



Case Statement

NCNM's Capital Campaign 2011–2016

Right Place
Right Time





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During this time of ongoing health reform in North America, it is more important than ever to prepare our students for powerful careers in the rapidly emerging field of natural medicine.

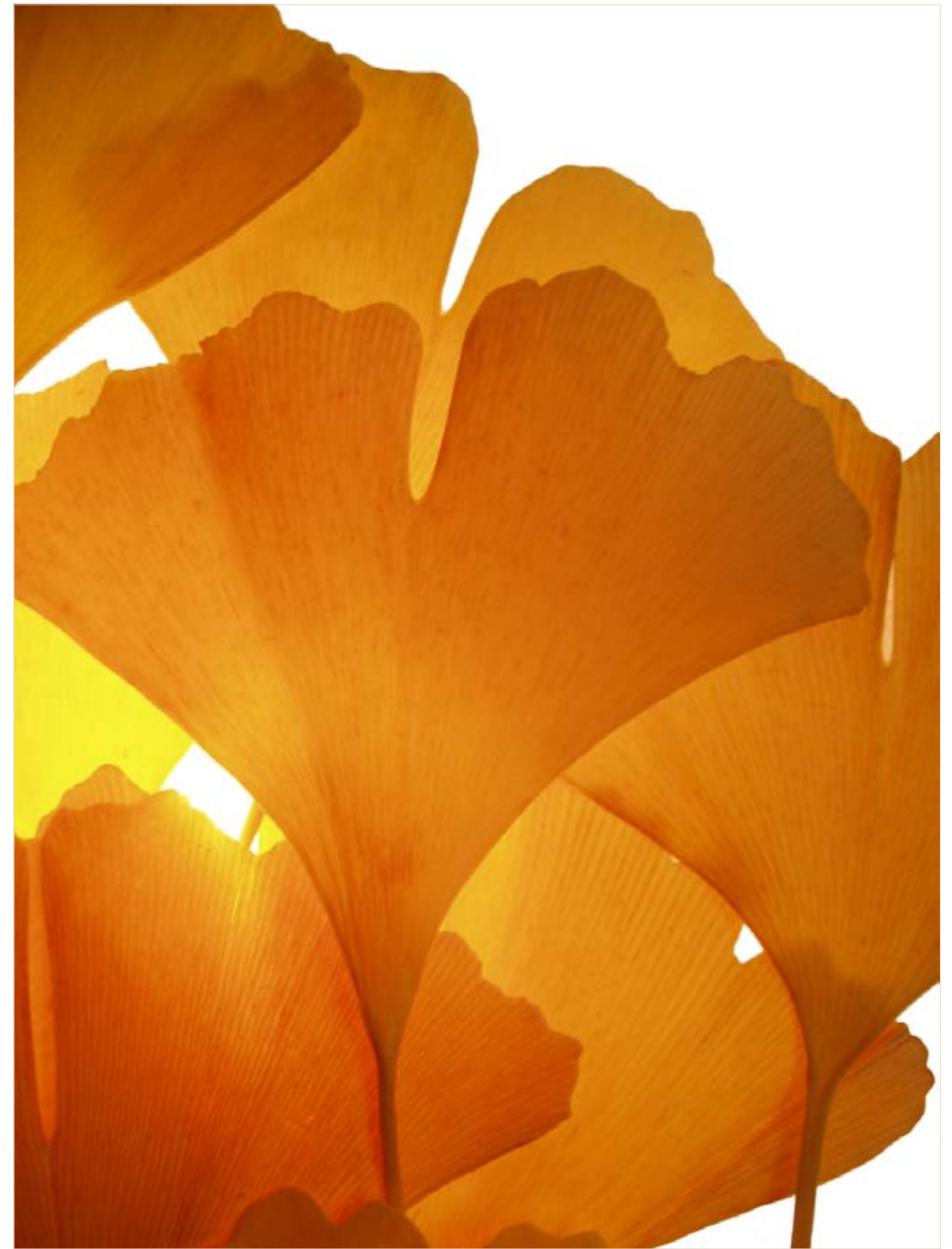
Let us make a case for natural medicine, here and now

The **RIGHT PLACE — RIGHT TIME** campaign (2011–2016) is your opportunity to imagine, create and sustain a future vision for National College of Natural Medicine (NCNM). We are reaching out to NCNM's partners and friends to help us grow. We want to ramp up even further our reputation as North America's natural medicine educator of choice. During this time of ongoing health reform in North America, it is more important than ever to prepare our students for powerful careers in the rapidly emerging field of natural medicine. We see NCNM serving thousands of students and patients in the coming years. We see a future that is as natural as it is friendly, as green as it is prosperous. We see a confident NCNM, proclaiming natural medicine in a complex, evolving health care landscape.



By the end of this decade, with your help, we will have launched the careers of a thousand new naturopathic physicians and classical Chinese practitioners. They will join the more than 2,300 NCNM alumni since 1956 who are spreading out across America and the world doing the important work of healing people and the planet. The demand in recent years for natural medicine, though, far exceeds the supply.

Natural medicine in the United States blends centuries-old natural, non-toxic, non-invasive therapies with constant advances in the study of health and human systems. Natural medicine, currently recognized by the Institute of Medicine (IOM) and the World Health Organization (WHO) as a catalyst to vastly improve the health of Americans, exists as an undercapitalized market and underutilized professional resource in the U.S. despite the fact that two-thirds of Americans are using some form of natural medicine, such as acupuncture, vitamin therapy, botanical medicines or supplements.



