



NATIONAL COLLEGE OF NATURAL MEDICINE

MASTER PLAN

AUGUST 2012



*The **power of place** needs a grand design
which has the blessing of those on whose watch
we are creating permanence, value and vitality for our community.*

DAVID SCHLEICH, PhD
PRESIDENT, NCNM

INSIDE THE PLAN

SECTIONS

Introduction and Vision	3
20-year Plan	5
Transformative Actions	8
Phasing	10
Landscape	14
Sustainability	19
Transportation, Access and Parking	21
Process	24
Acknowledgements	25

LIST OF FIGURES

Figure 1. 20-Year Vision	4
Figure 2. NCNM Location	6
Figure 3. Current Campus	7
Figure 4. Phase 1	10
Figure 5. Phase 2	11
Figure 6. Phase 3	11
Figure 7. Phase 4	12
Figure 8. Phase 5	12
Figure 9. Full Build Out	13
Figure 10. Campus Spaces and Green Brick Road	14
Figure 11. Gathering Spaces	16
Figure 12. Streetscapes and Pedestrian Corridors	18
Figure 13. Existing Pedestrian Circulation	21
Figure 14. Full Build Out Pedestrian Circulation	21
Figure 15. Existing Campus and Building Entries	22
Figure 16. Full Build Out Campus and Building Entries	22
Figure 17. Existing Parking	23
Figure 18. 20-Year Vision–Parking	23

LETTER FROM THE PRESIDENT



Dear colleagues, neighbors, and friends of NCNM:

Creating a lasting home for our mission of being the educational and research foundation of naturopathic and classical Chinese medicine is exactly what the NCNM Master Plan is about. This plan tells the tale of an emerging campus in the City of Portland. The new campus rising through the detail and imagination of this plan is as much a story as a refuge for this mission. Safe, beautiful, functional, sustainable, healthy and vibrant, the NCNM campus needs an exceptional Master Plan in order to create spaces that are touched over and over by a hundred thousand, a million stories of those who will pass through the new walkways, gardens, classrooms, clinics and mezzanines of this center of natural medicine in North America.

Because we are moving boldly and confidently through a wobbled health care terrain which needs us now more than ever, our narrative must come to life through voices in local classrooms linked to the world by the internet, through testimonials from patients who find enduring solutions as partners in treatment, learning and commitment to healthy selves, and by emblems and symbols such as our living walls, our healing gardens, and our green brick road. The **power of place** needs a grand design which has the blessing of those on whose watch we are creating permanence, value and vitality for our community. That is what Master Plans can do.

Fulfilling the NCNM Master Plan will create an enduring place from which to dispatch our graduates who are healing a continent of communities where many people are suffering. We have an obligation and responsibility to lead change in that landscape of health care. Behold this starting place, this nurturing place, this powerful place.

Yours in enduring health,

A handwritten signature in black ink that reads "David John Schleich". The signature is written in a cursive, flowing style with a long horizontal line extending from the end.

David Schleich, PhD
President, NCNM

20-YEAR VISION



The NCNM Master Plan strives to create a magnificent, urban, green space in which to educate the natural medicine practitioners and physicians who will become the leaders in health care. Rendering of the NCNM Campus—view to the south.

HEALING THE LANDSCAPE.

This is the guiding principle behind the NCNM Master Plan. This first-ever master plan for the college seeks to grow the campus in a manner that not only serves our academic needs but also in a way that honors NCNM's purpose—
"To promote and exemplify health, sustainable living and self-healing through education, research and service."

Healing the landscape includes creating a magnificent, urban, green space where we can educate natural medicine practitioners and physicians who will become the leaders in health care in their American communities and throughout the world. We want to create sacred and transformational spaces for our students, patients and alumni. We want the ability and time to walk, talk and laugh, and socially interact on a campus landscape that connects and creates ritual and ceremonial space, processional and exploring spaces, and refuge spaces.

We want to tell the history of the space and communicate its meaning using signage, seating, plantings, art installations and more. These are elements that assure the uniqueness of place, so important to our students' and patients' experiences moving through those spaces.

