition rates during the remaining years of their degree (as long as the degree is completed within the normal timeline as specified by the degree program).

2014-2015 OHSU Tuition Promise: All new students enrolled during 2014-15 in one of the eligible degree programs listed below will not incur a tuition rate increase over their 2014-15 tuition rates during the remaining years of their degree (as long as the degree is completed within the normal timeline as specified by the degree program).

Students eligible for the OHSU Tuition Promise must be enrolled in one of the following degree programs at any OHSU campus:

- *MD*
- *DMD*
- *Master of Physician Assistant Studies*
- *Master of Clinical Dietetics*
- *Master of Science in Clinical Nutrition*
- *Master of Nursing in Nurse Anesthesia*
- *Master of Nursing in Family Nurse Practitioner*
- *Master of Nursing in Nurse Midwifery*
- *Master of Nursing in Psychiatric Mental Health Nurse Practitioner*
- *Bachelor of Science in Radiation Therapy*
- *3-Year OCNE Bachelor of Science in Nursing (excluding RN/BS)*
- *Accelerated Bachelor of Science in Nursing*

While the tuition rate for eligible students will remain the same under the OHSU Tuition Promise, other expenses such as fees, books, supplies or equipment charges are subject to change.

If a student exhausts the specified length of the degree program, they will no longer be eligible for the OHSU Tuition Promise and their tuition rate may increase at that time. Students wishing to request an extension of their OHSU Tuition Promise may submit an appeal by emailing Cherie Honnell, Associate Vice Provost for Enrollment Management, at [honnellc@ohsu.edu](mailto:honnellc@ohsu.edu). Appeals are reviewed on a case by case basis. A student dissatisfied with a decision made by the Associate Vice Provost for Enrollment Management may, within ten (10) days of the date of the notification of the decision, appeal the decision to the OHSU Provost. An appeal to the OHSU Provost shall be in writing only. The Provost's decision shall be final.

### **III. Fee Policies**

#### **A. Application Fee**

An Application Fee will be assessed to all students seeking formal admission to an OHSU academic program. This includes those students advancing from an undergraduate program to a graduate program as well as all international students. 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. Application Fees are not refundable.

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. If enrollment is delayed until the subsequent academic year, a second Application Fee will be assessed.

#### **B. Other Fees, Fines, and Service Charges**

- |    |                       |         |
|----|-----------------------|---------|
| 1. | Late Registration Fee | \$35.00 |
| 2. | Returned Check        | \$40.00 |

A returned check charge will be assessed in the amount of \$40.00. Also, a late registration fee may be assessed if the returned check was used to pay tuition/fees.

- |    |  |         |
|----|--|---------|
| 3. | 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 be an additional \$20 charge.

4.	Certified Copies of Diplomas	\$10.00
5.	Duplicate Diploma	\$50.00
6.	Medical Student Dean's Letter	\$10.00
7.	Archived Records Retrieval Fee	\$20.00
8.	Copies of Education Records (except as exempted for release by <i>Family Educational Rights and Privacy Act (FERPA)</i> and university <i>Student Records Policy</i> )	
	1 <sup>st</sup> Page	\$ 5.00
	Each Additional Page:	\$ 1.00
9.	Examination for Credit	
	Institution-administered examination for credit, per course examination, regardless of credit hours involved.	Up to \$40.00
10.	Graduation Fee	\$50.00
11.	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.	
12.	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.	
13.	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.	

## **IV. Other Policies**

### **A. Institutional Authority to Adjust Charges**

OHSU institutional 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. Institutional officials may also add and revise tuition or fee amounts established herein, for program changes or additions made after the adoption of this *Academic Year Fee Book* by the Board.

### **B. Charges for Services to Non-students**

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

### **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.

### **D. Auditors**

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

### **E. 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.

## **V. Accounts Receivable Policy**

### **A. Student Responsibilities**

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 school 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 any changes to financial aid eligibility can affect his/her financial situation.
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 \(ISIS\)](#) 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. Students should refer to the billing 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. Any applicable financial aid will be applied to accounts, with the remaining balance to be paid by one of the methods listed above.

**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:

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.

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.

E. Payment Plans

The OHSU Student Accounts Office (Formerly the Bursar's Office) is responsible for billing and collection of tuition and fees. It is the goal of this 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 Student Accounts Office at an early stage. The Student Accounts 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 Student Accounts 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 the 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 (Oregon residents only)

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

Students should refer to the billing 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 the 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.

Refer to the [Student Accounts Office](#) website for additional information.



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**Dietetic Intern, Master of Science in Clinical Nutrition or Master of Clinical Dietetics**  
**2014-15 Tuition & Fee Charges By Term**

Draft 6/26/2014

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

**Students Qualifying for the 2013-14 Tuition Promise**

9 credit hours	6,300.00	6,300.00	515.00	14.00	68.70	885.27	7,782.97	7,782.97
Per Credit								
1 credit hour	700.00	700.00	289.00	0.00	68.70	885.27	1,942.97	1,942.97
2 credit hours	1,400.00	1,400.00	289.00	0.00	68.70	885.27	2,642.97	2,642.97
3 credit hours	2,100.00	2,100.00	289.00	0.00	68.70	885.27	3,342.97	3,342.97
4 credit hours	2,800.00	2,800.00	289.00	0.00	68.70	885.27	4,042.97	4,042.97
5 credit hours	3,500.00	3,500.00	289.00	0.00	68.70	885.27	4,742.97	4,742.97
6 credit hours	4,200.00	4,200.00	289.00	0.00	68.70	885.27	5,442.97	5,442.97
7 credit hours	4,900.00	4,900.00	289.00	0.00	68.70	885.27	6,142.97	6,142.97
8 credit hours	5,600.00	5,600.00	289.00	0.00	68.70	885.27	6,842.97	6,842.97
Over-Time								
Each Additional Hour*	700.00	700.00						

**Dietetic Interns and Students Qualifying for the 2014-15 Tuition Promise**

9 credit hours	6,489.00	6,489.00	515.00	14.00	68.70	885.27	7,971.97	7,971.97
Per Credit								
1 credit hour	721.00	721.00	289.00	0.00	68.70	885.27	1,963.97	1,963.97
2 credit hours	1,442.00	1,442.00	289.00	0.00	68.70	885.27	2,684.97	2,684.97
3 credit hours	2,163.00	2,163.00	289.00	0.00	68.70	885.27	3,405.97	3,405.97
4 credit hours	2,884.00	2,884.00	289.00	0.00	68.70	885.27	4,126.97	4,126.97
5 credit hours	3,605.00	3,605.00	289.00	0.00	68.70	885.27	4,847.97	4,847.97
6 credit hours	4,326.00	4,326.00	289.00	0.00	68.70	885.27	5,568.97	5,568.97
7 credit hours	5,047.00	5,047.00	289.00	0.00	68.70	885.27	6,289.97	6,289.97
8 credit hours	5,768.00	5,768.00	289.00	0.00	68.70	885.27	7,010.97	7,010.97
Over-Time								
Each Additional Hour	721.00	721.00						

\*A tuition plateau of \$8400 exists for Master of Clinical Dietetics or Master of Science in Clinical Nutrition students qualifying for the 2013-14 Tuition Promise for credit hours 12 through 16 (these students will be charged the per credit hour rate for all credits taken above 16 during a term).

\*\*OHSU requires students to carry major group health/dental insurance. For students with other major group health coverage, an insurance waiver application is available. For waiver application information and deadlines, refer to the JBT Health & Wellness Center website ([www.ohsu.edu/jbt-health](http://www.ohsu.edu/jbt-health)). The Major Medical/Dental rates represent 3 months of coverage and coverage ends June 30, 2015. Summer 2014 rates for students admitted Summer 2014 are Major Medical = \$590.18 and Dental = \$45.23. Fall term rates for continuing students are Major Medical = \$1,180.36 and Dental = \$91.60.

**Physician Assistant**  
**2014-2015 Tuition and Fees by Term**

Draft 6/26/2014

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

**Students Qualifying for the 2013-14 Tuition Promise**

9 or more credit hours	8,712.00	8,712.00	515.00	14.00	68.70	885.27	10,194.97	10,194.97
Per Credit								
1 credit hour	968.00	968.00	289.00	0.00	68.70	885.27	2,210.97	2,210.97
2 credit hours	1,936.00	1,936.00	289.00	0.00	68.70	885.27	3,178.97	3,178.97
3 credit hours	2,904.00	2,904.00	289.00	0.00	68.70	885.27	4,146.97	4,146.97
4 credit hours	3,872.00	3,872.00	289.00	0.00	68.70	885.27	5,114.97	5,114.97
5 credit hours	4,840.00	4,840.00	289.00	0.00	68.70	885.27	6,082.97	6,082.97
6 credit hours	5,808.00	5,808.00	289.00	0.00	68.70	885.27	7,050.97	7,050.97
7 credit hours	6,776.00	6,776.00	289.00	0.00	68.70	885.27	8,018.97	8,018.97
8 credit hours	7,744.00	7,744.00	289.00	0.00	68.70	885.27	8,986.97	8,986.97
Per Credit Hour	968.00	968.00						

**Students Qualifying for the 2014-15 Tuition Promise**

9 or more credit hours	8,883.00	8,883.00	515.00	14.00	68.70	885.27	10,365.97	10,365.97
Per Credit								
1 credit hour	987.00	987.00	289.00	0.00	68.70	885.27	2,229.97	2,229.97
2 credit hours	1,974.00	1,974.00	289.00	0.00	68.70	885.27	3,216.97	3,216.97
3 credit hours	2,961.00	2,961.00	289.00	0.00	68.70	885.27	4,203.97	4,203.97
4 credit hours	3,948.00	3,948.00	289.00	0.00	68.70	885.27	5,190.97	5,190.97
5 credit hours	4,935.00	4,935.00	289.00	0.00	68.70	885.27	6,177.97	6,177.97
6 credit hours	5,922.00	5,922.00	289.00	0.00	68.70	885.27	7,164.97	7,164.97
7 credit hours	6,909.00	6,909.00	289.00	0.00	68.70	885.27	8,151.97	8,151.97
8 credit hours	7,896.00	7,896.00	289.00	0.00	68.70	885.27	9,138.97	9,138.97
Per Credit Hour	987.00	987.00						

Physician Assistant is a flat fee, lock-step program and is not available on a per credit hour basis. For students requiring remediation (approval by the Program Director is required) tuition and fees will be based on the above graduated scale for part-time attendance.

\*OHSU requires students to carry major group health/dental insurance. For students with other major group health coverage, an insurance waiver application is available. For waiver application information and deadlines, refer to the JBT Health & Wellness Center website ([www.ohsu.edu/jbt-health](http://www.ohsu.edu/jbt-health)). The Major Medical/Dental rates represent 3 months of coverage. Summer term rates for students admitted Summer 2014 are Major Medical = \$1,180.36 and Dental = \$89.89. Dental rate for second year students in Summer term = \$67.56. Summer term rates for final term students are Major Medical = \$590.18, Dental = \$44.66 and coverage ends August 31, 2014.

**Radiation Therapy Technology**  
**2014-2015 Tuition & Fee Charges By Term**

Draft 6/26/2014

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

**Students Qualifying for the 2013-14 Tuition Promise**

12-18 credit hours	5,256.00	6,336.00	515.00	14.00	68.70	885.27	6,738.97	7,818.97
Per Credit								
1 credit hour	438.00	528.00	289.00	0.00	68.70	885.27	1,680.97	1,770.97
2 credit hours	876.00	1,056.00	289.00	0.00	68.70	885.27	2,118.97	2,298.97
3 credit hours	1,314.00	1,584.00	289.00	0.00	68.70	885.27	2,556.97	2,826.97
4 credit hours	1,752.00	2,112.00	289.00	0.00	68.70	885.27	2,994.97	3,354.97
5 credit hours	2,190.00	2,640.00	289.00	0.00	68.70	885.27	3,432.97	3,882.97
6 credit hours	2,628.00	3,168.00	289.00	0.00	68.70	885.27	3,870.97	4,410.97
7 credit hours	3,066.00	3,696.00	289.00	0.00	68.70	885.27	4,308.97	4,938.97
8 credit hours	3,504.00	4,224.00	289.00	0.00	68.70	885.27	4,746.97	5,466.97
9 credit hours	3,942.00	4,752.00	289.00	0.00	68.70	885.27	5,184.97	5,994.97
10 credit hours	4,380.00	5,280.00	289.00	0.00	68.70	885.27	5,622.97	6,522.97
11 credit hours	4,818.00	5,808.00	289.00	0.00	68.70	885.27	6,060.97	7,050.97
Over-Time								
Each Additional Hour	438.00	528.00						

**Students Qualifying for the 2014-15 Tuition Promise**

12-18 credit hours	5,412.00	6,528.00	515.00	14.00	68.70	885.27	6,894.97	8,010.97
Per Credit								
1 credit hour	451.00	544.00	289.00	0.00	68.70	885.27	1,693.97	1,786.97
2 credit hours	902.00	1,088.00	289.00	0.00	68.70	885.27	2,144.97	2,330.97
3 credit hours	1,353.00	1,632.00	289.00	0.00	68.70	885.27	2,595.97	2,874.97
4 credit hours	1,804.00	2,176.00	289.00	0.00	68.70	885.27	3,046.97	3,418.97
5 credit hours	2,255.00	2,720.00	289.00	0.00	68.70	885.27	3,497.97	3,962.97
6 credit hours	2,706.00	3,264.00	289.00	0.00	68.70	885.27	3,948.97	4,506.97
7 credit hours	3,157.00	3,808.00	289.00	0.00	68.70	885.27	4,399.97	5,050.97
8 credit hours	3,608.00	4,352.00	289.00	0.00	68.70	885.27	4,850.97	5,594.97
9 credit hours	4,059.00	4,896.00	289.00	0.00	68.70	885.27	5,301.97	6,138.97
10 credit hours	4,510.00	5,440.00	289.00	0.00	68.70	885.27	5,752.97	6,682.97
11 credit hours	4,961.00	5,984.00	289.00	0.00	68.70	885.27	6,203.97	7,226.97
Over-Time								
Each Additional Hour	451.00	544.00						

\*OHSU requires students to carry major group health/dental insurance. For students with other major group health coverage, an insurance waiver application is available. For waiver application information and deadlines, refer to the JBT Health & Wellness Center website ([www.ohsu.edu/jbt-health](http://www.ohsu.edu/jbt-health)). The Major Medical/Dental rates represent 3 months of coverage. Summer term rates for students admitted Summer 2014 are Major Medical = \$590.18 and Dental = \$45.23. Dental for second year students in Summer term = \$67.56. Summer term rates for final term students are Major Medical = \$590.18, Dental = \$44.66 and coverage ends August 31, 2014.

