

Constructing the Present, Building the Future

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The Master Facilities Plan Fosters Intellectual and Economic Growth

Visit the Marquam Hill Campus this spring and you'll see four tower cranes and 600-plus construction workers raising two state-of-the-art buildings, one dedicated to patient care, the other to biomedical research. Visit the La Grande campus of the School of Nursing and you'll see a new building offering entirely new labs, offices and classrooms projecting the School well into the future.

Such a flurry of activity hasn't been seen since OHSU's last major expansion in 1985, cresting in 1998. That expansion delivered 10 new buildings and eight neighborhood clinics, vaulting OHSU into the arena of nationally recognized academic health and research centers. It also mirrored a surging economy in the region and nation.

In contrast, the growth now under way comes at a



(Above) A sketch of the envisioned future North Macadam district.



North Macadam holds promise as a vital riverfront neighborhood.

time of high unemployment and low consumer confidence in the economy. How and why OHSU is expanding while the economy is tightening is a story of commitment to the present and confidence in the future.

A Tightening Economy. An Expanding OHSU. What's Right With This Picture?

OHSU's expansion does not mean it is immune to economic forces that now trouble the state and region. It means OHSU has made a strategic decision to be part of the solution. That decision is rooted in commitment to mission: OHSU recognizes that more and more Oregonians need the benefits of patient care, health education, scientific research and community service. That need will only increase in the years ahead, and OHSU remains, as always, committed to meeting the need. So OHSU is building the future, now.

"The buildings taking shape demonstrate OHSU's expansion of its patient, teaching, research and community missions in ways that directly benefit Oregonians," says OHSU President Peter Kohler, MD. "Our construction creates jobs and fuels Oregon industries severely impacted by the economy."

The Master Facilities Plan: Transforming Marquam Hill into a Plan District

The research and patient care facilities have their genesis in the Marquam Hill Plan, a master facilities blueprint for transforming the campus during the next 30 years. Beyond physical growth, the plan charts a comprehensive strategy designed to stimulate intellectual energy, provide state-of-the-art health care and anchor a thriving biosciences industry that promises to create new jobs and spark ancillary growth in the private sector. "Without the plan, we simply would not be able to reach our goals," says Kohler.

Supporting OHSU's need to expand, the Portland City Council approved the Marquam Hill Plan last July. At the same time, the City Council formally rezoned Marquam Hill from a residential zone to a "central employment" zone

and designated it a Plan District. The rezoning and designation mean that — within the roughly 100 acres of this new Plan District — OHSU is now permitted to move ahead with construction on an as-needed basis, provided designs conform to guidelines. "Rezoning gives us control over our own development," notes Lois Davis, vice president for public affairs and marketing. "The City Council's decision is historic and benefits OHSU as well as its neighbors."

OHSU actively sought the Plan District designation so that issues such as transportation, traffic, parking and the height and footprint of new buildings are addressed in ways that protect — for Marquam Hill itself and its residents and neighbors — the area's unique views, open spaces, natural resources and sense of community. "During the next three decades, the campus will become more people friendly and the built and natural environments will be integrated," says Kohler.

Corridors of Healing, Teaching and Discovery

The Marquam Hill Plan deliberately and carefully reconfigures the campus into functionally distinct and mission-specific zones: a connected corridor of facilities dedicated to patient care, another for education, and two corridors targeted to research.

Over time, as new buildings emerge in place of older ones, the plan foresees a central patient care zone anchored by OHSU Hospital, Doernbecher Children's Hospital, the new patient care facility and the Casey Eye Institute. The education complex will wrap around the west side of this patient care corridor. Zones dedicated to research will grow on the north and south sides.

A campus designed this way carefully supports and enhances surrounding neighborhoods. Moreover, it includes buffers of trees and open spaces. A curve of the education corridor features plaza areas leading to a village center, itself a natural magnet for activities that gather people together. Walking trails weave throughout the grounds creating a network of green spaces, parks and bike paths linking neighborhoods to academia.

"An academic campus should be a place where people

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*Peter Kohler, MD,
OHSU President*



from all walks of life come to engage in intellectual and cultural exchange. Doing so requires a physical environment that promotes a sense of place and encourages people to come together. The Marquam Hill Plan does all that and more,” says Kohler. “It builds a vigorous and varied academic village, a truly connected community.”

Progress in Process

The two buildings now under construction are the first in a series of steps to redesign the campus and meet OHSU’s pressing need for new space. The 300,000-square-foot patient care building will house many of OHSU’s foremost patient care units. It also will house state-of-the-art diagnostic services and workspace, and feature sky bridge connections to OHSU Hospital. A 420-space parking structure will be located alongside it.

The 250,000-square-foot research building will provide OHSU investigators with six floors of lab space, imaging facilities and related research facilities.

Construction is estimated to last three years with the total construction cost estimated at \$321 million. Funding derives from The Oregon Opportunity, a unique public/private fundraising effort to support and expand OHSU’s programs while accelerating biomedical research activities.