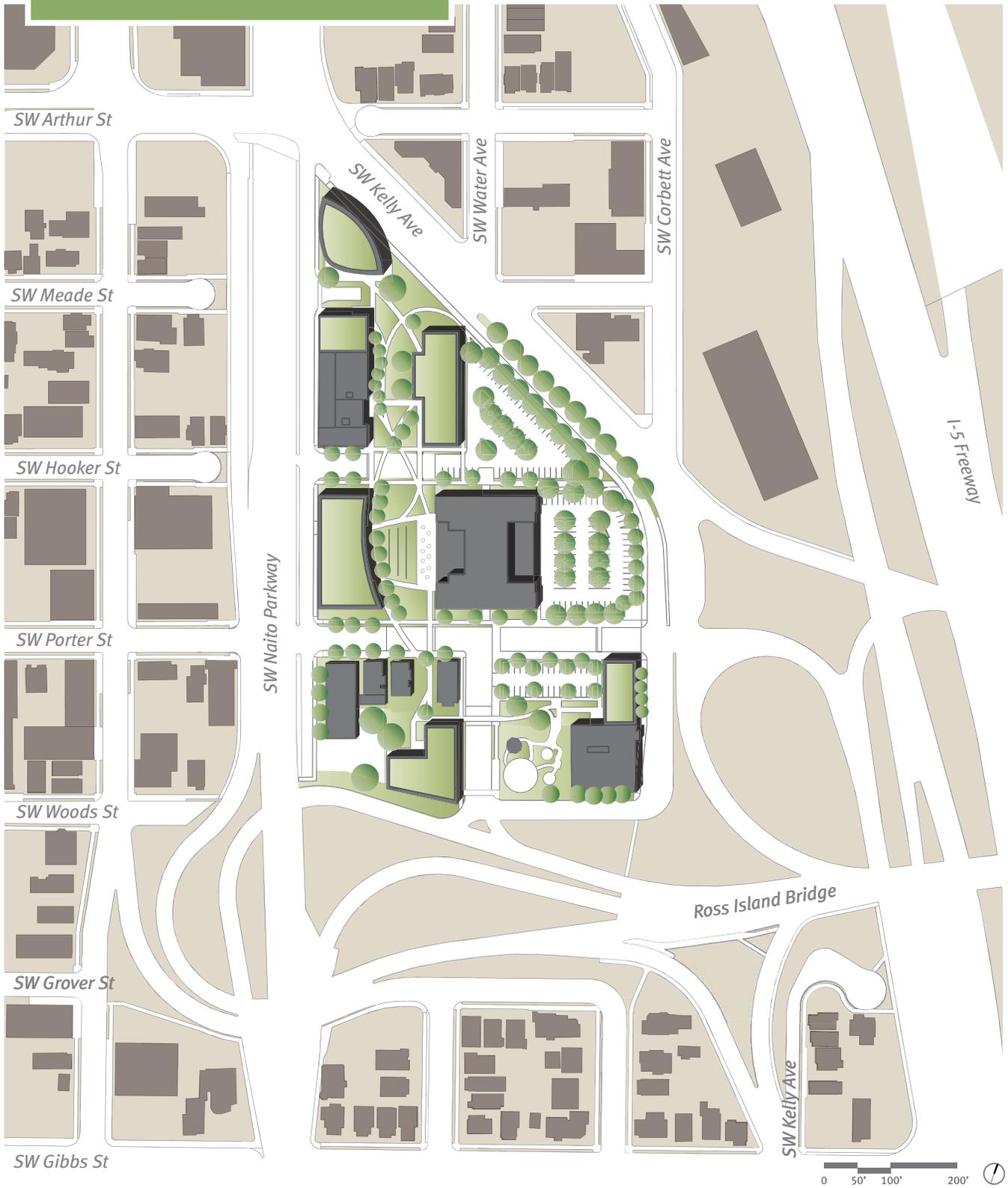
NCNM has a true opportunity to transform students, patients, staff, alumni, visitors, partners, friends and neighbors. We will create spaces that are touched by the stories they create; spaces that contribute to a sense of place.