**DMD or Graduate Dental**  
**2014-2015 Tuition & Fee Charges by Term**

Draft 6/26/2014

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

**DENTAL**

1st Year	10,754.00	17,358.00	515.00	14.00	2,334.00	68.70	885.27	14,570.97	21,174.97
2nd Year	11,585.00	18,716.00	515.00	14.00	1,167.00	68.70	885.27	14,234.97	21,365.97
3rd Year	11,585.00	18,716.00	515.00	14.00	534.00	68.70	885.27	13,601.97	20,732.97
4th Year	11,511.00	18,642.00	515.00	14.00	179.00	68.70	885.27	13,172.97	20,303.97

Tuition for Summer 2014 for students entering their 2nd year is \$5,448 for residents and \$8,743 for non-residents.

Tuition for Summer 2014 for students entering their 3rd year is \$7,125 for residents and \$11,518 for non-residents.

Tuition for Summer 2014 for students entering their 4th year is \$6,895 for residents and \$11,366 for non-residents.

Students needing to finish graduation requirements during Summer 2014 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)**

Endo 1st Year	10,555.00	12,825.00	515.00	14.00	1,667.00	68.70	885.27	13,704.97	15,974.97
Endo 2nd Year	10,555.00	12,825.00	515.00	14.00	0.00	68.70	885.27	12,037.97	14,307.97
Ortho 1st Year	10,555.00	12,825.00	515.00	14.00	2,334.00	68.70	885.27	14,371.97	16,641.97
Ortho 2nd Year	10,555.00	12,825.00	515.00	14.00	333.00	68.70	885.27	12,370.97	14,640.97
Ortho 3rd Year	10,555.00	12,825.00	515.00	14.00	250.00	68.70	885.27	12,287.97	14,557.97
Perio 1st Year	10,555.00	12,825.00	515.00	14.00	2334.00	68.70	885.27	14,371.97	16,641.97
Perio 2nd & 3rd Year	10,555.00	12,825.00	515.00	14.00	333.00	68.70	885.27	12,370.97	14,640.97

\*The Clinic Infrastructure Assessment (CIA) is assessed in Fall, Winter and Spring terms. The CIA will be assessed in Fall term only for 3rd Year Graduate Dental Ortho students.

\*\*OHSU requires students to carry major group health/dental insurance. For students with other major group health coverage, an insurance waiver application is available. For waiver application information and deadlines, refer to the JBT Health & Wellness Center website ([www.ohsu.edu/jbt-health](http://www.ohsu.edu/jbt-health)). The Major Medical/Dental rates represent 3 months of coverage. Summer term rates for DMD students admitted Summer 2014 are Major Medical = \$590.18 and Dental = \$45.23. Dental rate for 2nd through 4th year DMD students and returning Graduate Dental students in Summer term = \$67.56. Summer term rates for new Graduate Dental students are Major Medical = \$1,180.36 and Dental = \$89.89.

**MD**  
**2014-2015 Tuition & Fee Charges By Term**

Draft

6/26/2014

	Tuition		University	Student	Dental	Major Medical	Total Charges	
	Residents	Non-Residents	Fee	Council Fee	Insurance*	Insurance*	Residents	Non-Residents
1st Year	9,799.00	13,935.00	515.00	14.00	68.70	885.27	11,281.97	15,417.97
2nd, 3rd & 4th Year	9,607.00	13,399.00	515.00	14.00	68.70	885.27	11,089.97	14,881.97

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. Students are responsible for paying full tuition and fees for four terms annually.

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\*OHSU requires students to carry major group health/dental insurance. For students with other major group health coverage, an insurance waiver application is available. For waiver application information and deadlines, refer to the JBT Health & Wellness Center website ([www.ohsu.edu/jbt-health](http://www.ohsu.edu/jbt-health)). The Major Medical/Dental rates represent 3 months of coverage. Summer term rates for 1st and 2nd year students are Major Medical = \$590.18 and Dental = \$45.23. Dental rate for 3rd and 4th year students in Summer term = \$67.56.

**School of Medicine PhD**  
**2014-2015 Tuition & Fee Charges By Term**

Draft      6/26/2014

	Tuition*		University	Student	Dental	Major Medical	Total Charges	
	Residents	Non-Residents	Fee	Council Fee	Insurance**	Insurance**	Residents	Non-Residents
9 credit hours	6,767.00	6,767.00	515.00	14.00	91.60	1,180.36	8,567.96	8,567.96
Per credit								
1 credit hour	912.00	912.00	289.00	0.00	91.60	1,180.36	2,472.96	2,472.96
2 credit hours	1,642.00	1,642.00	289.00	0.00	91.60	1,180.36	3,202.96	3,202.96
3 credit hours	2,372.00	2,372.00	289.00	0.00	91.60	1,180.36	3,932.96	3,932.96
4 credit hours	3,102.00	3,102.00	289.00	0.00	91.60	1,180.36	4,662.96	4,662.96
5 credit hours	3,832.00	3,832.00	289.00	0.00	91.60	1,180.36	5,392.96	5,392.96
6 credit hours	4,562.00	4,562.00	289.00	0.00	91.60	1,180.36	6,122.96	6,122.96
7 credit hours	5,292.00	5,292.00	289.00	0.00	91.60	1,180.36	6,852.96	6,852.96
8 credit hours	6,022.00	6,022.00	289.00	0.00	91.60	1,180.36	7,582.96	7,582.96
Over-Time								
Each additional hour*	730.00	730.00						

\*A tuition plateau of \$6,767 exists for PhD students in the following academic majors who enroll for more than 9 credit hours in a term: Computer Science & Engineering; Electrical Engineering; Environmental Science & Engineering; Biochemistry & Molecular Biology (the program under the department of Environmental and Biomolecular Systems). All PhD students in Biomedical Engineering or the Basic Science programs do not have a tuition plateau and are charged \$730 per credit for each credit hour above 9 taken in a term. PhD in Epidemiology students will be charged the tuition and fees listed on the following page. PhD in Biomedical Informatics students will be charged tuition and fees listed on the Biomedical Informatics page.

\*\*OHSU requires students to carry major group health/dental insurance. For students with other major group health coverage, an insurance waiver application is available. For waiver application information and deadlines, refer to the JBT Health & Wellness Center website ([www.ohsu.edu/jbt-health](http://www.ohsu.edu/jbt-health)). The Major Medical/Dental rates represent 4 months of coverage. Coverage ends August 31, 2015. Dental rate for new students who start in Summer 2014 for Summer term = \$89.89. Fall term rates for students who start in Summer 2014 are Major Medical = \$885.27 and Dental = \$68.70.

# PhD in Epidemiology, School of Medicine Master of Public Health or Graduate Programs in Biostatistics

2014-2015 Tuition & Fee Charges By Term

Draft

6/26/2014

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

## MPH and Graduate Programs in Biostatistics

9 credit hours	3,105.00	4,851.00	515.00	14.00	91.60	1,180.36	4,905.96	6,651.96
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Per credit

1 credit hour	345.00	539.00	289.00	0.00	91.60	1,180.36	1,905.96	2,099.96
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2 credit hours	690.00	1,078.00	289.00	0.00	91.60	1,180.36	2,250.96	2,638.96
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3 credit hours	1,035.00	1,617.00	289.00	0.00	91.60	1,180.36	2,595.96	3,177.96
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4 credit hours	1,380.00	2,156.00	289.00	0.00	91.60	1,180.36	2,940.96	3,716.96
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5 credit hours	1,725.00	2,695.00	289.00	0.00	91.60	1,180.36	3,285.96	4,255.96
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6 credit hours	2,070.00	3,234.00	289.00	0.00	91.60	1,180.36	3,630.96	4,794.96
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7 credit hours	2,415.00	3,773.00	289.00	0.00	91.60	1,180.36	3,975.96	5,333.96
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8 credit hours	2,760.00	4,312.00	289.00	0.00	91.60	1,180.36	4,320.96	5,872.96
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9 credit hours	3,105.00	4,851.00	515.00	14.00	91.60	1,180.36	4,905.96	6,651.96
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10 credit hours	3,450.00	5,390.00	515.00	14.00	91.60	1,180.36	5,250.96	7,190.96
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11 credit hours	3,795.00	5,929.00	515.00	14.00	91.60	1,180.36	5,595.96	7,729.96
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12 credit hours	4,140.00	6,468.00	515.00	14.00	91.60	1,180.36	5,940.96	8,268.96
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Per credit hour

345.00	539.00
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Over 12 credit hours

Each additional hour

222.00	527.00
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## PhD in Epidemiology

9 credit hours	5,582.00	5,582.00	515.00	14.00	91.60	1,180.36	7,382.96	7,382.96
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Per credit

1 credit hour	782.00	782.00	289.00	0.00	91.60	1,180.36	2,342.96	2,342.96
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2 credit hours	1,382.00	1,382.00	289.00	0.00	91.60	1,180.36	2,942.96	2,942.96
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3 credit hours	1,982.00	1,982.00	289.00	0.00	91.60	1,180.36	3,542.96	3,542.96
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4 credit hours	2,582.00	2,582.00	289.00	0.00	91.60	1,180.36	4,142.96	4,142.96
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5 credit hours	3,182.00	3,182.00	289.00	0.00	91.60	1,180.36	4,742.96	4,742.96
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6 credit hours	3,782.00	3,782.00	289.00	0.00	91.60	1,180.36	5,342.96	5,342.96
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7 credit hours	4,382.00	4,382.00	289.00	0.00	91.60	1,180.36	5,942.96	5,942.96
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8 credit hours	4,982.00	4,982.00	289.00	0.00	91.60	1,180.36	6,542.96	6,542.96
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Over-Time

Each additional hour	600.00	600.00
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\*OHSU requires students to carry major group health/dental insurance. For students with other major group health coverage, an insurance waiver application is available. For waiver application information and deadlines, refer to the JBT Health & Wellness Center website ([www.ohsu.edu/jbt-health](http://www.ohsu.edu/jbt-health)). The Major Medical/Dental rates represent 4 months of coverage. Coverage ends August 31, 2015. Dental rate for new students who start in Summer 2014 for Summer term = \$89.89. Fall term rates for students who start in Summer 2014 are Major Medical = \$885.27 and Dental = \$68.70.



**Biomedical Informatics**  
**2014-2015 Tuition & Fee Charges By Term**

Draft      6/26/2014

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

**On Campus Students**

9 credit hours	5,613.00	6,441.00	515.00	14.00	91.60	1,180.36	7,413.96	8,241.96
Per credit								
1 credit hour	622.00	714.00	289.00	0.00	91.60	1,180.36	2,182.96	2,274.96
2 credit hours	1,244.00	1,428.00	289.00	0.00	91.60	1,180.36	2,804.96	2,988.96
3 credit hours	1,866.00	2,142.00	289.00	0.00	91.60	1,180.36	3,426.96	3,702.96
4 credit hours	2,488.00	2,856.00	289.00	0.00	91.60	1,180.36	4,048.96	4,416.96
5 credit hours	3,110.00	3,570.00	289.00	0.00	91.60	1,180.36	4,670.96	5,130.96
6 credit hours	3,732.00	4,284.00	289.00	0.00	91.60	1,180.36	5,292.96	5,844.96
7 credit hours	4,354.00	4,998.00	289.00	0.00	91.60	1,180.36	5,914.96	6,558.96
8 credit hours	4,976.00	5,712.00	289.00	0.00	91.60	1,180.36	6,536.96	7,272.96
Over-Time								
Each additional hour	622.00	714.00						

**All Distance Learning Students**

9 credit hours	6,255.00	7,128.00	48.00	0.00	0.00	0.00	6,303.00	7,176.00
Per credit								
1 credit hour	839.00	936.00	48.00	0.00	0.00	0.00	887.00	984.00
2 credit hours	1,516.00	1,710.00	48.00	0.00	0.00	0.00	1,564.00	1,758.00
3 credit hours	2,193.00	2,484.00	48.00	0.00	0.00	0.00	2,241.00	2,532.00
4 credit hours	2,870.00	3,258.00	48.00	0.00	0.00	0.00	2,918.00	3,306.00
5 credit hours	3,547.00	4,032.00	48.00	0.00	0.00	0.00	3,595.00	4,080.00
6 credit hours	4,224.00	4,806.00	48.00	0.00	0.00	0.00	4,272.00	4,854.00
7 credit hours	4,901.00	5,580.00	48.00	0.00	0.00	0.00	4,949.00	5,628.00
8 credit hours	5,578.00	6,354.00	48.00	0.00	0.00	0.00	5,626.00	6,402.00
Over-Time								
Each additional hour	677.00	774.00						

\*OHSU requires students to carry major group health/dental insurance. For students with other major group health coverage, an insurance waiver application is available. For waiver application information and deadlines, refer to the JBT Health & Wellness Center website ([www.ohsu.edu/jbt-health](http://www.ohsu.edu/jbt-health)). The Major Medical/Dental rates represent 4 months of coverage. Coverage ends August 31, 2015. Dental rate for new students who start in Summer 2014 for Summer term = \$89.89. Fall term rates for students who start in Summer 2014 are Major Medical = \$885.27 and Dental = \$68.70.

**Master of Clinical Research, Certificate in Human Investigations or Health Sciences Technology  
Entrepreneurship Certificate  
2014-2015 Tuition & Fee Charges By Term**

Draft

6/26/2014

	Tuition*		University Fee	Student Council Fee	Total Charges	
	Residents	Non-Residents			Residents	Non-Residents
9 credit hours	4,515.00	4,515.00	48.00	14.00	4,577.00	4,577.00
Per credit						
1 credit hour	500.00	500.00	48.00	0.00	548.00	548.00
2 credit hours	1,000.00	1,000.00	48.00	0.00	1,048.00	1,048.00
3 credit hours	1,500.00	1,500.00	48.00	0.00	1,548.00	1,548.00
4 credit hours	2,000.00	2,000.00	48.00	0.00	2,048.00	2,048.00
5 credit hours	2,500.00	2,500.00	48.00	0.00	2,548.00	2,548.00
6 credit hours	3,000.00	3,000.00	48.00	0.00	3,048.00	3,048.00
7 credit hours	3,500.00	3,500.00	48.00	0.00	3,548.00	3,548.00
8 credit hours	4,000.00	4,000.00	48.00	0.00	4,048.00	4,048.00
Over-Time						
Each additional hour	500.00	500.00				

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\*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](#).