Since 1956 NCNM has graduated from its accredited degree programs more than 2,300 primary care physicians and practitioners as licensed primary care naturopathic and classical Chinese medicine professionals.

A bit of background for NCNM's case

NCNM is the oldest accredited naturopathic medical college in North America. Since 1956 NCNM has graduated from its accredited degree programs more than 2,300 primary care physicians and practitioners as licensed naturopathic and classical Chinese medicine professionals. NCNM's mission statement, which the U.S. Department of Education accrediting teams use to routinely evaluate and approve programs and the institution, is ***to educate and train physicians, practitioners and pre-professionals in the art, science and research of natural medicine.***

NCNM's vision is to be broadly and clearly recognized as the go-to college for education, research, scholarship, continuing medical education, and community education

in natural medicine; above all, NCNM aspires to expand its reach as a beacon for health care professionals who increasingly need advanced training in the art and science of natural medicine.

The “product-of-the-product” from an education at NCNM is creating wholeness and well-being; teaching patients how to have lifelong healthy bodies, minds and spirits; and embracing the belief that wellness is possible and attainable for everyone — even as chronicity levels spin wildly out of control, reflected by statistics regarding the incidence of diabetes, chronic and wasting diseases, cancer and heart disease.

In North America, there are more than 6,000 naturopathic physicians, 17,000 acupuncturists and 68,000 chiropractors. The biomedicine (or mainstream) medical landscape is dominated by more than 600,000 medical doctors. In the past decade, a growing network of mainstream medical schools are self-identifying as “integrated medicine institutions.” In response to patient and public demand, these medical schools have recently begun to selectively teach “natural,” “Complementary and Alternative Medicine,” or “integrated medicine” modalities such as holistic nutrition, acupuncture or herbal arts. Thus, the integration of naturopathic medicine and Chinese medicine into the mainstream of medicine is increasingly likely.



However, this gathering momentum implies two concomitant developments: first, the urgent need for natural medicine professionals to position and claim their place in civil society as professional groups; and second, the equally urgent need for those same natural medicine experts to be the educators and trainers of choice within their modalities. To do so, we need more natural medicine physicians and practitioners — and NCNM is committed

to maintaining leadership in producing them. This is reflected in the strategic objectives established by NCNM's board of directors. For the period of 2011 through 2016, NCNM will increase its full-time and part-time student population to more than 800 and its continuing medical education offerings to more than 2,500 registrations annually.



On average, more than 600 medical students are on NCNM's campus daily. NCNM graduates more than 125 new physicians and practitioners each year. Soon it will graduate many more every June and December.

What we're up against

Health care spending by the U.S. is greater than 13 other industrialized nations in the world. Those nations, however, have healthier populations than the U.S. Clearly, health care spending does not guarantee health, nor does the number of physicians, as there is currently one medical doctor for every 509 Americans. The accumulating shortage of doctors is a national concern. At the same time, with their impressive record of optimizing health, natural medicine doctors are poised to generate a sustainable impact on American health, despite their small (but growing) numbers. At present, for example, there is one Chinese medicine practitioner (acupuncturist) for every 19,100 Americans, but only one naturopathic medical doctor (ND) for every 51,000 Americans.

These natural medicine professions exist in too few numbers to impact immediate health care needs on a broad scale. In such a milieu, how can NCNM, well established and poised for action as a 55-year-old medical school accredited by federal, regional and state accreditation bodies, and by internationally recognized alternative medical boards, step forward to graduate and train more physicians in natural medicine and the promotion of health?

NCNM has graduated more than 2,300 physicians during its five decades. NCNM alumni have gone on to create six other naturopathic programs in the U.S. and Canada.

On average, more than 600 medical students are on NCNM's campus daily. NCNM graduates more than 125 new physicians and practitioners each year. Soon it will graduate many more every June and December. **Each building on campus is at maximum capacity. NCNM needs more bricks and mortar, more equipment, more faculty, staff and educational resources to meet the growing demand for natural medicine.**

Achieving those goals takes money; money to hire new faculty and staff, money to acquire more library and research materials, and money to add new classrooms and an urgently needed student center. We recently established a new teaching clinic on campus and are targeting a new and larger library and a state-of-the-art research facility in its own well equipped building.



What we see ahead

A recent vision statement from NCNM's board states that the purpose of the college is "to promote and exemplify health, sustainable living and self-healing through education, research and service." As NCNM looks to 2016, the future is bright where NCNM is highly visible and credible, and recognized nationally for its brand.

- subject to accreditation, nine new undergraduate, graduate and research program streams are planned to build the professions;
- recurrent income will grow to \$20 million and a parallel \$25 million capital campaign will have reached its target;
- 800 full-time students and 2,500 part-time registrations will fill the campus;
- clinic patient visits to our teaching and community clinics will grow beyond 75,000 annually; and
- appropriate buildings will be added to campus that are green, convenient, accessible, sustainable and modern.



Strategic fundraising is already under way and has a long track record of being successful.

Are we up to it? Yes—the fundamentals are solid.