The plan also envisions future expansion of Doernbecher and Casey to keep pace with the growing demand for specialized services

The corridor design also permits OHSU to manage and improve transportation. In addition to an aerial tram linking Marquam Hill to the central city, the plan includes dozens of measures — new parking structures, road improvements, alternate forms of access — which ensure that employees can easily get to work and that patients in need of health care can easily access clinicians, hospitals and clinics.

Beyond Marquam Hill to North Macadam: Two Questions, One Solution

The topography of Marquam Hill provides expansive views but limited space. So OHSU, having determined that increasing its current space by 70 percent would allow it to meet long-term patient care goals and embark as a leader in biotechnology research and applications, faced the question of where to build.

Perhaps fortuitously, OHSU’s question aligned with one that has vexed the City of Portland for more than 15 years: How, if at all, to revitalize the North Macadam district?

The Marquam Hill Plan establishes a framework for an historic partnership in which the city, OHSU and private developers redevelop North Macadam into a mixed-use neighborhood. “Our need for new space created a wonderful opportunity for us to support the city,” explains Davis.

Bordering the west bank of the Willamette River south of the Marquam Bridge, the 130-acre North Macadam district historically housed heavy industries. Today the area is underused and environmentally degraded. It is also the largest block of vacant land within the city’s core, rich in prospects for an extraordinary network of open spaces linking residential and commercial developments. It is equally rich in opportunities to restore and showcase the Willamette and reinvigorate a stagnant district.

Additionally, North Macadam holds promise as a vital riverfront neighborhood. Envision urban living spaces, a river greenway, a wildlife refuge, creative venues and hotels sharing a bank of the Willamette with OHSU health care clinics, biotechnology research facilities and educational institutions. An aerial tram linking the new riverfront community to Marquam Hill results in a vitally connected and integrated campus. “The tram links hill, forest, river, people and commerce in a connection that echoes Oregon history and affirms Oregon values,” says Kohler.

An Oregon Opportunity project creatively crafted to position all parties for the future, OHSU is partnering with Eastern Oregon University to erect a new science building where OHSU's School of Nursing campus in La Grande will reside.

Re-envisioning the West Campus

Before North Macadam, OHSU's expansion plans focused almost exclusively on the West Campus in Hillsboro. The 263-acre campus is home to the Neurological Sciences Institute, the OGI School of Science & Engineering — which merged with OHSU in January, 2001 — the Oregon National Primate Research Center, and the Vaccine and Gene Therapy Institute. Expansion turned on how to leverage such a unique constellation of disciplines and knowledge into enhanced biomedical and biotechnological opportunities.

As a first step, OHSU recently initiated a process with the City of Hillsboro and Washington County to integrate existing plans for the Primate Center and OGI with the current vision for the entire campus.

The School of Nursing in OHSU's Master Facilities Plan

While students and faculty at the School of Nursing greatly benefit from all aspects of the Master Facilities Plan, one piece reaches well beyond Portland to focus on nursing alone. An Oregon Opportunity project creatively crafted to position all parties for the future, OHSU is partnering with Eastern Oregon University to erect a new science building where OHSU's School of Nursing campus in La Grande will reside.

For 15 years the School in La Grande has been relegated to Hunt Hall, an old dormitory with single pane glass that allows the wind to whistle and whip inside. "We have ancient, stained carpet, chipping paint, and four floors with no elevators," says Jeanne Bowden, RN, MPH, PhD, FAAN, associate dean of the School of Nursing's La Grande campus. "Classrooms reside in the basement, which the students call the dungeon. The building was constructed on a graveyard, and people insist it's haunted. One day I walked down the hall and the pictures suddenly fell from the wall."

The two-phase construction will initially create an

entirely new building and then remodel an existing EOU building. The first phase will be completed in the summer of 2003, and the second should be completed in 2004.

The new construction will generate new science laboratories, including the nursing lab, clinical learning lab, and an area for human genome research. Particularly critical are shared classrooms and break rooms, integrating the School of Nursing with EOU's science department and greater campus.

Where the existing facility contributed to a sense of isolation on the part of nursing students and faculty, the new construction will emphasize collaboration. "We will be unifying the two schools," Bowden notes. "Our students will finally feel more well-rounded and included in the greater university."

At this point, the School is working with the EOU Foundation to purchase big ticket items ranging from the Sim Man for the lab — an artificial model programmable to suffer anaphylactic shock, myocardial infarction, or diabetic coma so students can practice clinical skills — to equipment that can be purchased and shared with EOU's science and OHSU's biomedical research labs.

The new construction will also house nursing and faculty offices for those who run the School, two rural health clinics, EOU's student health service, and the Health Network for Rural Schools. The latest in technology will be built in throughout, from computer equipment that drops down with the press of a button to headwalls identical to those on hospital beds.

"We're not only helping La Grande's economy with this project, we're creating a new way of educating students," notes Bowden. "We're taking them straight into the future."

Clearly, OHSU is well up to the challenge — from the slopes of Marquam Hill to the expansive campus in La Grande.^{NP}