**Master of Science in Computer Science & Engineering, Electrical Engineering, Biochemistry & Molecular Biology or  
Environmental Science & Engineering**  
2014-2015 Tuition & Fee Charges By Term

Draft 6/26/2014

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

**Master of Science in Computer Science & Engineering or Master of Science in Electrical Engineering**

9 credit hours	6,045.00	6,045.00	515.00	14.00	91.60	1,180.36	7,845.96	7,845.96
Per Credit								
1 credit hour	670.00	670.00	289.00	0.00	91.60	1,180.36	2,230.96	2,230.96
2 credit hours	1,340.00	1,340.00	289.00	0.00	91.60	1,180.36	2,900.96	2,900.96
3 credit hours	2,010.00	2,010.00	289.00	0.00	91.60	1,180.36	3,570.96	3,570.96
4 credit hours	2,680.00	2,680.00	289.00	0.00	91.60	1,180.36	4,240.96	4,240.96
5 credit hours	3,350.00	3,350.00	289.00	0.00	91.60	1,180.36	4,910.96	4,910.96
6 credit hours	4,020.00	4,020.00	289.00	0.00	91.60	1,180.36	5,580.96	5,580.96
7 credit hours	4,690.00	4,690.00	289.00	0.00	91.60	1,180.36	6,250.96	6,250.96
8 credit hours	5,360.00	5,360.00	289.00	0.00	91.60	1,180.36	6,920.96	6,920.96
Over-Time								
Each additional hour	670.00	670.00						

**Master of Science in Biochemistry & Molecular Biology or Master of Science in Environmental Science & Engineering**

9-12 credit hours	6,045.00	6,045.00	515.00	14.00	91.60	1,180.36	7,845.96	7,845.96
Per Credit								
1 credit hour	670.00	670.00	289.00	0.00	91.60	1,180.36	2,230.96	2,230.96
2 credit hours	1,340.00	1,340.00	289.00	0.00	91.60	1,180.36	2,900.96	2,900.96
3 credit hours	2,010.00	2,010.00	289.00	0.00	91.60	1,180.36	3,570.96	3,570.96
4 credit hours	2,680.00	2,680.00	289.00	0.00	91.60	1,180.36	4,240.96	4,240.96
5 credit hours	3,350.00	3,350.00	289.00	0.00	91.60	1,180.36	4,910.96	4,910.96
6 credit hours	4,020.00	4,020.00	289.00	0.00	91.60	1,180.36	5,580.96	5,580.96
7 credit hours	4,690.00	4,690.00	289.00	0.00	91.60	1,180.36	6,250.96	6,250.96
8 credit hours	5,360.00	5,360.00	289.00	0.00	91.60	1,180.36	6,920.96	6,920.96
Over-Time								
Each additional hour*	670.00	670.00						

\*A tuition plateau of \$6,045 exists for master degree students in either Biochemistry & Molecular Biology or Environmental Science & Engineering for credit hours 9 through 12 (these students will be charged the per credit hour rate of \$670 for each credit taken above 12 during a term). Master degree students in either Computer Science & Engineering or Electrical Engineering, as well as all non-matriculated students in any program, will pay \$670 per credit hour for each credit hour taken in a term.

\*\*OHSU requires students to carry major group health/dental insurance. For students with other major group health coverage, an insurance waiver application is available. For waiver application information and deadlines, refer to the JBT Health & Wellness Center website ([www.ohsu.edu/jbt-health](http://www.ohsu.edu/jbt-health)). The Major Medical/Dental rates represent 4 months of coverage. Coverage ends August 31, 2015. Dental rate for new students who start in Summer 2014 for Summer term = \$89.89. Fall term rates for students who start in Summer 2014 are Major Medical = \$885.27 and Dental = \$68.70.

Master of Science in Computer Science and Engineering, Electrical Engineering, Biochemistry and Molecular Biology or Environmental Science and Engineering

**Master of Science in Healthcare Management, Certificate in Healthcare Management or Master of Business  
Administration in Healthcare Management  
2014-2015 Tuition & Fee Charges By Term**

Draft

6/26/2014

	Tuition		University Fee	Student Council Fee	Total Charges	
	Residents	Non-Residents			Residents	Non-Residents
9 credit hours	4,965.00	4,965.00	48.00	14.00	5,027.00	5,027.00
Part-Time						
1 credit hour	550.00	550.00	48.00	0.00	598.00	598.00
2 credit hours	1,100.00	1,100.00	48.00	0.00	1,148.00	1,148.00
3 credit hours	1,650.00	1,650.00	48.00	0.00	1,698.00	1,698.00
4 credit hours	2,200.00	2,200.00	48.00	0.00	2,248.00	2,248.00
5 credit hours	2,750.00	2,750.00	48.00	0.00	2,798.00	2,798.00
6 credit hours	3,300.00	3,300.00	48.00	0.00	3,348.00	3,348.00
7 credit hours	3,850.00	3,850.00	48.00	0.00	3,898.00	3,898.00
8 credit hours	4,400.00	4,400.00	48.00	0.00	4,448.00	4,448.00
Over-Time						
Each additional hour	550.00	550.00				

**Undergraduate Nursing Accelerated Bachelor of Science**  
**2014-2015 Tuition & Fee Charges By Term**

Draft 6/26/2014

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

**Students Qualifying for the 2013-14 Tuition Promise**

12 credit hours	5,580.00	7,452.00	515.00	14.00	68.70	885.27	7,062.97	8,934.97
Per Credit								
1 credit hour	465.00	621.00	289.00	0.00	68.70	885.27	1,707.97	1,863.97
2 credit hours	930.00	1,242.00	289.00	0.00	68.70	885.27	2,172.97	2,484.97
3 credit hours	1,395.00	1,863.00	289.00	0.00	68.70	885.27	2,637.97	3,105.97
4 credit hours	1,860.00	2,484.00	289.00	0.00	68.70	885.27	3,102.97	3,726.97
5 credit hours	2,325.00	3,105.00	289.00	0.00	68.70	885.27	3,567.97	4,347.97
6 credit hours	2,790.00	3,726.00	289.00	0.00	68.70	885.27	4,032.97	4,968.97
7 credit hours	3,255.00	4,347.00	289.00	0.00	68.70	885.27	4,497.97	5,589.97
8 credit hours	3,720.00	4,968.00	289.00	0.00	68.70	885.27	4,962.97	6,210.97
9 credit hours	4,185.00	5,589.00	289.00	0.00	68.70	885.27	5,427.97	6,831.97
10 credit hours	4,650.00	6,210.00	289.00	0.00	68.70	885.27	5,892.97	7,452.97
11 credit hours	5,115.00	6,831.00	289.00	0.00	68.70	885.27	6,357.97	8,073.97
Over-Time								
Each Add. Hour	465.00	621.00						

**Students Qualifying for the 2014-15 Tuition Promise**

12 credit hours	5,748.00	7,680.00	515.00	14.00	68.70	885.27	7,230.97	9,162.97
Per Credit								
1 credit hour	479.00	640.00	289.00	0.00	68.70	885.27	1,721.97	1,882.97
2 credit hours	958.00	1,280.00	289.00	0.00	68.70	885.27	2,200.97	2,522.97
3 credit hours	1,437.00	1,920.00	289.00	0.00	68.70	885.27	2,679.97	3,162.97
4 credit hours	1,916.00	2,560.00	289.00	0.00	68.70	885.27	3,158.97	3,802.97
5 credit hours	2,395.00	3,200.00	289.00	0.00	68.70	885.27	3,637.97	4,442.97
6 credit hours	2,874.00	3,840.00	289.00	0.00	68.70	885.27	4,116.97	5,082.97
7 credit hours	3,353.00	4,480.00	289.00	0.00	68.70	885.27	4,595.97	5,722.97
8 credit hours	3,832.00	5,120.00	289.00	0.00	68.70	885.27	5,074.97	6,362.97
9 credit hours	4,311.00	5,760.00	289.00	0.00	68.70	885.27	5,553.97	7,002.97
10 credit hours	4,790.00	6,400.00	289.00	0.00	68.70	885.27	6,032.97	7,642.97
11 credit hours	5,269.00	7,040.00	289.00	0.00	68.70	885.27	6,511.97	8,282.97
Over-Time								
Each Add. Hour	479.00	640.00						

\*Students enrolled in the Accelerated Bachelor of Science to Master's or DNP programs pay tuition and fees at the Accelerated Bachelor rate 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 on the Ashland campus are not charged the University or Student Council fees. Refer to the notes on the Ashland page for information on SOU campus fees.

\*\*\*OHSU requires students to carry major group health/dental insurance. For students with other major group health coverage, an insurance waiver application is available. For

waiver application information and deadlines, refer to the JBT Health & Wellness Center website ([www.ohsu.edu/jbt-health](http://www.ohsu.edu/jbt-health)). The Major Medical/Dental rates represent 3 months of coverage. Coverage ends June 30, 2015. Summer term rates for new students admitted Summer 2014 are Major Medical = \$1,180.36 and Dental = \$89.89. Fall term rates for new students admitted Fall 2014 are Major Medical = \$1,180.36 and Dental = \$91.60. Dental rate for returning students in Summer 2014 = \$67.56.

**Undergraduate Nursing Ashland (SOU)**  
**2014-2015 Tuition & Fee Charges By Term**

Draft

6/26/2014

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

**Students Qualifying for the 2013-14 Tuition Promise**

12 credit hours	4,044.00	7,404.00	91.60	1,180.36	5,315.96	8,675.96
Per Credit						
1 credit hour	337.00	617.00	91.60	1,180.36	1,608.96	1,888.96
2 credit hours	674.00	1,234.00	91.60	1,180.36	1,945.96	2,505.96
3 credit hours	1,011.00	1,851.00	91.60	1,180.36	2,282.96	3,122.96
4 credit hours	1,348.00	2,468.00	91.60	1,180.36	2,619.96	3,739.96
5 credit hours	1,685.00	3,085.00	91.60	1,180.36	2,956.96	4,356.96
6 credit hours	2,022.00	3,702.00	91.60	1,180.36	3,293.96	4,973.96
7 credit hours	2,359.00	4,319.00	91.60	1,180.36	3,630.96	5,590.96
8 credit hours	2,696.00	4,936.00	91.60	1,180.36	3,967.96	6,207.96
9 credit hours	3,033.00	5,553.00	91.60	1,180.36	4,304.96	6,824.96
10 credit hours	3,370.00	6,170.00	91.60	1,180.36	4,641.96	7,441.96
11 credit hours	3,707.00	6,787.00	91.60	1,180.36	4,978.96	8,058.96
Over-Time						
Each Add. Hour	337.00	617.00				

**Students Qualifying for the 2014-15 Tuition Promise**

12 credit hours	4,164.00	7,632.00	91.60	1,180.36	5,435.96	8,903.96
Per Credit						
1 credit hour	347.00	636.00	91.60	1,180.36	1,618.96	1,907.96
2 credit hours	694.00	1,272.00	91.60	1,180.36	1,965.96	2,543.96
3 credit hours	1,041.00	1,908.00	91.60	1,180.36	2,312.96	3,179.96
4 credit hours	1,388.00	2,544.00	91.60	1,180.36	2,659.96	3,815.96
5 credit hours	1,735.00	3,180.00	91.60	1,180.36	3,006.96	4,451.96
6 credit hours	2,082.00	3,816.00	91.60	1,180.36	3,353.96	5,087.96
7 credit hours	2,429.00	4,452.00	91.60	1,180.36	3,700.96	5,723.96
8 credit hours	2,776.00	5,088.00	91.60	1,180.36	4,047.96	6,359.96
9 credit hours	3,123.00	5,724.00	91.60	1,180.36	4,394.96	6,995.96
10 credit hours	3,470.00	6,360.00	91.60	1,180.36	4,741.96	7,631.96
11 credit hours	3,817.00	6,996.00	91.60	1,180.36	5,088.96	8,267.96
Over-Time						
Each Add. Hour	347.00	636.00				

\*A SOU Building Fee of up to \$45, a SOU Incidental Fee of up to \$307 and a SOU Health Service Fee of up to \$119 will be billed by SOU and students pay these fees directly to SOU. A \$300 one-time matriculation Fee will be assessed by SOU to all nursing students who have not previously paid the SOU Matriculation Fee. All of the SOU fee amounts listed represent estimated rates, the actual charges will be based on the OUS 2014-2015 Academic Year Fee Book.

\*\*OHSU requires students to carry major group health/dental insurance. For students with other major group health coverage, an insurance waiver application is available. For waiver application information and deadlines, refer to the JBT Health & Wellness Center website ([www.ohsu.edu/jbt-health](http://www.ohsu.edu/jbt-health)). The Major Medical/Dental rates represent 4 months of coverage. Coverage ends August 31, 2015. The Winter and Spring term rates for students in the final year of the curriculum are Major Medical = \$885.27, Dental = \$68.70 and coverage ends June 30, 2015.





**Undergraduate Nursing Klamath Falls (OIT)**  
**2014-2015 Tuition & Fee Charges By Term**

Draft

6/26/2014

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

**Students Qualifying for the 2013-14 Tuition Promise**

12 credit hours	4,044.00	7,404.00	91.60	1,180.36	5,315.96	8,675.96
Per Credit						
1 credit hour	337.00	617.00	91.60	1,180.36	1,608.96	1,888.96
2 credit hours	674.00	1,234.00	91.60	1,180.36	1,945.96	2,505.96
3 credit hours	1,011.00	1,851.00	91.60	1,180.36	2,282.96	3,122.96
4 credit hours	1,348.00	2,468.00	91.60	1,180.36	2,619.96	3,739.96
5 credit hours	1,685.00	3,085.00	91.60	1,180.36	2,956.96	4,356.96
6 credit hours	2,022.00	3,702.00	91.60	1,180.36	3,293.96	4,973.96
7 credit hours	2,359.00	4,319.00	91.60	1,180.36	3,630.96	5,590.96
8 credit hours	2,696.00	4,936.00	91.60	1,180.36	3,967.96	6,207.96
9 credit hours	3,033.00	5,553.00	91.60	1,180.36	4,304.96	6,824.96
10 credit hours	3,370.00	6,170.00	91.60	1,180.36	4,641.96	7,441.96
11 credit hours	3,707.00	6,787.00	91.60	1,180.36	4,978.96	8,058.96
Over-Time						
Each Add. Hour	337.00	617.00				

**Students Qualifying for the 2014-15 Tuition Promise**

12 credit hours	4,164.00	7,632.00	91.60	1,180.36	5,435.96	8,903.96
Per Credit						
1 credit hour	347.00	636.00	91.60	1,180.36	1,618.96	1,907.96
2 credit hours	694.00	1,272.00	91.60	1,180.36	1,965.96	2,543.96
3 credit hours	1,041.00	1,908.00	91.60	1,180.36	2,312.96	3,179.96
4 credit hours	1,388.00	2,544.00	91.60	1,180.36	2,659.96	3,815.96
5 credit hours	1,735.00	3,180.00	91.60	1,180.36	3,006.96	4,451.96
6 credit hours	2,082.00	3,816.00	91.60	1,180.36	3,353.96	5,087.96
7 credit hours	2,429.00	4,452.00	91.60	1,180.36	3,700.96	5,723.96
8 credit hours	2,776.00	5,088.00	91.60	1,180.36	4,047.96	6,359.96
9 credit hours	3,123.00	5,724.00	91.60	1,180.36	4,394.96	6,995.96
10 credit hours	3,470.00	6,360.00	91.60	1,180.36	4,741.96	7,631.96
11 credit hours	3,817.00	6,996.00	91.60	1,180.36	5,088.96	8,267.96
Over-Time						
Each Add. Hour	347.00	636.00				

\*An OIT Building Fee of up to \$45, an OIT Incidental Fee of up to \$300 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 will be based on the OUS 2014-2015 Academic Year Fee Book.