- First, the reputation of the college is secure and strong. It is the oldest accredited natural medicine college in North America, whose naturopathic program is the parent of all the others, and whose world-renowned classical Chinese medicine program and faculty are a source of great pride. NCNM's research division, the Helfgott Research Institute, esteemed for its prestigious National Institutes of Health grants and highly competitive commercial research grants, completes the foundation, presenting NCNM as the national leader in natural medicine education. Collectively, these strong features of our college constitute a superb platform from which to undertake a capital campaign for the future of the medicines we cherish.
- Second, NCNM's naturopathic medical program is accredited by the Council on Naturopathic Medical Education, a U.S. Department of Education accrediting body. As well, NCNM's classical Chinese medicine program is accredited by the Accreditation Commission for Acupuncture and Oriental Medicine, also recognized by the U.S. Department of Education.
- Finally, the entire institution is accredited by the Northwest Commission on Colleges and Universities, the same institutional accreditation as most post-secondary educational institutions, both public and private, in the Pacific Northwest.
- The icing on the cake is that NCNM's faculty and alumni are the foundation of naturopathic and classical Chinese medical knowledge, having written many of the text books currently in use throughout the world. Funders will not have to worry about NCNM's credibility as a medical school nor about the integrity and track record of its faculty.

NCNM has been preparing for this new beginning for some time now. Strategic fundraising is already under way and has a long track record of success. The department is led by a vice president with more than 25 years of advancement experience in Oregon. NCNM's president is a well known and highly respected figure in the field of naturopathic medicine. He is the former president of Canadian College of Naturopathic Medicine (CCNM) where he led its campus development, transforming CCNM to a large campus with more than 500 graduate students in six quick years. The NCNM board is poised to help raise money with a track record of 100% giving for many years. Our new advisory Board of Regents is made up of 25 (and growing) "movers and shakers" who are actively helping NCNM with its bold arrival in the community as we attract and mobilize more people, more facilities, more money and more ideas to grow natural medicine in North America and beyond.



We are well positioned to meet the challenge of the times

Americans are looking for alternatives to a health care system in crisis. NCNM, as the vanguard college of natural medicine education, is uniquely positioned to rise to the challenge. It's the right time for NCNM's ascent. And NCNM's location in the heart of Portland, Oregon, the mecca of natural medicine, is the right place to make that ascent. Furthermore, NCNM has quietly led the way in the past 20 years providing no-cost (or very low cost) primary health care to underserved populations — street youth, frail elderly, homeless, working poor — thousands

of patients whose very lives have been consistently touched by NCNM's faculty and medical students. NCNM does this through 15 community clinic sites, without taxpayer or insurance provider support, and until recently, without the benefit of major donors or foundation grants. This noble generosity of putting people's health first speaks volumes about the dedication of NCNM's people to serve humankind, positioning NCNM as a key educational and health care leader.



Who are we?

The NCNM family in 2010

NCNM Full-Time & Adjunctive Faculty

(Naturopathic physicians, medical doctors, Chinese medicine practitioners, chiropractors, pharmacists, scientists and researchers)

165

NCNM Students

(hailing from throughout the United States and from India, Canada, England, France, Germany, Australia, and countries in Africa and South America)

600

NCNM Staff

(all full-time and part-time staff, from all branches of the campus including staff that support clinical, didactic, research, scholarly and physical operations)

118

NCNM Alumni

(approximately 70% practice in nine Western states, and 30% practice primarily in New England and a few Southern states)

2,300

NCNM Clinic Patients

(from NCNM's teaching clinic and NCNM's 15 Community Clinic partners)

50,000



The naturopathic physician and classical Chinese medicine practitioner have the edge of relationship, spirit and tradition to leap what has been a yawning abyss of alienation within a health care system that yearns to heal itself.

Let us begin ... 2011–2016

As long ago as 1990, one out of three Americans was already seeking advice, treatment and other services of alternative medicine practitioners.¹ In the subsequent 20 years, as utilization and awareness of natural medicine have exploded in North America, *NCNM is*

growing steadily, unrelentingly (more than 300% increased enrollment from 1990–present). The demand for the services of natural medicine providers, though, exceeds our capacity. Therefore, expansion and advancement of NCNM are vital to providing more natural medicine professionals, more research and more clinical care for patients.

In strict fact, to double or triple the numbers of physicians and practitioners that NCNM educates and trains in the art and science of natural medicine, we have set our sights on growing a marvelous new campus footprint in the Lair Hill neighborhood at the west end of the Ross Island Bridge in downtown Portland. We are busy assembling several acres and several new buildings to guarantee that footprint for the future. We have launched a twenty-year Master Plan study to secure the vision. To expand NCNM by increasing the numbers of students and patients means developing that new space, attracting more outstanding faculty and clinicians, more equipment, more learning resources.

¹ Eisenberg, D.M., Davis, R.B., Ettner, S.L., Appel, S., Wilkey, S., Van Rompay, M., & Kessler, R. (1998). Trends in alternative medicine use in the United States, 1990-1997. *JAMA*. 280 (18), 1569-1575.]



How students learn is changing. What patients need is changing. Both are transforming at unprecedented rates. For example, we know that the amount of accessible new health information will be, from today's vantage point, unimaginable. Estimates show new information will double every few weeks (or days) due to quantum leaps in technology and the number of people using it. Instant access to the Information Super Highway, the Library of Congress, EMR/HER networks, and numerous other sources worldwide will create an information avalanche almost inconceivable today as we begin this five-year journey.

The patient of the future will have information beyond anything available right now. That patient will demand sophistication and guidance to navigate this plethora of data. That same patient will look to health care providers in ways also beyond anything available in the mainstream today. The naturopathic physician and classical Chinese medicine practitioner have the edge of relationship, spirit and tradition to leap what has been a yawning abyss of alienation within a health care system that yearns to heal itself.