This Master Plan is the result of dozens of discussions with faculty, staff, student representatives and neighborhood leaders. The Master Plan is a document to guide the investment in the campus. It is a tool to help the board, president and staff make the best decisions about where to invest limited resources. The Master Plan represents a 20-year vision for campus growth, presenting a realistic phasing plan to incrementally implement the vision.

To promote and exemplify health, sustainable living and self-healing through education, research and service.

**National College
of Natural Medicine
Purpose**

FIGURE 1. 20-YEAR VISION



AT COMPLETE BUILD OUT THE 20-YEAR PLAN ENVISIONS A CAMPUS

with three new academic buildings, a remodel of the existing academic building, new green space and useable open space throughout the campus, student housing, an expanded clinic and an addition to the administration building (Figure 1). Within those 20 years the college will have become a university and will be educating over 800 full-time and 250 part-time students each year, served by over 300 faculty and staff. The on-campus clinic will serve at least 36,000 patients each year. The campus will include over 300,000 square feet of well designed, energy efficient and flexible buildings surrounded by beautiful gardens and open spaces. This world-class campus will serve not only its students, but also the surrounding neighborhood and the greater region, providing evening lectures, special events and wellness classes, furthering the reputation of Portland and the region as a community that integrates health and well-being into its daily practices and urban design.

The 20-year plan for the NCM campus integrates the vision for the campus with the opportunities found on site. It is a grand plan to create a magnificent urban campus, but one that allows for flexible and incremental improvements.



Descriptions of the five phases that make up the 20-year plan are included in a latter section.

As shown on Figure 1, the campus remains within the triangle created by SW Naito Parkway, SW Kelly Ave. and the Ross Island Bridge. Parking is managed on site with a new underground garage and a more efficient use of space. Access to campus is greatly improved by calming SW Naito Parkway and adding a traffic signal at SW Naito Parkway and SW Porter St.

The plan for NCM will serve not only its students but also the surrounding neighborhood and city as well. Rendering of SW Naito Parkway and the NCM Campus.

CONTEXT

NCNM is located in SW Portland, just adjacent to downtown Portland and strategically located within a growing education area of the city that includes Oregon Health Sciences University and Portland State University. The campus has fantastic views to the east, including views of Mt. Hood and the Willamette River (see Figure 2). The campus is served by multiple bus lines and the area is being studied for the next addition to Portland's much lauded light rail system. However, auto, bike and pedestrian access can be difficult due to a confusing network of busy streets and the lack of a true "front door" to the campus.

The 20-year plan responds to both the existing conditions on campus as well as its future needs. The campus is currently housed in four main buildings, the academic building, administration building, annex lecture hall and clinic (Figure 3). Each of these buildings has had a former life as something other than a college campus building and NCNM is slowly transforming each to serve its needs. Early in the master planning process a decision was made to preserve and remodel the academic building (the old Failing Elementary School).

The existing academic building is the heart and soul of the campus but has numerous deficiencies that the Master Plan seeks to remedy, including poor heating and cooling, a lack of collaboration space and large class rooms. The campus as a whole needs room for food service, new library space, better student support services, large lecture rooms, more integrated faculty offices and expanded clinic space. Each of these deficiencies is addressed in the Master Plan.

NCNM currently consists of the School of Naturopathic Medicine, the School of Classical Chinese Medicine, and the Helfgott Research Institute and Community Education Center. Within the Institute, the new Master of Science in Integrative Medicine Research has been initiated. Dual

Figure 2. NCNM Location



degrees are also granted in six areas and NCNM offers five certificates and continuing education for existing practitioners. NCNM has a goal of moving from a college to a university, subject to accreditation approval, in the early stages of this master plan. The new university would include undergraduate programs. This move, in addition to growth of the existing schools and programs, demands the addition of new campus buildings.

The master planning process has determined that in the next 10 years, 70,000 square feet of new buildings will be required to improve the existing facilities and to add the space required to meet the anticipated growth of the college.

Of those 70,000 square feet, the highest priority needs total about 40,000 square feet. The college determined that a 40,000-square-foot building, followed by a 30,000-square-foot building, is the appropriate approach to include in the Master Plan. A third building of 30,000 square feet is included in the master Plan for future academic use. The master plan also includes an addition to the clinic and a student housing project.

FIGURE 3. CURRENT CAMPUS