\*\*OHSU requires students to carry major group health/dental insurance. For students with other major group health coverage, an insurance waiver application is available. For waiver application information and deadlines, refer to the JBT Health & Wellness Center website ([www.ohsu.edu/jbt-health](http://www.ohsu.edu/jbt-health)). The Major Medical/Dental rates represent 4 months of coverage. Coverage ends August 31, 2015. The Winter and Spring term rates for students in the final year of the curriculum are Major Medical = \$885.27, Dental = \$68.70 and coverage ends June 30, 2015.

# Undergraduate Nursing La Grande (EOU)

## 2014-2015 Tuition & Fee Charges By Term

Draft

6/26/2014

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

### Students Qualifying for the 2013-14 Tuition Promise

12 credit hours	4,044.00	7,404.00	91.60	1,180.36	5,315.96	8,675.96
Per Credit						
1 credit hour	337.00	617.00	91.60	1,180.36	1,608.96	1,888.96
2 credit hours	674.00	1,234.00	91.60	1,180.36	1,945.96	2,505.96
3 credit hours	1,011.00	1,851.00	91.60	1,180.36	2,282.96	3,122.96
4 credit hours	1,348.00	2,468.00	91.60	1,180.36	2,619.96	3,739.96
5 credit hours	1,685.00	3,085.00	91.60	1,180.36	2,956.96	4,356.96
6 credit hours	2,022.00	3,702.00	91.60	1,180.36	3,293.96	4,973.96
7 credit hours	2,359.00	4,319.00	91.60	1,180.36	3,630.96	5,590.96
8 credit hours	2,696.00	4,936.00	91.60	1,180.36	3,967.96	6,207.96
9 credit hours	3,033.00	5,553.00	91.60	1,180.36	4,304.96	6,824.96
10 credit hours	3,370.00	6,170.00	91.60	1,180.36	4,641.96	7,441.96
11 credit hours	3,707.00	6,787.00	91.60	1,180.36	4,978.96	8,058.96
Over-Time						
Each Add. Hour	337.00	617.00				

### Students Qualifying for the 2014-15 Tuition Promise

12 credit hours	4,164.00	7,632.00	91.60	1,180.36	5,435.96	8,903.96
Per Credit						
1 credit hour	347.00	636.00	91.60	1,180.36	1,618.96	1,907.96
2 credit hours	694.00	1,272.00	91.60	1,180.36	1,965.96	2,543.96
3 credit hours	1,041.00	1,908.00	91.60	1,180.36	2,312.96	3,179.96
4 credit hours	1,388.00	2,544.00	91.60	1,180.36	2,659.96	3,815.96
5 credit hours	1,735.00	3,180.00	91.60	1,180.36	3,006.96	4,451.96
6 credit hours	2,082.00	3,816.00	91.60	1,180.36	3,353.96	5,087.96
7 credit hours	2,429.00	4,452.00	91.60	1,180.36	3,700.96	5,723.96
8 credit hours	2,776.00	5,088.00	91.60	1,180.36	4,047.96	6,359.96
9 credit hours	3,123.00	5,724.00	91.60	1,180.36	4,394.96	6,995.96
10 credit hours	3,470.00	6,360.00	91.60	1,180.36	4,741.96	7,631.96
11 credit hours	3,817.00	6,996.00	91.60	1,180.36	5,088.96	8,267.96
Over-Time						
Each Add. Hour	347.00	636.00				

\*An EOU Building Fee of up to \$45, an EOU Incidental Fee of up to \$250, an EOU Health Service Fee of up to \$150 and an EOU Hoke Special Renovation Fee of up to \$28 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 will be based on the OUS 2014-2015 Academic Year Fee Book.

\*\*OHSU requires students to carry major group health/dental insurance. For students with other major group health coverage, an insurance waiver application is available. For waiver application information and deadlines, refer to the JBT Health & Wellness Center website ([www.ohsu.edu/ibt-health](http://www.ohsu.edu/ibt-health)). The Major Medical/Dental rates represent 4 months

For application information and details, refer to the 2014 Health Insurance Center website ([www.hicenter.org/la-grande](http://www.hicenter.org/la-grande)). The Major Medical Dental rates represent 12 months of coverage. Coverage ends August 31, 2015. The Winter and Spring term rates for students in the final year of the curriculum are Major Medical = \$885.27, Dental = \$68.70 and coverage ends June 30, 2015.

# Undergraduate Nursing Monmouth (WOU)

## 2014-2015 Tuition & Fee Charges By Term

Draft

6/26/2014

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

### Students Qualifying for the 2013-14 Tuition Promise

12 credit hours	4,044.00	7,404.00	91.60	1,180.36	5,315.96	8,675.96
Per Credit						
1 credit hour	337.00	617.00	91.60	1,180.36	1,608.96	1,888.96
2 credit hours	674.00	1,234.00	91.60	1,180.36	1,945.96	2,505.96
3 credit hours	1,011.00	1,851.00	91.60	1,180.36	2,282.96	3,122.96
4 credit hours	1,348.00	2,468.00	91.60	1,180.36	2,619.96	3,739.96
5 credit hours	1,685.00	3,085.00	91.60	1,180.36	2,956.96	4,356.96
6 credit hours	2,022.00	3,702.00	91.60	1,180.36	3,293.96	4,973.96
7 credit hours	2,359.00	4,319.00	91.60	1,180.36	3,630.96	5,590.96
8 credit hours	2,696.00	4,936.00	91.60	1,180.36	3,967.96	6,207.96
9 credit hours	3,033.00	5,553.00	91.60	1,180.36	4,304.96	6,824.96
10 credit hours	3,370.00	6,170.00	91.60	1,180.36	4,641.96	7,441.96
11 credit hours	3,707.00	6,787.00	91.60	1,180.36	4,978.96	8,058.96
Over-Time						
Each Add. Hour	337.00	617.00				

### Students Qualifying for the 2014-15 Tuition Promise

12 credit hours	4,164.00	7,632.00	91.60	1,180.36	5,435.96	8,903.96
Per Credit						
1 credit hour	347.00	636.00	91.60	1,180.36	1,618.96	1,907.96
2 credit hours	694.00	1,272.00	91.60	1,180.36	1,965.96	2,543.96
3 credit hours	1,041.00	1,908.00	91.60	1,180.36	2,312.96	3,179.96
4 credit hours	1,388.00	2,544.00	91.60	1,180.36	2,659.96	3,815.96
5 credit hours	1,735.00	3,180.00	91.60	1,180.36	3,006.96	4,451.96
6 credit hours	2,082.00	3,816.00	91.60	1,180.36	3,353.96	5,087.96
7 credit hours	2,429.00	4,452.00	91.60	1,180.36	3,700.96	5,723.96
8 credit hours	2,776.00	5,088.00	91.60	1,180.36	4,047.96	6,359.96
9 credit hours	3,123.00	5,724.00	91.60	1,180.36	4,394.96	6,995.96
10 credit hours	3,470.00	6,360.00	91.60	1,180.36	4,741.96	7,631.96
11 credit hours	3,817.00	6,996.00	91.60	1,180.36	5,088.96	8,267.96
Over-Time						
Each Add. Hour	347.00	636.00				

\*A WOU Technology Fee of up to \$120, a WOU Building Fee of up to \$45, a WOU Incidental Fee of up to \$322, a WOU Rec Center Fee of up to \$42 and a WOU Health Service Fee of up to \$125 will be charged by WOU and students pay these fees directly to WOU. A \$300 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 will be based on the OUS 2014-2015 Academic Year Fee Book.

**\*\*OHSU requires students to carry major group health/dental insurance. For students with other major group health coverage, an insurance waiver application is available. For waiver application information and deadlines, refer to the JBT Health & Wellness Center website ([www.ohsu.edu/jbt-health](http://www.ohsu.edu/jbt-health)). The Major Medical/Dental rates represent 4 months of coverage. Coverage ends August 31, 2015. The Winter and Spring term rates for students in the final year of the curriculum are Major Medical = \$885.27, Dental = \$68.70 and coverage ends June 30, 2015.**

**Undergraduate Nursing Portland**  
**2014-2015 Tuition & Fee Charges By Term**

Draft      6/26/2014

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

**Students Qualifying for the 2013-14 Tuition Promise**

12 credit hours	4,044.00	7,404.00	515.00	14.00	91.60	1,180.36	5,844.96	9,204.96
Per Credit								
1 credit hour	337.00	617.00	289.00	0.00	91.60	1,180.36	1,897.96	2,177.96
2 credit hours	674.00	1,234.00	289.00	0.00	91.60	1,180.36	2,234.96	2,794.96
3 credit hours	1,011.00	1,851.00	289.00	0.00	91.60	1,180.36	2,571.96	3,411.96
4 credit hours	1,348.00	2,468.00	289.00	0.00	91.60	1,180.36	2,908.96	4,028.96
5 credit hours	1,685.00	3,085.00	289.00	0.00	91.60	1,180.36	3,245.96	4,645.96
6 credit hours	2,022.00	3,702.00	289.00	0.00	91.60	1,180.36	3,582.96	5,262.96
7 credit hours	2,359.00	4,319.00	289.00	0.00	91.60	1,180.36	3,919.96	5,879.96
8 credit hours	2,696.00	4,936.00	289.00	0.00	91.60	1,180.36	4,256.96	6,496.96
9 credit hours	3,033.00	5,553.00	289.00	14.00	91.60	1,180.36	4,607.96	7,127.96
10 credit hours	3,370.00	6,170.00	289.00	14.00	91.60	1,180.36	4,944.96	7,744.96
11 credit hours	3,707.00	6,787.00	289.00	14.00	91.60	1,180.36	5,281.96	8,361.96
Over-Time								
Each Add. Hour	337.00	617.00						

**Students Qualifying for the 2014-15 Tuition Promise**

12 credit hours	4,164.00	7,632.00	515.00	14.00	91.60	1,180.36	5,964.96	9,432.96
Per Credit								
1 credit hour	347.00	636.00	289.00	0.00	91.60	1,180.36	1,907.96	2,196.96
2 credit hours	694.00	1,272.00	289.00	0.00	91.60	1,180.36	2,254.96	2,832.96
3 credit hours	1,041.00	1,908.00	289.00	0.00	91.60	1,180.36	2,601.96	3,468.96
4 credit hours	1,388.00	2,544.00	289.00	0.00	91.60	1,180.36	2,948.96	4,104.96
5 credit hours	1,735.00	3,180.00	289.00	0.00	91.60	1,180.36	3,295.96	4,740.96
6 credit hours	2,082.00	3,816.00	289.00	0.00	91.60	1,180.36	3,642.96	5,376.96
7 credit hours	2,429.00	4,452.00	289.00	0.00	91.60	1,180.36	3,989.96	6,012.96
8 credit hours	2,776.00	5,088.00	289.00	0.00	91.60	1,180.36	4,336.96	6,648.96
9 credit hours	3,123.00	5,724.00	289.00	14.00	91.60	1,180.36	4,697.96	7,298.96
10 credit hours	3,470.00	6,360.00	289.00	14.00	91.60	1,180.36	5,044.96	7,934.96
11 credit hours	3,817.00	6,996.00	289.00	14.00	91.60	1,180.36	5,391.96	8,570.96
Over-Time								
Each Add. Hour	347.00	636.00						

\*Post-AAS students matriculating to the 400-level coursework in the on-campus baccalaureate program pay tuition at the Tuition Promise 2013-14 rates.

\*\*OHSU requires students to carry major group health/dental insurance. For students with other major group health coverage, an insurance waiver application is available. For waiver application information and deadlines, refer to the JBT Health & Wellness Center website ([www.ohsu.edu/jbt-health](http://www.ohsu.edu/jbt-health)). The Major Medical/Dental rates represent 4 months of coverage. Coverage ends August 31, 2015 for OCNE 3-Year students. The Winter and Spring term rates for students in the final year of the curriculum and students in the Post AAS program who start Fall 2014 are Major Medical = \$885.27, Dental = \$68.70 and coverage ends June 30, 2015. Summer term rates for Post AAS students who start Summer 2014 are Major Medical = \$1,180.36 and Dental = \$89.89. Fall and Winter term rates for Post AAS students who start Summer 2014 are Major Medical = \$885.27, Dental = \$68.70, and coverage ends March 31, 2015.