*NCNM's naturopathic and classical Chinese medicine clinics attract tens of thousands of patient visits every year. This is the **right place**.*

Why this campaign right now and why right here in Portland?

Portland, Oregon is America's vanguard city for natural medicine education and health care. NCNM has been a national leader in natural medicine for more than a half-century, the parent of all the accredited naturopathic programs in North America and the home of the nation's premier classical Chinese medicine program and clinic. Helfgott Research Institute at NCNM is a national leader as well in natural medicine research. NCNM is also a founding member of the unique, nationally recognized research and teaching partnership, the Oregon Collaborative for Integrated Medicine (OCIM). NCNM's naturopathic and classical Chinese medicine clinics attract tens of thousands of patient visits every year. This is the **right place**.

There is a health care crisis accumulating in America. Preventable diseases such as diabetes, hypertension, stroke, cancer, and asthma continue to dominate the health care needs of the population. NCNM-trained naturopathic physicians and classical Chinese medicine practitioners are showing the way by putting healing and prevention back into health care.

NCNM is changing the baseline of medicine from palliative care to prevention. Using education, empowerment and nature cure, NCNM is putting medicine back in the hands of everyone. This is the **right time**.



The popular pedestrian and bicycle friendly Broadway Bridge.

Portland, Oregon is America's vanguard city for natural medicine education and health care.

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.

What we need and why ...

NCNM has recently acquired three large urban blocks on both sides of the original campus. We are committed to developing this new footprint as the Pacific Northwest's major center of natural medicine education and patient care. With your help, NCNM is emerging as a model campus of healing and wholeness.

We imagine a magnificent, urban, green space where we can educate natural medicine practitioners and physicians who will move quickly to become the leaders in health care in their American communities and throughout the world. In September 2009, NCNM opened Oregon's largest natural medicine clinic where we are helping tens of thousands of patients deal with health issues using natural medicine modalities and medicines. In January 2011, NCNM opened its newest lecture hall at the northern boundary of the downtown college footprint.



NCNM's new integrated clinic near the exit of the Ross Island Bridge ... a city block of natural health resources.

The new NCNM campus as landscape; the "Power of Place"

We are creating sacred spaces for our students, our patients and our alumni. These spaces will be special and transformational. What has been missing for more than a half-century for our students and patients is 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. These places have been identified. Our campaign will install them, reinforce their function and develop their stories. We want to tell the history of the space and communicate its meaning using signage, seating, plantings, art installations and more. The fabulous Min Zidell Healing Garden opened in December 2010, featuring a spectacular bronze sculpture of Sun Simao, a labyrinth, a new pavilion and hundreds of medicinal plants, both Eastern and Western, for every season. 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.

NCNM needs to build the professions it serves with scholarships, student programs, professional development, research, residencies, endowments, marketing and outreach, electronic medical records and related technology.

The window of opportunity is opening wide and we are growing steadily and strategically. We have the right professors, the best students. Our partnerships are growing. As we let out the clutch, we need your help to go farther than we have ever gone in response to the needs of our students and our patients.

Patients are driving a revolution in health care. They want more natural dimensions in their healing. At Portland's Providence Hospital, for example, natural medicine treatments are now requested by approximately 75% of cancer patients. In our network of community clinic partners, patient visits are on the rise every time we arrive to help. Nationally, there is a crisis in health care within a system that is broken. Many people are suffering. We have an obligation and responsibility to step up to change the landscape of health care and help it evolve.

NCNM will lead the way in providing the optimal access to nature cure, health and wellness. In the next decade, we need to educate and train 100% more students in the art and science of natural medicine to meet the demand for primary care practitioners. They will fan out in the next generation as they focus locally, regionally, nationally and globally on health care for the people and the planet.



NCNM's main campus building was formerly a community college, and before that, an elementary school. Since 2007, we've added six classrooms, a new lecture hall, a new anatomy lab, an enhanced student lounge, bathrooms, student government spaces, outdoor pavilions and a healing garden.

By 2016, we plan to graduate 50% more physicians and Chinese medicine practitioners each year than we do today.

Campaign five-year target: \$25 million

The goal: a revitalized, multi-building, green campus and the emergence of the nation's preeminent natural medicine university, overlooking the Willamette River.

Phase One

The revitalizing of our campus began with the purchase of the former Broadcast Building. NCNM quickly renovated part of its former Ross Island campus building to add six new classrooms, a new anatomy lab, a new lecture hall currently called "the Annex," refurbished student center, expanded and better resourced food services, a much enhanced bookstore, bathrooms, and an expanded library. We also acquired the former Davis city-block, including three buildings. In September 2009, we opened our new modern clinic in one of those buildings. Faculty and administrative staff are gradually moving to the former Broadcast building as we prepare for the second phase of the campus expansion plan. The retrofitting project including acquisition cost in Phase One is \$7.5 million.

Phase Two

The NCNM Clinic combines both of the college's primary teaching clinics and a new lab and medicinary. An older, attached building was safely demolished to make room for the new, splendid Min Zidell Healing Garden. In summer 2011, the Helfgott Research Institute will relocate to the Natural Health Center (NHC), the former First Avenue clinic building, newly

renovated, with your help, with four new labs (basic sciences lab, teaching/research kitchen, clinical lab, and a Psychology-Physiology Lab). The rejuvenated facility, named Moore Hall for Bob & Charlee Moore of Bob's Red Mill, will also include not only a modern classroom for online learning supporting our new graduate programs in Botanical Medicine and Integrated Medicine research, but also continuing education and community education offerings.