**Undergraduate Nursing RN/BS**  
**2014-2015 Tuition & Fee Charges By Term**

Draft

6/26/2014

	Tuition		University	Total Charges	
	Residents	Non-Residents	Fee	Residents	Non-Residents
12 credit hours	5,424.00	5,424.00	48.00	5,472.00	5,472.00
Per Credit					
1 credit hour	452.00	452.00	48.00	500.00	500.00
2 credit hours	904.00	904.00	48.00	952.00	952.00
3 credit hours	1,356.00	1,356.00	48.00	1,404.00	1,404.00
4 credit hours	1,808.00	1,808.00	48.00	1,856.00	1,856.00
5 credit hours	2,260.00	2,260.00	48.00	2,308.00	2,308.00
6 credit hours	2,712.00	2,712.00	48.00	2,760.00	2,760.00
7 credit hours	3,164.00	3,164.00	48.00	3,212.00	3,212.00
8 credit hours	3,616.00	3,616.00	48.00	3,664.00	3,664.00
9 credit hours	4,068.00	4,068.00	48.00	4,116.00	4,116.00
10 credit hours	4,520.00	4,520.00	48.00	4,568.00	4,568.00
11 credit hours	4,972.00	4,972.00	48.00	5,020.00	5,020.00
Over-Time					
Each Additional Hour	452.00	452.00			



**Graduate Nursing Portland - Master of Nursing or Post-Master Certificate in Family Nurse Practitioner, Nurse Midwifery or  
Psychiatric Mental Health Nurse Practitioner**  
2014-2015 Tuition & Fee Charges By Term

Draft 6/26/2014

	Tuition*		University Fee	Student Council Fee	Dental Insurance**	Major Medical Insurance**	Total Charges	
	Residents	Non-Residents					Residents	Non-Residents
Students Qualifying for the 2013-14 Tuition Promise								
9 credit hours	4,905.00	6,336.00	515.00	14.00	91.60	1,180.36	6,705.96	8,136.96
Per Credit								
1 credit hour	545.00	704.00	289.00	0.00	91.60	1,180.36	2,105.96	2,264.96
2 credit hours	1,090.00	1,408.00	289.00	0.00	91.60	1,180.36	2,650.96	2,968.96
3 credit hours	1,635.00	2,112.00	289.00	0.00	91.60	1,180.36	3,195.96	3,672.96
4 credit hours	2,180.00	2,816.00	289.00	0.00	91.60	1,180.36	3,740.96	4,376.96
5 credit hours	2,725.00	3,520.00	289.00	0.00	91.60	1,180.36	4,285.96	5,080.96
6 credit hours	3,270.00	4,224.00	289.00	0.00	91.60	1,180.36	4,830.96	5,784.96
7 credit hours	3,815.00	4,928.00	289.00	0.00	91.60	1,180.36	5,375.96	6,488.96
8 credit hours	4,360.00	5,632.00	289.00	0.00	91.60	1,180.36	5,920.96	7,192.96
Over-Time								
Each Additional Hour	545.00	704.00						

<b>Students Qualifying for the 2014-15 Tuition Promise</b>								
9 credit hours	5,049.00	6,525.00	515.00	14.00	91.60	1,180.36	6,849.96	8,325.96
Per Credit								
1 credit hour	561.00	725.00	289.00	0.00	91.60	1,180.36	2,121.96	2,285.96
2 credit hours	1,122.00	1,450.00	289.00	0.00	91.60	1,180.36	2,682.96	3,010.96
3 credit hours	1,683.00	2,175.00	289.00	0.00	91.60	1,180.36	3,243.96	3,735.96
4 credit hours	2,244.00	2,900.00	289.00	0.00	91.60	1,180.36	3,804.96	4,460.96
5 credit hours	2,805.00	3,625.00	289.00	0.00	91.60	1,180.36	4,365.96	5,185.96
6 credit hours	3,366.00	4,350.00	289.00	0.00	91.60	1,180.36	4,926.96	5,910.96
7 credit hours	3,927.00	5,075.00	289.00	0.00	91.60	1,180.36	5,487.96	6,635.96
8 credit hours	4,488.00	5,800.00	289.00	0.00	91.60	1,180.36	6,048.96	7,360.96
Over-Time								
Each Additional Hour	561.00	725.00						

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

\*\*OHSU requires students to carry major group health/dental insurance. For students with other major group health coverage, an insurance waiver application is available. For waiver application information and deadlines, refer to the JBT Health & Wellness Center website ([www.ohsu.edu/jbt-health](http://www.ohsu.edu/jbt-health)). The Major Medical/Dental rates represent 4 months of coverage. Coverage ends August 31, 2015. Dental rate for new students admitted Summer 2014 in Summer term = \$89.89. Fall term rates for students admitted in Summer 2014 are Major Medical = \$885.27 and Dental = \$68.70.

**Graduate Nursing Portland - Adult Gerontology Acute Care Nurse Practitioner, Doctor of Nursing Practice or PhD**  
**2014-2015 Tuition & Fee Charges By Term**

Draft 6/26/2014

	Tuition*		University Fee	Student Council Fee	Dental Insurance**	Major Medical Insurance**	Total Charges	
	Residents	Non-Residents					Residents	Non-Residents
9 credit hours	5,004.00	6,462.00	515.00	14.00	91.60	1,180.36	6,804.96	8,262.96
Per Credit								
1 credit hour	556.00	718.00	289.00	0.00	91.60	1,180.36	2,116.96	2,278.96
2 credit hours	1,112.00	1,436.00	289.00	0.00	91.60	1,180.36	2,672.96	2,996.96
3 credit hours	1,668.00	2,154.00	289.00	0.00	91.60	1,180.36	3,228.96	3,714.96
4 credit hours	2,224.00	2,872.00	289.00	0.00	91.60	1,180.36	3,784.96	4,432.96
5 credit hours	2,780.00	3,590.00	289.00	0.00	91.60	1,180.36	4,340.96	5,150.96
6 credit hours	3,336.00	4,308.00	289.00	0.00	91.60	1,180.36	4,896.96	5,868.96
7 credit hours	3,892.00	5,026.00	289.00	0.00	91.60	1,180.36	5,452.96	6,586.96
8 credit hours	4,448.00	5,744.00	289.00	0.00	91.60	1,180.36	6,008.96	7,304.96
Over-Time								
Each Additional Hour	556.00	718.00						

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

\*\*OHSU requires students to carry major group health/dental insurance. For students with other major group health coverage, an insurance waiver application is available. For waiver application information and deadlines, refer to the JBT Health & Wellness Center website ([www.ohsu.edu/jbt-health](http://www.ohsu.edu/jbt-health)). The Major Medical/Dental rates represent 4 months of coverage. Coverage ends August 31, 2015. Dental rate for new students admitted Summer 2014 in Summer term = \$89.89. Fall term rates for new students admitted in Summer 2014 are Major Medical = \$885.27 and Dental = \$68.70.

**Nurse Anesthesia**  
**2014-2015 Tuition & Fee Charges By Term**

Draft      6/26/2014

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

**Students Qualifying for the 2013-14 Tuition Promise**

9 credit hours	6,336.00	6,336.00	515.00	14.00	68.70	885.27	7,818.97	7,818.97
Per Credit								
1 credit hour	704.00	704.00	289.00	0.00	68.70	885.27	1,946.97	1,946.97
2 credit hours	1,408.00	1,408.00	289.00	0.00	68.70	885.27	2,650.97	2,650.97
3 credit hours	2,112.00	2,112.00	289.00	0.00	68.70	885.27	3,354.97	3,354.97
4 credit hours	2,816.00	2,816.00	289.00	0.00	68.70	885.27	4,058.97	4,058.97
5 credit hours	3,520.00	3,520.00	289.00	0.00	68.70	885.27	4,762.97	4,762.97
6 credit hours	4,224.00	4,224.00	289.00	0.00	68.70	885.27	5,466.97	5,466.97
7 credit hours	4,928.00	4,928.00	289.00	0.00	68.70	885.27	6,170.97	6,170.97
8 credit hours	5,632.00	5,632.00	289.00	0.00	68.70	885.27	6,874.97	6,874.97
Over-Time								
Each Additional Hour	704.00	704.00						

**Students Qualifying for the 2014-15 Tuition Promise**

9 credit hours	6,525.00	6,525.00	515.00	14.00	68.70	885.27	8,007.97	8,007.97
Per Credit								
1 credit hour	725.00	725.00	289.00	0.00	68.70	885.27	1,967.97	1,967.97
2 credit hours	1,450.00	1,450.00	289.00	0.00	68.70	885.27	2,692.97	2,692.97
3 credit hours	2,175.00	2,175.00	289.00	0.00	68.70	885.27	3,417.97	3,417.97
4 credit hours	2,900.00	2,900.00	289.00	0.00	68.70	885.27	4,142.97	4,142.97
5 credit hours	3,625.00	3,625.00	289.00	0.00	68.70	885.27	4,867.97	4,867.97
6 credit hours	4,350.00	4,350.00	289.00	0.00	68.70	885.27	5,592.97	5,592.97
7 credit hours	5,075.00	5,075.00	289.00	0.00	68.70	885.27	6,317.97	6,317.97
8 credit hours	5,800.00	5,800.00	289.00	0.00	68.70	885.27	7,042.97	7,042.97
Over-Time								
Each Additional Hour	725.00	725.00						

\*OHSU requires students to carry major group health/dental insurance. For students with other major group health coverage, an insurance waiver application is available. For waiver application information and deadlines, refer to the JBT Health & Wellness Center website ([www.ohsu.edu/jbt-health](http://www.ohsu.edu/jbt-health)). The Major Medical/Dental rates represent 3 months of coverage. Coverage ends June 30, 2015. Dental rate for returning students in Summer term = \$67.56. Fall term rates for new students are Major Medical = \$1,180.36 and Dental = \$91.60.

**School of Nursing Master or Certificate in Public Health, All Nursing Education Programs, Health Systems and  
Organizational Leadership, and PhD in Anchorage, Alaska**  
2014-2015 Tuition & Fee Charges By Term

Draft 6/26/2014

	Tuition		University	Total Charges	
	Residents	Non-Residents	Fee	Residents	Non-Residents
9 credit hours	5,004.00	6,462.00	48.00	5,052.00	6,510.00
Per Credit					
1 credit hour	556.00	718.00	48.00	604.00	766.00
2 credit hours	1,112.00	1,436.00	48.00	1,160.00	1,484.00
3 credit hours	1,668.00	2,154.00	48.00	1,716.00	2,202.00
4 credit hours	2,224.00	2,872.00	48.00	2,272.00	2,920.00
5 credit hours	2,780.00	3,590.00	48.00	2,828.00	3,638.00
6 credit hours	3,336.00	4,308.00	48.00	3,384.00	4,356.00
7 credit hours	3,892.00	5,026.00	48.00	3,940.00	5,074.00
8 credit hours	4,448.00	5,744.00	48.00	4,496.00	5,792.00
Over-Time					
Each Additional Hour	556.00	718.00			

**Pharm.D.**  
**2014-2015 Tuition & Fee Charges By Term**

Draft 6/26/2014

	<b>University Fee</b>	<b>Student Council Fee</b>	<b>Dental Insurance*</b>	<b>Major Medical Insurance*</b>	<b>Total Charges</b>
1st Year	0.00	0.00	91.60	1,180.36	1,271.96
2nd Year	0.00	0.00	91.60	1,180.36	1,271.96
3rd Year	515.00	14.00	91.60	1,180.36	1,800.96
4th Year	289.00	0.00	91.60	1,180.36	1,560.96

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\*OHSU requires students to carry major group health/dental insurance. For students with other major group health coverage, an insurance waiver application is available. For waiver application information and deadlines, refer to the JBT Health & Wellness Center website ([www.ohsu.edu/jbt-health](http://www.ohsu.edu/jbt-health)). The Major Medical/Dental rates represent 4 months of coverage. Coverage ends August 31, 2015. The Winter and Spring term rates for 4th year students are Major Medical = \$885.27, Dental = \$68.70, and coverage ends June 30, 2015.

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



**RESOLUTION 2014-06-05  
OREGON HEALTH & SCIENCE UNIVERSITY  
BOARD OF DIRECTORS**

**(Operating Budget, Capital Budget and Academic Year Fee Book)**

**WHEREAS**, Management has developed and has provided to the Board for its review the Operating Budget for Oregon Health & Science University for fiscal year 2014-15, including the tuition and fees for the academic year 2014-15 ("FY 14-15 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 2014-15 ("FY 14-15 Capital Budget");

**WHEREAS**, the Board believes that the University's adoption of each of (i) the FY 14-15 Operating Budget, and (ii) the FY 14-15 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 FY 14-15 Operating Budget for Oregon Health & Science University for fiscal year 2014-15 included in the June 26, 2014 Board docket accompanying this Resolution, including the tuition and fees for the academic year 2014-15 as shown in the OHSU Academic Year Fee Book 2014-15, is hereby approved and adopted.
2. The FY 14-15 Capital Budget for Oregon Health & Science University for fiscal year 2014-15 included in the June 26, 2014 Board docket accompanying this Resolution is hereby approved and adopted.

This Resolution is adopted this 26<sup>th</sup> day of June 2014.

Yeas \_\_\_\_\_

Nays \_\_\_\_\_

Signed by the Secretary of the Board on June 26, 2014.

\_\_\_\_\_  
Connie Seeley  
Board Secretary



# 2014 Achievement Compacts

David W. Robinson, Ph.D.

Executive Vice Provost

# Oregon Education Investment Board (OEIB)

- In 2011, Senate Bill 909 established the OEIB for the purpose of ensuring that all public school students in Oregon reach the education outcomes established for the state:
  - Oregon's goal is that by the year 2025, 100 percent of Oregonians will earn a high school diploma or its equivalent, 40 percent will earn a post-secondary credential, and 40 percent will obtain a bachelor's degree or higher.
- The OEIB is Chaired by the Governor and consists of an additional 12 members appointed by the Governor and confirmed by the Senate.
- The OEIB is charged with:
  - Developing an **education investment strategy** to improve defined learning outcomes from early childhood through public schools, colleges and universities.
  - Hiring a **Chief Education Officer** to oversee the unified public education system.
  - Establishing a **statewide student database**
  - Establishing an **Early Learning Council**



# Achievement Compacts

- In 2012, Senate Bill 1581 empowered the OEIB to enter into achievement compacts with every K-12 school district, education service district, community college, the university system and OHSU
- Prior to the beginning of each fiscal year, the **governing body** of each education entity must enter into an achievement compact with the Oregon Education Investment Board for the fiscal year.
- The intent of establishing achievement compacts is that by setting targets for statewide goals, and reporting on the progress made in meeting those targets, valuable information will be provided to shape future discussions at the State Legislature about funding levels and funding formulas

# OHSU 2014 Achievement Compacts

Outcome Measures	2012-13 Actual	2013-14 Projected	2014-15 Target
<b>Completion</b>			
<u>School of Medicine:</u> Number and percentage of students admitted to the M.D. program who are Oregonians	87 (63%)	104 (75%)	97 (70%)
<u>School of Dentistry:</u> Number and percentage of students admitted to the D.M.D program who are Oregonians	38 (51%)	51 (68%)	38 (50%)
<u>School of Nursing</u> Number and percentage of graduates from the Bachelors of Nursing programs who are Oregonians	349 (88%)	333 (89%)	330 (88%)
<u>School of Nursing:</u> Total number of graduate degrees and certificates awarded	101	118	101
Total number of healthcare professional degrees and certificates awarded*	767	753	749

**Note:** Graduation rates in the M.D. and D.M.D. programs are almost equivalent to admission rates (>94%) and not reflective of yearly decisions resulting from changes in State appropriations. Admission rates more accurately reflect the impact of State funding on these programs. \* Only includes degrees from programs for which the State provides a portion of the funding: DMD, MD, B.S. Nursing, Nursing Graduate Certificate in Public Health, Nursing Post Master Certificate programs, Nursing MPH, MN, MS, DNP, BS Radiation Therapy, Graduate Certificate in Dietetic Internship, Master of Physician Assistant Studies, Master of Clinical Dietetics and Master of Science in Clinical Nutrition.

**RESOLUTION NO. 2014-06-06**  
**OREGON HEALTH & SCIENCE UNIVERSITY**  
**BOARD OF DIRECTORS**

**(Achievement Compact with Oregon Education Investment Board)**

**WHEREAS**, Oregon Health & Science University ("OHSU") works to continuously improve its education programs in order to provide the highest quality healthcare, science and engineering workforce for the State of Oregon.

**WHEREAS**, as a part of this effort and as required by Oregon law, OHSU has developed an Achievement Compact ("Achievement Compact") with the Oregon Education Investment Board for Fiscal Year 2014-15 in the form as attached hereto as Exhibit A.

**WHEREAS**, the Achievement Compact sets out outcomes that OHSU will strive to achieve during the course of the Fiscal Year, in furtherance of OHSU's education mission.

**WHEREAS**, the Board believes that entry into the Achievement Compact substantially in the form as attached hereto 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 Board of Directors approves the entry into the Achievement Compact substantially in the form as attached hereto, with the Oregon Education Investment Board.
2. The President of OHSU or his designee is authorized on behalf of OHSU to take such steps as are appropriate and consistent with the terms of this Resolution.

This Resolution is adopted this 26<sup>th</sup> day of June 2014.

Yeas \_\_\_\_\_

Nays \_\_\_\_\_

Signed by the Secretary of the Board on June 26, 2014.

---

Connie Seeley  
Board Secretary

# Achievement Compact between Oregon Education Investment Board and Oregon Health and Science University

**Assumptions and Outcomes:** 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. 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 in allied health, dentistry, medicine, nursing, science and engineering. As our compact with the state, we will strive for the following outcomes.

Outcome Measures	2012-13 Actual	2013-14 Projected	2014-15 Target
<b>Completion</b>			
<u>School of Medicine:</u> Number and percentage of students admitted to the M.D. program who are Oregonians	87 (63%)	104 (75%)	97 (70%)
<u>School of Dentistry:</u> Number and percentage of students admitted to the D.M.D program who are Oregonians	38 (51%)	51 (68%)	38 (50%)
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Total number of healthcare professional degrees and certificates awarded*	767	753	749

**Note:** Graduation rates in the M.D. and D.M.D. programs are almost equivalent to admission rates (>94%) and not reflective of yearly decisions resulting from changes in State appropriations. Admission rates more accurately reflect the impact of State funding on these programs. \* Only includes degrees from programs for which the State provides a portion of the funding: DMD, MD, B.S. Nursing, Nursing Graduate Certificate in Public Health, Nursing Post Master Certificate programs, Nursing MPH, MN, MS, DNP, BS Radiation Therapy, Graduate Certificate in Dietetic Internship, Master of Physician Assistant Studies, Master of Clinical Dietetics and Master of Science in Clinical Nutrition.

## Investment:

	FY 2013	FY 2014	FY 2015
<b>State Funding for Education Programs*</b>	<b>\$23,885,256</b>	<b>\$27,218,200</b>	<b>\$27,218,200</b>

\*This figure does not include funding for the Area Health Education Centers or the Office of Rural Health

**Conditions:** This is a public agreement and can be amended by mutual consent:



# Senate Bill 565 Implementation

Greg Moawad  
Department of Public Safety

# Critical Incident Readiness Task Force (2008)

- Findings:
  1. Portland Police cannot provide coverage
  2. Department of Public Safety (DPS) lacks sufficient legal authority to protect the campus
- Recommendations:
  1. OHSU should seek legislation to provide DPS with police officer authority
  2. OHSU should arm DPS officers or contract with police agency for armed presence

# Background

- Senate Bill 658 (2009)
  - Enhanced training on mental health, law, communication
  - Enhanced lawful abilities
    - Proactive
    - Stop and frisk
    - Police officer holds
- DPS has 24 sworn and state-certified police officers
  - 16-week Academy

# Armed Presence

- Evaluated potential agencies to provide armed police officers
- Reviewed UO/OSU models
  - Service/integration issues
  - Low value
  - Concerns about training levels
- Contracting is unworkable
- 2013's Senate Bill 565



# Foundational Analysis

- Complete transparency
- Multi-disciplinary input
- Unprecedented training levels
  - Focus on de-escalation and communication in mental health interactions
- Force oversight by community
- Enhanced policies
- Input on equipment selection

# Training Road Map

- Evaluated existing training programs
- Selected applicable subjects plus community-specific needs
- Established firearm training regimen
  - 130 hours initially, including 37-hour CIT
  - 96 hours annually

# Initial Training Topics (130 hours)

- Critical Incident Training
- Firearm skills
- Active shooter intervention
- Force scenarios
- Communication and de-escalation
- Decision making
- Diversity and cultural competency
- Weapon retention

# Policy Road Map

- Reviewed Department of Justice findings
- Evaluated policy blind spots
- Team-drafted changes and additions
  - Strategic Disengagement
  - Unprecedented community oversight of force
  - Learning opportunities embedded in culture
- End product reflected our community's expectations

# Questions?

## **Senate Bill 565/Arming History**

After 2007's Virginia Tech incident, Oregon Health & Science University convened a task force to evaluate and improve the institution's readiness to respond to a similar critical incident on its campus. The task force, chaired by State Senator Ginny Burdick, made two recommendations: 1) that OHSU seek legislation to empower its Department of Public Safety (the then security department) with police officer authority; and, 2) that OHSU establish an armed police presence on its campus – by either arming its officers or contracting with another agency for that presence. Those decisions were driven by a variety of factors, including the unique skills required to police in this environment and the inability for Portland Police officers to respond to our campus as quickly as needed.

Given OHSU's unique role in our community as an academic medical center focused on teaching, healing, and discovery, the institution initially opted to transition our Department of Public Safety into an unarmed police force. We began interviewing and screening officers (psychological and medical) before putting selected candidates through the 16-week live-in state certification program at the Oregon Department of Safety Standards and Training. In February 2012, we transitioned into a functioning, unarmed police department.

We contemporaneously sought to contract with an outside agency for an armed presence. While pursuing the contracting model, we reached out to other regional academic institutions where that model was currently deployed (University of Oregon and Oregon State University) and found disappointing levels of satisfaction. Concerns included poor service levels, the non-presence of assigned officers, an inability to adequately oversee which officers were assigned, and a poor mesh of officers, used to the militaristic employment model of law enforcement, into an academic community. Costs were also a consideration. We ultimately decided that contracting for an armed presence was not in our best interest.

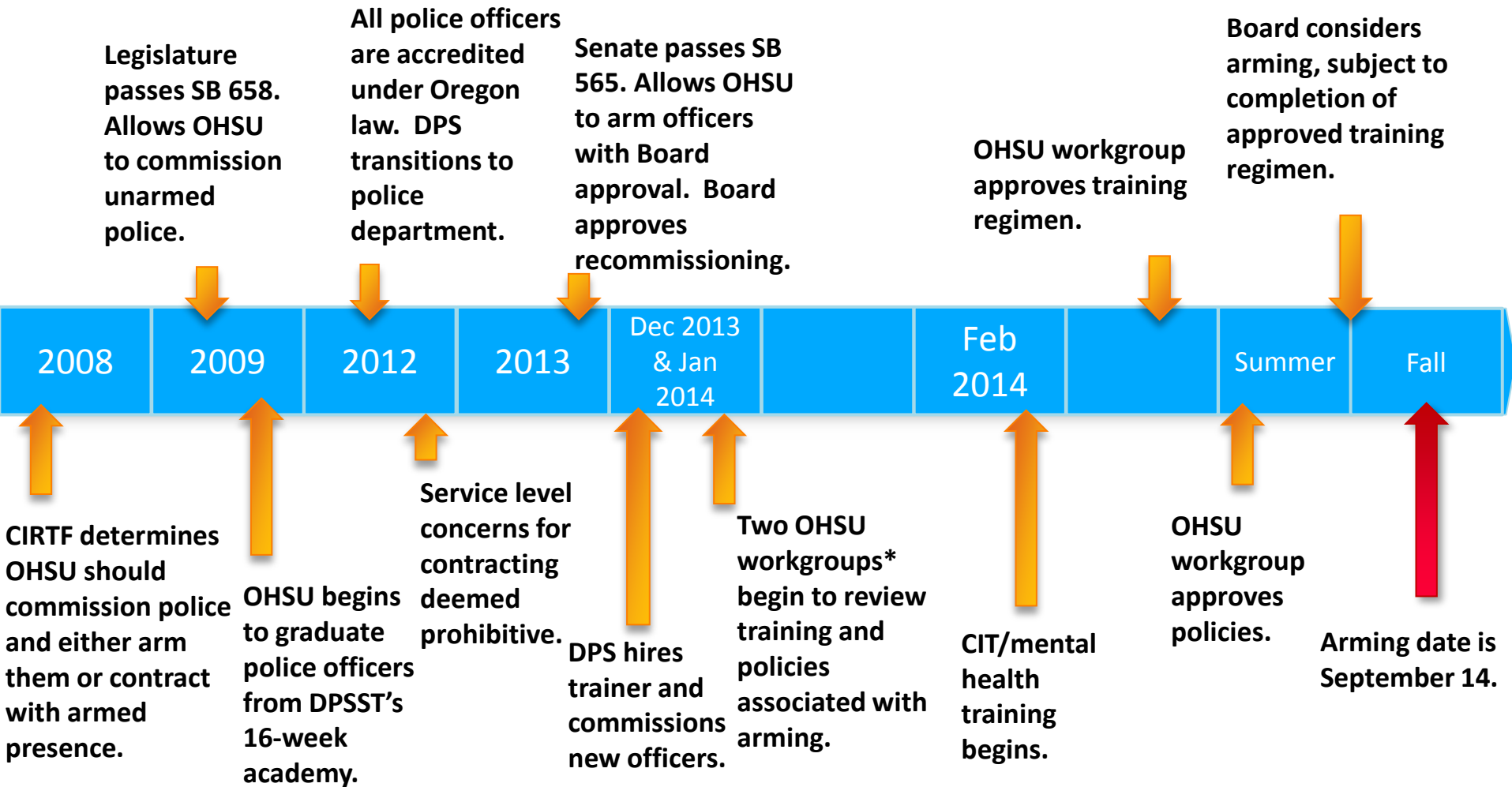
Meanwhile, the drivers for the task force's recommendations continued to occur on our campus – including an incident in which a man who had been in possession of a gun threatened to shoot medical staff. Confirming information heard by the task force, armed Portland Police officers took 14 minutes to arrive – long enough for two complete Virginia Tech incidents to have occurred.

In order to provide an armed presence, the Department of Public Safety has designed and implemented an arming and training plan for its officers. Because of the unique populations we serve on our campus, including the mentally ill and individuals undergoing incredible stress, our plan focused on preparing officers to manage mental health interactions and resolve conflict via communication and de-escalation wherever possible. We also made certain that any newly required policies and practices reflected the state of the art in the industry.

Finally, the process used to design and implement every step of this plan reflected the purposeful, collaborative, inclusive and thorough approach needed in our environment. That meant complete transparency for and input by non-law enforcement OHSU staff at every point in the program's development. It also includes complete OHSU community oversight for instances in which our officers deploy force.

At the June 26 Board meeting, the Department of Public Safety will ask for your authority to arm its officers effective September 14, 2014, allowing the institution to meet the requirements set out in the 2008 task force report.

# DPS Arming Implementation Timeline



\*The two contemporaneous OHSU-wide workgroups included representatives from the Department of Public Safety, Administrators on Duty, Patient Advocates, Psychiatry, Nursing, Information Security, Legal, Risk, Human Resources, Pharmacy, emergency medicine, School of Medicine, Strategic Communications, Organizational Effectiveness, the Oregon National Primate Research Center, and Research

## SB 565 Initial Training Schedule

**Note:** This training schedule is in addition to the sixteen week Oregon State Police Academy, annual OHSU training, and annual Oregon State training that all OHSU officers must complete. De-escalation, cultural competency, and communication principles from the initial Critical Incident Training are reinforced and re-evaluated throughout the following training.

Training schedule is 0800-1800 unless otherwise specified.