Phase Two also includes the creation of a student life center, a new event and reception facility, an integrated student services center, and a splendid network of walkways called "the green brick road." And, nestled between the main Academic Building of Lair Hill Campus and the Administrative Building is potential space and buildings for a much needed day care and yet another wonderful garden area to help our urban campus become more "green." The collective cost of this phase will be \$8.5 million.

Phase Three

Between 2011-2016, a new library and research center will emerge, perhaps linked directly to the new building and garden complex adjoining the NCNM Clinic. The new library is necessitated by the increased enrollment of full- and part-time students. We also envision a new student life building, with a long-awaited indoor cafeteria facility, study space, computer commons,

R&R space for our students, their teachers and our growing number of patients. During this phase, NCNM will seek help with construction costs for a new building, and funds for equipment and furnishings such as: research equipment, kitchen appliances, cookware, dishes, cabinetry, shelving, tables, chairs and theatre seats. Adding the costs for the beautification of grounds, the purchasing of books and new library furniture, as well as endowing the NCNM Library, drives the total need for this third phase to \$10 million.

These phases become the essential foundation blocks to grow the profession. By 2016, we plan to graduate 50% more physicians and Chinese medicine practitioners each year than we do today. In addition, credentialed, recognized, accredited continuing medical education in natural medicine will be offered to alumni and medical doctors, dentists, osteopaths, chiropractors, pharmacists, nurses and veterinarians — a first for NCNM. With appropriate accreditation approval, adding undergraduate program opportunities to NCNM — the defining feature of a university — will make it a major contender for students seeking degrees or graduate training in nutrition, herbal sciences, public health and wellness.



NCNM will develop a new student life and library complex adjacent to its integrated clinic.

Special projects to complement Phases One–Three

1. Environmentally sound, green, optimal healing environment, community-focused (naming/sustaining opportunities)

- **The Min Zidell Healing Garden**
(located beside the NCNM clinic)
\$150,000 ✓ **Zidell Family**
- **Healing Garden Pavillion**
\$30,000 ✓ **Sokenbicha**
- **The Green Brick Road** *(a pathway connecting all the spaces of the campus, linked to the Portland Southwest Trail system)*
\$100,000
- **Two Roof Gardens and 10 Living Walls**
\$540,000
- **Campus Murals Project** *(external and internal)*
\$175,000
- **Lair Hill Campus Building Facelift and Facilities Renovation**
\$750,000
- **Campus Recycling System**
\$75,000
- **NCNM Community Garden**
\$60,000
- **NCNM Covered Spring Stage and Amphitheatre** *(outdoor lectures, concerts, events)*
\$300,000
- **Campus Early Childhood Center:** *A center for excellence in early childhood education (ECE), day care (infant and toddler)*
\$750,000
- **Helfgott Research Institute** *Basic Sciences Lab, Psychology-Physiology Lab, Clinical Lab, Teaching/Research Kitchen, MS (Integrative Medicine Research)*
\$500,000 ✓ **Moore Hall / Bob & Charlee Moore Teaching Kitchen**
\$100,000 ✓ **Marjorie A. Gage Basic Science Lab**

2. Integrated naturopathic and classical Chinese medicine clinic (naming opportunities)

In fall 2008, NCNM acquired a full city-block of property with two useable buildings. The larger building was renovated in the spring and summer of 2009 into a state-of-the-art clinic, combining the naturopathic and classical Chinese medicine clinics NCNM had operated on separate sites for many years. The new facilities are designed to produce superb clinical education opportunities for our students and high-quality care for our patients.

- **NCNM Faculty and Administration Home Building** *(a complete building-naming opportunity)*
\$4.5 million
- **Clinic Naming Opportunity** *(entire building)*
\$5 million
- **Women's Health Wing** *(four-room suite)*
\$250,000
- **Conference Rooms** (5)
\$50,000 each ✓ **Premier Research Labs** (1)
- **Treatment Rooms** (13)
\$25,000 each ✓ **Terra Medica** (1)
- **Shiatsu Rooms** (2)
\$20,000 each
- **Minor Surgery Suite**
\$35,000
- **Physiotherapy Wing** *(four-room suite)*
\$150,000
- **Colonic/Sauna Suite**
\$35,000
- **Hydrotherapy and Nature Cure Wing** *(three-room suite)*
\$125,000
- **IV Therapy Treatment Room**
\$45,000
- **Group Acupuncture Treatment Room**
\$35,000
- **Lab**
\$50,000 ✓ **US BioTek**

3. Naming opportunities in the heart of the learning experience

- **Lecture Classrooms** (10)
\$50,000
- **Seminar Classrooms** (5)
\$25,000
- **Specialty Classrooms** (8)
\$30,000
- **NCNM Annex Lecture Hall** *(a complete building naming opportunity)*
\$500,000
- **Anatomy Lab**
\$35,000
- **Great Hall** *(Lair Hill Campus Academic Building)*
\$250,000
- **Library & Student Life Center** *(Lair Hill Campus)*
\$4 million
- **Research Center**
\$2.5 million

4. Endowed academic professorships* (naturopathic medicine, classical Chinese medicine)

- Nutrition
- Integrated Medicine Research
- Homeopathy
- Botanical Medicine
- Physical Medicine
- Biomedical Sciences
- Classics of Natural Medicine *(Literature, History & Philosophy)*
- Women's Health
- Nature Cure

*An endowed professorship costs \$125,000 annually.