Class	Schedule	Date	Hours
Critical Incident Training (Communication, De-escalation with Persons Behavioral Health Crisis)		Feb 26 – Mar 1	36
Law (Force and Behavioral Health Crisis, Search and Seizure, Miranda) Force Scenarios (Critical Incident Communication and Decision Making)		April 14, 17	8
Firearms (Safety, OHSU Environment and Backdrop Exercises) Patrol Tactics (Team High Risk Cover, Contact and Custody)		April 28, May 1	9
Active Shooter (Decision Making, Formations, Contact and Rescue) Simulations (Threat Dynamics – Force Decisions under Stress)		May 15, 19	10
Firearms (Marksmanship, Movement and Technique) Firearms (Officer Down, Engagement Areas and Decision Making)		May 30, June 2	10
Patrol Tactics (High Risk Vehicle Stops, Post Shooting) Patrol Tactics (Movement, Incident Management)		June 16, 21	10
Firearms (Skills, Target Verification Exercises) Firearms (Live Fire Force Decision Making)		June 26, 30	10
Firearms Qualification and Advanced Scenario Courses		July 14, 17	10
Diversity and Cultural Competency Training Weapon Retention (Advanced Firearm Retention)		July 24, 28	10
Scenarios (De-escalation, Force Determination and Communication)		Aug 7, 11	8
Active Shooter Scenarios		Aug 23, 26	9





## OHSU: Department of Public Safety Arming Communications Map

<b>Background</b>	In late 2008, a community task force formed in the wake of the Virginia Tech shooting made two recommendations to OHSU: seek legislation to empower the Department of Public Safety (then a security department) with police authority and establish an armed police presence on campus. The first recommendation is complete; OHSU is now seeking to arm its already state-certified police officers to fulfill the task force's second recommendation. The chart below lays out the past and planned internal communication efforts around arming officers.
Date	Action
02.21.2013	OHSU-wide Town Hall, simulcast to campus, by Greg Moawad, Sierra Walker and Dr. Dave Drummond
02.21.2013 – 06.19.2014	As communications/questions arose via intranet, email or phone, Greg Moawad addressed each one individually
02.22.2013	<i>Staff News</i> post: "Top 5 FAQ on arming Public Safety officers"
05.09.2013	<i>Staff News</i> post: "Bill allowing arming of Public Safety officers passes"
12.01.2013 – 04.30.2014	OHSU-wide policy workgroup convenes to select and establish new policies. Group is comprised of representatives from the Department of Public Safety, Administrators on Duty, Patient Advocates, Psychiatry, Nursing, Information Security, Legal, Risk, Human Resources, Pharmacy, emergency medicine, School of Medicine, Strategic Communications, Organizational Effectiveness, Oregon National Primate Research Center, and Research
12.01.2013 – 04.30.2014	An identical OHSU-wide training workgroup convenes to select and establish a new training regimen
06.06.2014	Presentation to Student Council by Greg Moawad
06.19.2014	Planned communication: Arming OHSU's police officers: A timeline
06.24.2014	Planned communication: New policies guide arming of police officers
07.01.2014	Planned communication: Training of armed officers exceeds state standards
07.03.2014	Film "Ask Anything" video, answering comments and questions from the above planned communications
07.10.2014	Ask Anything: Arming OHSU's police officers

**GINNY BURDICK**  
**State Senator**  
DISTRICT 18  
MULTNOMAH COUNTY  
WASHINGTON COUNTY



Office: Oregon State Senate  
Salem, OR 97301  
(503) 986-1718  
E-mail: [sen.ginnyburdick@state.or.us](mailto:sen.ginnyburdick@state.or.us)  
District: 6227 SW 18th Dr.  
Portland, OR 97239  
(503) 244-1444

## **OREGON STATE SENATE**

December 3, 2008

Dr. Robertson,

I am pleased to share with you the final report and recommendations of the Critical Incident Readiness Task Force. You charged the members of the task force to answer a pair of challenging questions: Is the existing police response to an active shooting incident at an OHSU facility adequate? If not, what changes should be made to improve that response? After three months of work and four productive meetings of the task force, we feel we have answers to your questions.

This report gives you a full explanation of the process we went through to reach these recommendations, the feedback we received and the reasoning behind our decisions. It also includes several attachments providing more in-depth information about certain topics of interest, including information about the involvement of the mental health community.

I respect your dedication to continuing to provide a safe environment for your employees, students, patients and visitors. The task force members and I realize this is a difficult issue for any organization to consider and that these recommendations do not represent a final decision for OHSU's future. Regardless of the decision you make, strong leadership and communication skills will be required to make the OHSU campus as safe as possible.

I speak on behalf of all the task force members when I say thank you for asking us to be a part of this process. We appreciate your acknowledgement that this is a sensitive issue affecting many individuals and groups beyond the confines of OHSU. Your decision to convene a public task force shows your commitment to making OHSU a transparent institution and a good community partner. We wish you the best of luck as you move forward with this process.

Sincerely,

A handwritten signature in cursive script that reads "Ginny Burdick".

Senator Ginny Burdick

Chair, Critical Incident Readiness Task Force

## Critical Incident Readiness Task Force Recommendations Executive Summary

### **Situation**

Like most universities across the country, Oregon Health & Science University began reviewing its critical incident readiness following the campus shootings at Virginia Tech and Northern Illinois University. After a thorough internal analysis of OHSU public safety officers' authorities, training and equipment, OHSU president Joe Robertson, M.D., M.B.A., decided to form a public task force to consider whether additional steps were necessary to ensure the continued safety of the OHSU community. The Critical Incident Readiness Task Force was specifically asked to review the readiness to respond to a critical incident, including an active shooter, at OHSU facilities on Marquam Hill, South Waterfront and West Campus in Hillsboro.

### **Task Force Organization**

The task force includes local law enforcement and government representatives, Portland-area residents, OHSU employees and other stakeholders. The task force met four times during fall 2008. These meetings included:

- August 26: organizational meeting.
- September 26: meeting to receive testimony from technical experts.
- October 23: meeting to receive testimony from the public.
- November 6: work session.

### **Recommendations**

It is the majority opinion of the task force that the following recommendations be implemented by OHSU to improve the safety of patients, visitors, faculty, staff and students.

#### ***Recommendation 1***

*OHSU should seek a change to the state statute governing OHSU Public Safety Officers to clarify their roles and authorities regardless of whether it moves forward with the recommendation to establish an armed presence. (20 voted for; 1 against).*

#### ***Recommendation 2***

*A full-time armed law enforcement presence should be established at OHSU in order to provide a faster response to an active shooter incident, provided that all the conditions listed below are met. (17 voted for; 1 against; 3 abstained)*

- All armed officers have completed the 16-week DPSST academy.
- All armed officers complete supplemental OHSU campus public safety training.
- All armed officers complete 40-hour Critical Incident Training developed and conducted by the Portland Police Bureau.
- All armed officers complete Cultural Awareness Training.
- An official OHSU review process is established to review any use of a firearm by an OHSU officer.
- A commitment to on-going training in firearms proficiency, proper use of force, and joint critical incident training with Portland Police Bureau and other law enforcement agencies.

## Critical Incident Readiness Task Force Recommendations Executive Summary

The majority of task force members recommended OHSU seek a change in state statute that would allow it to employ its own armed law enforcement officers. The task force would also support OHSU contracting with a local police department to establish an armed presence.

The task force considered and rejected several options for responding to active shooter incidents. These rejected options include maintaining the status quo; encouraging the Portland Police Bureau to modify its existing tactical doctrine to speed up response; and hiring armed security guards who are not sworn law enforcement officers. These options were either unworkable, did not guarantee sufficient training, would be unacceptable to a majority of stakeholders at OHSU, or would not provide an adequate decrease in the response time to an active shooter incident.

### **Conclusion**

The task force feels the current response to an active shooter on an OHSU campus is unacceptably slow. The group believes the safety of the OHSU campus could be enhanced by establishing a permanent presence of certified and armed law enforcement officers with additional specialized training to deal with vulnerable populations, including the mentally ill.

The Task Force also encourages OHSU to enhance communication with the residential neighborhoods that surround Marquam Hill. In particular, systems should be explored with Portland Police Bureau that could facilitate timely communication with the neighborhoods during a critical incident.

## Critical Incident Readiness Task Force Report and Recommendations

### **Introduction**

Like many universities across the country, Oregon Health & Science University conducted an extensive review of its public safety capabilities, training and equipment following the tragic campus shootings at Virginia Tech and Northern Illinois University.

Following this review OHSU President Joe Robertson, M.D., M.B.A., decided it was in the best interest of the university to establish a public task force to consider OHSU's readiness to respond to a similar critical incident. The task force was specifically asked to consider whether additional steps were necessary to ensure the continued safety of the OHSU community, including whether OHSU should have armed police officers on campus.

Dr. Robertson sought to establish a diverse task force representative of the wide audiences OHSU serves. The task force members include:

<b>Name</b>	<b>Representative Group</b>
• Sen. Ginny Burdick	State Legislator
• Sen. Bruce Starr	State Legislator
• Margie Lowe	Governor's Office
• Tim Moore	Multnomah County Sheriff's Department
• Jane Ames	Portland Mayor's Office
• Carmen Merlo	Portland Office of Emergency Management
• Olga Acuña	City of Hillsboro
• Susan Egnor	Homestead Neighborhood Association
• Ken Love	South Portland Neighborhood Association
• Mike Reese	Portland Police Bureau
• Allen Zaugg	Hillsboro Police Department
• Barbara Glidewell	Patient Relations Representative
• Marcus Mundy	Urban League
• Sandra McDonough	Portland Business Alliance
• Susan Cox	Veterans Administration
• Carol Howe	OHSU Faculty
• Nina Katovic	OHSU Student Council
• Mike Bandy	AFSCME
• Harold Fleshman	ONA
• Steven Scott	OHSU Health System
• Nancy Haigwood	OHSU West Campus
• Román Hernández	OHSU Board of Directors
• Martha McMurry	Community Advocate

Note: The Executive Director of National Alliance on Mental Illness Multnomah was offered a seat on the task force but did not participate. Additional information about the involvement from the mental health community is included as attachment 10.



## Critical Incident Readiness Task Force Report and Recommendations

### **Communications and Outreach**

OHSU developed a communications plan to support the work of the task force. The plan called for engaging the Portland community, the OHSU community, and specific groups within OHSU through a variety of communication methods.

Internally, OHSU communicated with its employees and students through several emails, postings on the Intranet, a town hall hosted by Dr. Robertson that was later available online, and presentations at regular meetings for clinical, research, student and administrative leaders.

A news release was sent to Portland-area media in August announcing the creation of the task force. The first three task force meetings were publicized through public meeting notices, and the public input meeting was also publicized through an ad in *The Oregonian*.

A second news release issued the week before the public input meeting drew a great amount of media interest from print, TV, radio and Internet media outlets.

A survey and Q&A were also posted to the OHSU Web site and highlighted in internal and external messages. Dr. Robertson received more than 20 emails about the task force from internal audiences and more than 200 responses to the survey were collected and analyzed. These results are included as Attachments 6 and 7. A list of all the primary communications activities is included as Attachment 4.

### **Background**

OHSU reviewed the four official reports on the shootings at Virginia Tech: "Mass Shootings at Virginia Tech, April 16, 2007"; "Virginia Tech Overview of the findings and recommendations of the April 16 Tragedy internal review committees"; Report To The President On Issues Raised By The Virginia Tech Tragedy"; "National Association of Attorneys General Task Force On School And Campus Safety". From these reports OHSU identified four key findings relevant to OHSU:

- There was widespread confusion at Virginia Tech about what information could be shared across departments and with outside agencies.
- The lack of a formal system for assessing troubling student behavior meant that several warning signs that could have prompted action on the part of the university went unnoticed by agencies and departments that could have taken action.
- Once the shooting started, campus police could not immediately communicate emergency messages without prior approval, which slowed the sharing of information with the campus community.
- Joint training that had taken place before the incident between campus officers and local city police meant that the tactical response to the incident was well-coordinated and saved lives.

These four findings led the OHSU Department of Public Safety to make four recommendations to the OHSU Executive Leadership Team:

- OHSU must have clear, documented information sharing guidelines.
- OHSU must have an interdisciplinary threat assessment team.

## Critical Incident Readiness Task Force Report and Recommendations

- OHSU must upgrade its critical incident communications capability.
- OHSU Public Safety Officers must be professionalized and be able to train with local, state, and federal law enforcement agencies to respond to active shooters.

OHSU understands the best way to ensure an active shooter incident does not happen at OHSU is to do everything possible to identify problem situations before they evolve into a crisis. Over the past 18 months, much work has been done on the first three recommendations. The ability of OHSU departments to share information with each other has been clarified. A threat assessment team has been formed and is completing its policy development and training. Upgrades have been made to the communication system and additions to that system are under review.

The efforts made by OHSU to address these preventive measures will make a real difference in the way potentially violent incidents are detected and addressed before they cause any harm. However, even the best preventive measures can fall short.

### **Current Response to an Active Shooter at OHSU**

Studies have shown that an active shooter injures or kills four people per minute. These incidents continue until the shooter is engaged by an armed law enforcement officer. As soon as the active shooter is engaged by armed law enforcement officers the shooting of innocent bystanders stops for one of three reasons: the shooter begins to target the law enforcement officers instead of innocent bystanders; the shooter is injured or killed by the law enforcement officers; or the shooter commits suicide.

The Portland Police Bureau (PPB) serves as the current armed response to an active shooter on the Marquam Hill Campus or South Waterfront. The Portland Police Bureau utilizes a tactical doctrine for engaging an active shooter that calls for a five-officer contact team. Because all PPB officers are trained to a certain minimum standard, any five officers can form this contact team.

Discussions with PPB command and analysis of response times to actual emergency calls for service have produced a timeline that show it would take at least 15 minutes to assemble a five-person contact team and engage an active shooter on the Marquam Hill Campus. While the first arriving unit from PPB could be on-scene in less than seven minutes, an additional eight minutes would elapse before the entire team of five officers could be assembled.

The Hillsboro Police Department serves as the current armed response to an active shooter on the OHSU West Campus. The Hillsboro Police Department employs a tactical doctrine that utilizes a five-officer contact team. This doctrine has been adopted by all Washington County law enforcement agencies, and all of these agencies train together for critical incident response. As a result, any five officers from any Washington County agency can form the five-person contact team. In most cases, a five-person contact team can be assembled in about 5 minutes and engage an active shooter shortly thereafter.

The OHSU Department of Public Safety would participate in this response by meeting the police officers at a designated location on campus, guiding the contact team to the location of the active shooter, and providing any additional support from outside the line of fire. Only armed officers

## Critical Incident Readiness Task Force Report and Recommendations

that have received training in the tactical doctrine of the responding police agency may participate as members of the contact team. Because they are prohibited by state statute from attending the full police academy training program offered by the State of Oregon and because they are prohibited by state statute from carrying firearms, the OHSU Public Safety Officers may not participate as members of the five-person team.

Although they would not engage the active shooter directly, OHSU officers have a variety of other critical incident tasks that they have planned and trained for during this type of critical incident, including notification to the campus about the critical incident, crowd and traffic control, establishment of a perimeter, and liaison with emergency medical services and other first responders. These tasks are also vital to the successful management of a critical incident, and would be outside the scope of the other responding police agency.

Attachment 1 shows an active shooter timeline analysis. This timeline includes the projected response times for the Portland Police Bureau, the OHSU Department of Public Safety, compared against the timeline of events from the Virginia Tech and Northern Illinois University shootings.

### **Likelihood of an Incident**

OHSU is a large and complex institution with multiple missions. Because it is not possible to know in advance when or where a critical incident or active shooter event may take place, an analysis of “attractors” helped OHSU assess its exposure to potential threats. The OHSU Department of Public Safety reviewed types of activities and locations that have the potential to increase the risk of a critical incident. They then compared OHSU against other universities and hospitals. The analysis shows OHSU has more attractors than any organization against which it was compared. The analysis also shows OHSU is unique in Oregon, combining many of the attractors associated with large universities with those of community hospitals, and adding a few of its own. This chart is included as Attachment 2.

### **Task Force Process**

The task force met four times during fall 2008. These meetings included an organizational meeting on August 26, a meeting to receive testimony from technical experts on September 26, a meeting to receive testimony from the public on October 23 and a work session on November 6. Below is a summary of those meetings. A complete set of minutes and attendance sheets from those meetings is included in this report as Attachment 3.