David Schleich, Charlee and Bob Moore, Courtney Jackson, ND

By 2016, with your help ...

- 1,000 diverse, highly qualified full- and part-time students
- Residencies for every graduate who seeks one
- CME offerings for health care professionals
- Healthy Aging Services and seminars in the NCNM Clinic
- Distance Education offerings for primary care and allied health care professionals
- Career Placement Services for grads
- Research Grants and funding at an annual revenue stream of \$2 million to support Helfgott Research Institute and our new graduate Master's program in Integrated Medicine Research (MSIMR)
- A campus early childhood and day care center that also serves as a continuing education site for the ECE profession and as an NCNM clinic pediatric rotation site
- 250 international students annually; international exchange programs
- Faculty exchange programs with U.S. and international partners
- 25 fully approved articulation agreements with undergraduate post-secondary institutions
- Patient Education Classes in an early childhood center
- Community Programs on important public health issues
- Naturopathic and CCM Alumni Association with a 75% participation rate
- Loan forgiveness for students
- Licensing in 25 states for the naturopathic profession and in all 50 for *LAc* graduates
- A robust continuing education division generating 5,000 registrations annually

2011–2016: long-term goals supported by the RIGHT TIME — RIGHT PLACE campaign

1. Grow NCNM's recurrent income stream to \$21,000,000 by Sept. 1, 2016.
2. Transform NCNM into a nationally branded, accredited university of natural medicine with undergraduate, graduate and research capacity integrated into a seamless continuum for students.
3. An Office of Advancement which has achieved a cumulative capital campaign target of \$25,000,000 and a recurrent annual campaign threshold of \$2.5 million, inclusive of bequests and deferred gifts.
4. Design and operationalize a student- and patient-centered culture to serve 1,000 full- and part-time students, 5,000 annual part-time continuing education registrations (CME, community education), and 75,000 annualized patient visits by fall term, 2016. The campus will also include an early childhood and infant/toddler day care center for the college and the community.
5. Design and sustain evolving employee compensation and classification models that establish NCNM as an employer of choice for the natural medicine higher education sector by the end of fiscal 2015-2016.
6. Create an accessible, well financed, green, sustainable, multi-building campus inclusive of appropriate classroom and clinical education resources, research facilities, student support and student life facilities by the end of fiscal 2015-2016.
7. Establish NCNM as the preeminent institution driving and supporting the formation of the naturopathic medicine and classical Chinese medicine professions in North America.

NCNM in 2016: a snapshot of our dream ...

- NCNM is a university, with an as yet unknown name, but by 2016 is already well branded in the natural and integrated medicine landscape in North America and the world.
- NCNM is an institution of higher education providing graduate medical education (classroom and clinical) with naturopathic medicine and classical Chinese medicine as its core programs.
- NCNM is the benchmark institution modeling for the naturopathic and Classical Chinese Medicine sectors a sustainable natural medicine academic career path for its faculty and administrators.
- NCNM has a mix of full- and part-time, graduate and undergraduate programs in the fields of herbal science, nutrition and integrated medicine research, and philosophy that complement the core programs in naturopathic medicine and classical Chinese medicine.
- NCNM is a center of excellence and the educator of choice in natural medicine for new students and for other existing health care professionals interested in building careers in naturopathic medicine and classical Chinese medicine.
- NCNM is a national provider of continuing medical education and related credential enhancement and licensing support training and education, meeting the needs of the natural medicine professional communities. The groups served by NCNM have full professional recognition by state and federal authorities and reciprocity with natural medicine accrediting and licensing bodies internationally.
- NCNM provides key institutional benchmarks for professional preparation and research initiatives and priorities in the natural health science fields in North America.
- NCNM has a fundamental and ongoing role in the continuing development of the body of natural medicine and related medical knowledge via its Helfgott Research Institute and the Foundations of Naturopathic Medicine Project.
- Naturopathic doctors (ND) and classical Chinese medicine practitioners are the health care providers of choice by the general public, and by state, county and federal health authorities.
- NCNM is nationally known for its commitment to natural health science education, the preparation of naturopathic doctors and classical Chinese medicine practitioners, rigorous undergraduate programs, platforms for health care reform, and for a network of 50 exceptional residency sites with comprehensive and exemplary curricula.
- NCNM is noted for its quality care and service for patients in its on-campus, integrated naturopathic and classical Chinese medicine clinic facility, and in regional community clinic sites, as well as in residence programs, hospitals and treatment centers.
- NCNM is known as the educator of choice for post-ND programs in botanical medicine, homeopathy, nutrition, ayurvedic medicine, holistic veterinary medicine, pediatrics and obstetrics.
- NCNM faculty and staff are motivated, highly skilled and professionally mobile, with their home base in Portland but in high demand as speakers and presenters nationally and internationally. They utilize their high-level qualifications, state-of-the-art equipment and facilities, and sustain substantial, strategic partnerships with other organizations, institutions, suppliers, agencies and individuals.
- NCNM is recognized as a leader in online learning technologies, E-Access, appropriate information technology and audio/visual in-house resources for education and training, and in the design and deployment of adult learning-centered curricula known for its quality, access and currency.
- NCNM is a national leader in resourcing the accreditation of natural health sciences programs and related natural medicine therapies curricula.