#### **Organizational Meeting, 8/26/2008**

At the organizational meeting, Dr. Robertson welcomed the task force and explained that it had been formed to help him evaluate the complex issue of responding to an active shooter incident at an OHSU facility. Gary Granger, the OHSU Director of Public Safety, provided a background briefing for the task force, including information about the capability of the OHSU Department of Public Safety and the anticipated response time of the Portland Police Bureau.

Director Granger presented information about the work that OHSU has done to address non-response activities that make a critical incident less likely, including improved information sharing and communication, elimination of radio communication ‘dead zones’, and the creation



## Critical Incident Readiness Task Force Report and Recommendations

of a threat assessment team. Granger also discussed two remaining gaps in critical incident preparedness: armed response to an active shooter and the inability of OHSU Public Safety Officers to attend the full 16-week police officer training program at the Department of Public Safety Standards and Training (state police academy).

The task force members asked a variety of questions about the existing response plan and procedures. These questions included inquiring about the existence and role of the Portland Police Bureau Special Emergency Reaction Team (SERT) in a critical incident response; the use of text messages to communicate with the OHSU community; identifying which agency is responsible for communicating with the neighborhood around OHSU during a critical incident; the current response plan for OHSU West Campus; statistics on the use of tasers by OHSU Public Safety Officers; and how often and by what means the Portland Police Bureau is contacted today by OHSU Public Safety.

The task force selected dates and topics for the remainder of the meetings, and the due date of the final report was set.

### Technical Experts Meeting 9/26/08

The task force met to hear testimony from emergency communications experts and law enforcement professionals, from both Portland and outside Oregon.

Captain Paul Berlin from the University of California San Francisco spoke about the 'hybrid' nature of the UCSF Police Department - that it employs both armed police officers and unarmed security officers. He discussed the training that officers receive, the different roles and responsibilities of the two types of officers, relationships with the San Francisco Police Department, the challenges of dispatching SFPD officers to a complex location like the UCSF campus, the challenges of recruiting police officers in the San Francisco area, and the use of memoranda of understanding to clarify roles and responsibilities between the UCSF and SFPD officers when responding to various types of calls for service.

Public Safety Director Charles Green of the University of Iowa spoke about his organization's transition from unarmed security officers to a hybrid department with both armed police officers and unarmed public safety officers in October of 2007. The department had been authorized under state law to carry firearms since 2004, but had not done so as a matter of university policy. Director Green explained that the armed police officers carry both firearms and tasers, but the security officers carry neither. The University of Iowa has a memorandum of understanding with the local police department that outlines how the two departments work together. Director Green said the relationship has been a positive and productive one.

During the question and answer session, Director Green described how activities of the campus police are coordinated with the city police department. He also discussed the extensive training that campus police receive in using various techniques to defuse situations without the use of force. Director Green discussed the period of 'provisional arming' that his department experienced. Under this system, the officers were trained in the use of firearms, but were not permitted to carry them. Instead, the firearms were kept in a secure location on campus and would be issued to the officers only when necessary. It quickly became clear that this was not a

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good option, and it was discontinued. Instead, trained officers are now permitted to carry firearms at all times while on duty.

In response to a question about whether there was a specific incident that caused the University of Iowa to consider arming its police officers, Director Green responded that there had been an on-going discussion about arming officers for years. He stated that in his opinion, if an institution asks employees to perform law enforcement functions then those employees need to be trained and equipped to perform those functions, including the use of firearms.

Patrick Jones from the Portland Bureau of Emergency Communications (BOEC) discussed the role that his agency plays in dispatching and coordinating first responders across the region. This includes not just Portland Police Bureau, but Portland Fire, EMS and other emergency responders. Jones spoke at length about the complexities of 911 dispatch, the role of global positioning systems (GPS), and the challenges of dispatching to a complex location like OHSU.

In response to questions from the task force, Jones stated that there was no technical reason that BOEC could not coordinate dispatch of resources to OHSU. He also stated that the use of two different radio systems by OHSU and Portland Police Bureau should not create an impediment to joint operations and training.

Chief Rosie Sizer from the Portland Police Bureau stated her support for OHSU having armed officers, but stated PPB is currently understaffed and would not be able to contract with OHSU to provide police officers on campus. She spoke highly of the work Gary Granger and OHSU Public Safety Officers have done building a positive relationship with the Portland Police Bureau.

Chief Sizer explained that if OHSU were to employ its own armed police officers, they would be eligible and required to attend the full 16-week DPSST academy. She also talked about the 40-hour crisis intervention training recently implemented by PPB and required of all officers. Chief Sizer also spoke about staffing levels for the Central Precinct, which is the precinct in which OHSU Marquam Hill campus is located, saying it is the largest precinct geographically, but has the lowest level of staffing because of the relatively low number of calls.

Chief Sizer said most PPB officers have a limited knowledge of the OHSU Marquam Hill campus. She noted the challenging topography, the frequent new construction, and the relatively low volume of calls for service as contributing to this situation. She stated that even with GPS her officers would require the assistance of an OHSU Public Safety Officer to get to most locations on campus quickly. Chief Sizer recognized that her officers can get to most locations in the city in about 5 minutes, but the deployment patterns of her officers and the challenging nature of the geography at OHSU mean the response times to that location are greater than she would desire.

Chief Sizer ended by saying she believes this conversation is overdue, and that she agrees with the comments of Director Green with respect to giving the proper training and equipment, including firearms, to employees that are expected to perform law enforcement functions. She

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also noted the need for clear policies relating to the use of force and accountability measures to ensure that the policies are followed.

In response to questions from the task force about the possibility of a Portland Police Bureau substation located on Marquam Hill, Chief Sizer noted that the Portland Police Bureau does not use substations to house officers. They do have several contact offices, but officers are not stationed there. They are used to complete and file reports.

Public Input Meeting 10/23/08

The public input meeting opened with a presentation of background information for members of the public in attendance and a discussion of the task force's charge. Director Granger shared information about the analysis undertaken by OHSU following the Virginia Tech incident, the number of potential 'attractors' at OHSU, and supplied current statistics about armed officers at universities nationwide.

Approximately 20 people were in attendance, including several OHSU employees. Three members of the public provided testimony. All three were opposed to OHSU having armed officers on campus. One person providing testimony was from the neighborhood surrounding OHSU and expressed specific concerns about how the many individuals suffering from a mental illness would react to armed officers, and how our officers would be trained to intervene in these situations. The other two individuals who provided testimony had both had encounters with OHSU Public Safety Officers they felt were handled inappropriately and expressed concerns things could have been worse had the officers been armed.

Work Session Meeting, 11/6/2008

The task force established that the current armed response time was too slow. They then considered and rejected a number of options for reducing the response time.

**Recommendations**

After much careful consideration, the task force crafted two recommendations. It is the opinion of the task force that these two options represent the best avenues to move toward a safer campus for patients, visitors, faculty, students and staff by providing better, more complete training for existing OHSU Public Safety Officers and by allowing faster engagement of an active shooter by armed law enforcement officers.

The task force understands that these are only recommendations. Dr. Robertson will discuss these recommendations with the OHSU Board of Directors and executive leadership team before a final decision is made. The task force members recognize that they have limited knowledge of the financial and other resources of OHSU and leave the specific means of implementing these recommendations to the discretion of Dr. Robertson. The task force is relying on Dr. Robertson to balance the decision to implement these recommendations in full or in part within the broader goals and objectives of the university.

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The votes for and against these recommendations are included as Attachment 8.

### ***Recommendation 1***

*OHSU should seek a change to the state statute governing OHSU Public Safety Officers to clarify their roles and authorities regardless of whether it moves forward with the recommendation to establish an armed presence.*

### ***Recommendation 2***

*A full-time armed law enforcement presence should be established at OHSU in order to provide a faster response to an active shooter incident, provided that all the conditions listed below are met:*

- All armed officers have completed the 16-week DPSST academy.
- All armed officers complete supplemental OHSU campus public safety training.
- All armed officers complete 40-hour Critical Incident Training developed and conducted by the Portland Police Bureau.
- All armed officers complete Cultural Awareness Training.
- An official OHSU review process is established to review any use of a firearm by an OHSU officer.
- A commitment to on-going training in firearms proficiency, proper use of force, and joint critical incident training with Portland Police Bureau and other law enforcement agencies.

### **Options for Implementing Recommendation 2**

The task force considered two options for providing armed law enforcement officers at OHSU facilities. The first option would be for OHSU to seek a change in state statute that would allow it to employ armed law enforcement officers. The second option would be to enter into a contractual arrangement with an existing law enforcement agency to provide armed law enforcement officers at OHSU facilities. While the task force would support either option, the majority of members present at the work session expressed a preference for Option 1.

#### ***Option 1: OHSU seeks the authority to employ armed law enforcement officers***

The task force identified several advantages to a legislative change that would allow OHSU to employ armed law enforcement officers.

#### ***Advantages***

- Because any armed law enforcement officers must interact with the unarmed public safety officers currently employed by OHSU, it is important that clear lines of authority be established and maintained between these two groups. Having both types of officers within one department would provide these clear lines of authority. Armed law enforcement officers from another agency could introduce unnecessary complexities into training and response operations.

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- OHSU is a complex community both socially and geographically and it takes time for an officer to develop a thorough understanding of the environment. Officers employed by OHSU would have the time to develop this understanding over a period of years. An officer provided to OHSU under contract may only be stationed at OHSU for a short period of time and would find it difficult to develop the same level of knowledge about the community.
- The task force heard that the type of individual who is interested in campus law enforcement is different from an individual who might be interested in a municipal law enforcement career. The ability to employ fully-trained and certified armed law enforcement officers would allow OHSU to be more effective in targeting those individuals who have the special skills necessary to succeed in a complex community like OHSU.

*Disadvantages*

- This option would require a change in state statute. The task force understands many individuals and groups are not comfortable with armed law enforcement officers at OHSU. Firearms are controversial, and any discussion about creating the authority for OHSU to employ armed law enforcement officers may generate passionate debate in the state legislature.
- Significant administrative and policy changes would be required within the OHSU Department of Public Safety, including an enhanced plan for recruiting, hiring, training, and retaining individuals with the right skills and disposition to be effective armed law enforcement officers at an academic medical center. The administrative challenges of this task far exceed those that would be required to manage even a complex contract for providing armed law enforcement officers from another agency.

***Option 2: OHSU contracts with an existing law enforcement agency to provide armed law enforcement officers***

*Advantages*

- This is a tested method for stationing armed law enforcement officers at institutions of higher education in Oregon. At least two Oregon University System institutions use this method to provide an armed law enforcement presence on campus. This provides a base of experience that OHSU could draw upon as it created a contract with an existing police agency.
- This option would not require a change in state statute and so would take less time and energy to accomplish.

*Disadvantages*

The task force identified several disadvantages associated with contracting for armed law enforcement services from an existing agency. While many of the disadvantages are the reverse of the advantages listed for Option 1 (difficulty in maintaining clear lines of authority; campus



## Critical Incident Readiness Task Force Report and Recommendations

law enforcement requires a different outlook and skill set than municipal law enforcement; officers require long periods of time to thoroughly understand the OHSU environment), the task force identified several additional disadvantages to this option.

- The cost of contracting for armed law enforcement officers is significantly greater than the cost to employ them within OHSU. The OHSU Department of Public Safety estimates that the incremental cost of employing armed law enforcement officers without adding additional staff to the department would be about \$350,000 dollars annually for twelve armed officers. The existing contract between Oregon State University and the Oregon State Police to provide law enforcement services is about \$1 Million annually for ten officers.
- It would take longer to implement a contract providing for armed law enforcement officers than it would for OHSU to hire and deploy those officers internally. The agencies most likely to be approached to provide armed law enforcement officers to OHSU under contract would have to make new hires to meet the terms of the contract. Those officers would be required to complete the full pipeline of training required by that agency before they would be available to OHSU. Those officers would then need to complete additional training that is specific to their role under the contract with OHSU, adding additional months to the training process. A timeline that illustrates the training for both options is included as Attachment 9.

### **Conclusion**

The task force recommends that the state statute controlling the authorities of Special Campus Safety Officers be clarified. Specifically, some OHSU Department of Public Safety officers should be permitted to attend the full 16-week DPSST academy and be commissioned as peace officers. The task force recommends that this change be pursued regardless of a decision to allow these officers to carry firearms.

A majority of the members of the task force support having fully trained and certified law enforcement officers armed with firearms present at OHSU at all times to ensure a prompt response to an active shooter incident, provided certain specific training standards are met. Some of the task force members support contracting with an existing law enforcement agency to provide this service, although the majority of the task force members support the OHSU Department of Public Safety being able to employ its own armed officers.

The task force encourages OHSU to enhance communication with the residential neighborhood that surrounds Marquam Hill. In particular, it is recommended the university work with the Portland Police Bureau to explore systems that would facilitate communication with the neighborhood during a critical incident. OHSU should also assess whether there are additional measures that could be taken by OHSU to ensure that information about a critical incident is communicated to the neighborhood in a timely manner.



**RESOLUTION NO. 2014-06-07  
OREGON HEALTH & SCIENCE UNIVERSITY  
BOARD OF DIRECTORS**

**WHEREAS** pursuant to Senate Bill 565, OHSU was authorized to establish a police department, commission university police officers and authorize such officers to carry firearms; and

**WHEREAS** under Resolution 2013-10-09, the Board delegated to management the authority to commission officers; and

**WHEREAS** under Senate Bill 565 and Resolution 2013-10-09, all university police officers were re-commissioned by management before January 1, 2014; and

**WHEREAS** under Resolution 2013-10-09, the Board delegated to management the authority to commission officers without the authority to carry firearms, but with the understanding that management would request the Board for such authorization at a later date; and

**WHEREAS** based upon the University's ongoing review and evaluation of its critical incident readiness to ensure the continued safety of the OHSU community and upon other factors, management believes it is appropriate to authorize commissioned officers to carry firearms.

**NOW THEREFORE, BE IT RESOLVED** by the Board that the President or the President's designee may authorize commissioned university police officers to carry firearms at any time on and after September 15, 2014, subject to completion by such officers of appropriate training approved by the OHSU Director of Public Safety.

This Resolution is adopted this 26<sup>th</sup> day of June, 2014.

Yeas \_\_\_\_\_

Nays \_\_\_\_\_

Signed by the Secretary of the Board on June 26<sup>th</sup>, 2014

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Connie Seeley  
Board Secretary