NATIONAL COLLEGE OF NATURAL MEDICINE PARTNERS PROGRAM



NCNM is the oldest accredited naturopathic college in North America, the roots from which other accredited naturopathic colleges have sprung. It offers three exceptional degree programs — Doctor of Naturopathic Medicine (ND), Masters of Science in Oriental Medicine (MSOM), and Master of Acupuncture (MAc). The college has access to 15 local clinics offering diverse clinical experiences, and supports a tightly-knit, collaborative and inspiring learning environment, as well as an active research community. Our urban campus in Portland, Oregon takes advantage of a highly livable city infused with nature, beauty, culture and social conscience.

NCNM is an international leader in the training of naturopathic physicians and Chinese medicine practitioners. While many of our graduates go on to clinical practice, they are also researchers, professors, and political activists working toward bringing natural medicine to the forefront of health care. Students come to NCNM from around the globe for the opportunity to work with some of the finest, world-renowned faculty in natural medicine. NCNM has cultivated a seamlessness among teaching, research, and patient care that provides an exceptional learning environment for medical students, an ideal terrain for industry partners who want to become aligned with the professions we serve.

Your Partners Program Contacts:

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NCNM PARTNERS PROGRAM BENEFITS*

Benefit	Regents' Circle	President's Circle	Deans' Circle	Diamond Partner	Platinum Partner	Gold Partner	Silver Partner	Bronze Partner	1,000 Friends
Board of Regents Member	✓								
Multi-Year Project Partner <i>(See project opportunities on page 28)</i>	✓	✓	✓						
Naming Opportunity	✓	✓	✓	✓	✓				
Product Knowledge Days Partner	✓	✓	✓	✓	✓	✓			
Annual Project Partner	✓	✓	✓	✓	✓	✓	✓		
CE Partner	✓	✓	✓	✓	✓	✓	✓		
Health Expo Featured Partner	✓	✓	✓	✓	✓	✓	✓	✓	
Sponsor of Graduation Gala and "Starter" Medicinary	✓	✓	✓	✓	✓	✓	✓	✓	
Sweetheart Medicine Ball Featured Sponsor	✓	✓	✓	✓	✓	✓	✓	✓	
Alumni Newsletter Featured Sponsor	✓	✓	✓	✓	✓	✓	✓	✓	✓
Website Link and Featured Sponsor Landing Page	✓	✓	✓	✓	✓	✓	✓	✓	✓
1,000 Friends Charter Member	✓	✓	✓	✓	✓	✓	✓	✓	✓
Product Presence	✓	✓	✓	✓	✓	✓	✓	✓	✓
Medicinary Featured Sponsor	✓	✓	✓	✓	✓	✓	✓	✓	✓
Booth Partner	✓	✓	✓	✓	✓	✓	✓	✓	✓
Commencement Guest	✓	✓	✓	✓	✓	✓	✓	✓	✓
Convocation Guest	✓	✓	✓	✓	✓	✓	✓	✓	✓

*Please see page 27 for a full explanation of NCNM Partners Program benefits.

NCNM PARTNER INVESTMENT LEVELS

	Monthly Giving	Per Year	Total
Regents' Circle	\$16.66k	\$200k x 5	\$1 million
President's Circle	\$8.33k	\$100k x 5	\$500k
Deans' Circle	\$6.25k	\$75k x 5	\$375k
Diamond Partner	\$4.16k	\$50k x 5	\$250k
Platinum Partner	\$2.08k	\$25k x 5	\$125k
Gold Partner	\$1.6k	\$20k x 5	\$100k
Silver Partner	\$833	\$10k x 5	\$50k
Bronze Partner	\$416	\$5k x 5	\$25k
1,000 Friends Charter Member	\$83	\$1k x 5	\$5k

NCNM PARTNERS PROGRAM BENEFITS 2011 – 2016

Board of Regents Member

Members serve the crucial role of advisors and networkers for the Board of Directors and the President in advancing the mission of the college, its programs and clinics. Meetings are semi-annual.

Multi-Year Project Partner

Members support the goals and activities of the following ongoing projects at NCNM: Helfgott Research Institute, Residency Program, State-of-the-Art Clinic Funds, Student Scholarship Fund, Faculty Scholarship, Library and Learning Resource Fund, E-education Sustaining Fund, Foundations of Naturopathic Medicine Sustaining Fund, Peer Helpers Program, Institute for Natural Medicine Public Education Fund, Distinguished Lecture Series, Green College Fund, NDI Global Outreach Fund and Customized Projects. Individual projects are detailed in the following pages.

Naming Opportunities

Our partners will be given the option of naming buildings, clinics, lecture halls, classrooms, hallways, the library, rare books room, cafeteria pavilions, bookstore, anatomy lab, and grounds and gardens of NCNM, appropriate to their level of giving. Similarly, naming opportunities exist for residencies, scholarships, chairs of departments, lecture series and events.

Product Knowledge Days Partner

Our partners' product information is presented to students, alumni and other health care professionals in an organized, advertised event one day each year of the partnership. Company partners will be invited to a VIP faculty reception and lunch.

Annual Project Partner

Our partners underwrite student projects such as advocacy brigades to states with active licensure efforts or student clubs that promote natural medicine in the community, or periodic promotional events sponsoring student clubs on campus such as the Environmental Action committee. Annual projects may also include student orientation events or faculty academic retreats.

Continuing Education Sponsored Partner

Opportunity to create new elective and credit course material for inclusion in NCNM CE offerings; opportunity to select and underwrite speakers who will write curriculum to be presented to the college's Program and Curriculum Review Committee and the Oregon Board of Naturopathic Examiners or other licensed state regulatory body for Continuing Education approval and credit. CE will be open to health care professionals, including medical doctors, veterinarians, dentists, nurses, etc. Presentation of Partner research and product will be made available to the NCNM student and alumni community via organized, advertised events each year of the partnership.

Health Biz Expo Featured Partner

Featured as the presenting sponsor of the biannual "Health Biz Expo" events held at NCNM. Health Biz Expos will invite 500 local alumni, 200 faculty and staff, other medical colleges and the public to learn about natural products and natural medicine.

Sponsor of Graduation Gala and "Starter" Medicinary Program

Partner will be the featured sponsor of the annual June commencement gala involving NCNM alumni, parents and family of the new graduates, all students and faculty. Partners will receive free admission and be invited to a VIP reception and receiving line. Tables featuring partners' products will be displayed at event. Partners will be formally recognized at the event. **New graduates will be given the option of setting up "starter" medicinary using partner's products.**

Sweetheart Medicine Ball Featured Sponsor

Partner will be the featured sponsor of the annual February Sweetheart Medicine Ball involving NCNM alumni, all students and faculty. Partners will receive free admission and be invited to a VIP reception and receiving line. Tables featuring partners' products will be displayed at event.

Alumni Newsletter Featured Sponsor

Partners will be a featured sponsor of the *Nexus* alumni magazine (four issues annually), and invited to contribute short feature articles about current research priorities with new product information.

Website Link and Partners Connection Newsletter

Partners will have an active link on the NCNM website and in the Partners Connection Newsletter e-mailed to the NCNM community.

1,000 Friends of NCNM Charter Member

Partners will automatically be included in the "1,000 Friends" network of NCNM (alumni network, 1,000 Friends-sponsored continuing education events).

Product Presence

Partner's products will be featured on campus in display cases located in the hallways. Each Partner will receive a kiosk for marketing materials.

Medicinary Featured Sponsor

Partner will be a featured medicinary sponsor and be given prominence in the NCNM Medicinary, including continuously updated product information, and research made available to students, staff and alumni. Partner products will be on display and featured periodically.

Booth Partner

Partner will be a "featured booth sponsor" at all events in which NCNM participates. NCNM will provide sponsor plaque on the NCNM booth and sponsor sheet given to all attendees.

Commencement Guest

Partner will be invited to and introduced at the NCNM Commencement ceremony each June.

Convocation Guest

Partner will be invited to and introduced at the NCNM Convocation ceremony each September.

MULTI-YEAR PROJECT PARTNER OPPORTUNITIES

Helfgott Research Institute

Partner contributions fund groundbreaking research, endow Research Scholars, support Research Fellows, underwrite student research projects and scholarships.

Residencies & Post-Graduate Medical Education

Partner contributions expand the creation of new residencies at NCNM such as the Cancer Care Residency or approved off-site residencies.

State-of-the-Art Clinic Funds

Partner contributions support NCNM's teaching clinic, ensuring state-of-the-art equipment, medical supplies, tests and medicines. Contributions may also support our growing network of Community Clinics, enhancing access, service and collaboration.

Student Scholarship Fund

Partner contributors endow a permanent fund for student bursaries and scholarships.

Faculty Scholarship Fund

Partner contributions support faculty development as faculty create new texts, design new curriculum, undertake research, write scholarly journal articles, become visiting professors at other medical colleges, act as mentors, or lead scholarly visitations to China or India to study global medicines.

Library and Learning Resource Fund

Partner contributions expand NCNM's library by adding to more than 1,400 texts within the Friedhelm Kirchfeld Rare Books Room Collection, sponsoring the purchase of books, journals, software and new technologies, as well as sustaining mobile reference medical libraries for local community clinics.

E-education Sustaining Fund

Partner contributions will enable NCNM through its Continuing Education Department to inspire high-quality online and electronically mediated educational programming (e-learning). This fund enables NCNM to capture and share the best of continuing education offerings, grand rounds, distinguished guest lectures and product knowledge events.

Foundations of Naturopathic Medicine Sustaining Fund

Partner contributions will sustain and advance the formation and publication of a pioneering textbook on naturopathic medicine; underwrite international symposiums assembling researchers, practitioners, scholars and editors.

Peer Helpers Center Fund: The "Higher Ground" Center

Partner contributions fund the training and supervision of eligible students for peer-tutoring and peer-counseling services at NCNM to ensure support is in place for the successful completion of medical school and launch of medical careers for our student physicians and practitioners.

Distinguished Lecture Series

Partner contributions support a series of nationally and internationally known speakers who are distinguished for their research, writing or advocacy regarding paradigm shifts in health care.

Green College Fund

Partners may support projects which create carbon offsets, the design and rollout of an approved environmental medicine degree or certificate, a speaker series, approved CE activities and natural medicines training in recycling, repairing and composting.

Customized Project

Partner contributions go toward the development of a project which will enrich the future of naturopathic or classical Chinese medicine (e.g., the ZRT Cup, the Bob's Red Mill Intercollegiate Cup, and the Sokenbicha Essay Competition).



Our mission is to educate and train
physicians, practitioners and pre-professionals
in the art, science and research of natural medicine.



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