





# The Boren Decade

When the history of the University of Oklahoma is written, there may not be enough superlatives to describe the accomplishments of this remarkable presidential couple.

BY CAROL J. BURR

*You do not need to research the University of Oklahoma very deeply to realize that there is something special going on here. You need only to step on the Norman campus—or visit the Health Sciences Center in Oklahoma City or travel to OU-Tulsa. Take a tour, talk to students, observe faculty members, sit on a bench and absorb your surroundings. The feeling of excitement, the sense of satisfaction, the aura of achievement is almost tangible.*

*Better yet, if you are fortunate enough to catch them in an unscheduled moment, sit down with David and Molly Shi Boren and discuss the past 10 years that have transformed a good regional university into one of the most vital institutions of higher education in the country.*

The Holmberg Hall crowd was expectant but a little incredulous on April 27, 1994, when then-U.S. Senator David Lyle Boren took the podium, backed by a cast of campus notables, to announce that he had accepted the presidency of the University of Oklahoma. Why, they wondered, would one of the most powerful politicians in the nation's capital abandon that exalted position to become a university president? Ten years later, they have their answer, and the only question they ask today is: How much longer will he stay?

"Public service is not about power; it's about service," Boren says. "There are a lot of ways to make a difference—being in politics is one of them, and I honor that—but there are seasons in life, and this was the season that I felt I could render the most service to Oklahoma by coming back to the University.

*continued*



Robert Taylor

OPPOSITE PAGE: By the time OU's 13<sup>th</sup> president was formally inaugurated on September 15, 1995, Boren had been in office for 10 months and already had redefined institution building. Photo by Gil Jain



"And also, Molly and I missed Oklahoma," he adds simply. "We wanted to come home."

Boren recalls the advice of a Senate colleague, the late Terry Sanford, who also had been governor of North Carolina and president of Duke University. "He told me to 'take it before they change their minds.' He felt that if you really want to interweave your life with that of the next generation in a place you love and care about, there is just no satisfaction like being associated with a university."

OU's 13<sup>th</sup> president hit the ground running, his non-stop, high-octane style leaving his staff scrambling and students, faculty and alumni wondering what new challenge would capture his attention next. He threw himself into private fund raising, encouraged innovative academic programs, advanced new construction and existing facility renovations, and, with Mrs. Boren's active participation, redefined the campus culture and took landscaping to another level.

*[Overviews of Boren-era "Highlights," "New Programs" and "New Construction" appear on the following pages.]*

Still, during those first years, rumors

"I learn as much or more from my students as they learn from me. I love the new perspective they bring. I love their intellectual honesty, their openness, their candor. I always come away refreshed."

of outside opportunities continued to concern University supporters. Could he be lured back to Washington? Another political run, perhaps? An ambassadorship? But those who watched closely discerned a trend that eventually became universally apparent: For all the demands and frustrations of this potentially all-consuming line of work, David Boren was having the time of his life.

There is nothing to suggest that Boren has accomplished all his goals and is content to rest on his record. The level of energy and sense of joy with which he

approaches his duties seem as high today as a decade ago.

"If the Regents want me to," he says, "I would like to stay here until I stop having new ideas." That could be a long time.

One key to Boren's job satisfaction could be found in his insistence that he be allowed to teach a course each semester. "I wouldn't have come if the Regents had said, 'No, we don't want you to teach,'" he contends. "I learn as much or more from my students as they learn from me. I love the new perspective they bring. I love their intellectual honesty, their openness, their candor. I always come away refreshed."

Molly Boren, herself an English teacher before law school and a career as a lawyer and special district judge in her native Ada, insists that her husband always has been a teacher—on the Oklahoma Baptist University faculty during his time in the State Legislature and throughout his terms as Governor and U.S. Senator.

"David had the best summer internship program in Washington," she says. "He would have brown bag lunches with nationally known speakers—journalists, other senators, ambassadors, people from the Library of Congress. He assigned each of his interns to research and write a term paper on a current issue and would take that intern to the Senate floor with him when the issue was being debated. It was his favorite part of the year."

Boren agrees. "I was sad when they left at the end of the summer because I drew such strength from their energy and idealism. So finally I said to myself, why do I want to spend the rest of my life in partisan bickering when I could spend it in education?"

Before he assumed the OU presidency on November 17, 1994, the Borens had agreed that their first priority always would be the students, then the faculty, and the teaching and intergenerational mentoring that earlier had meant so much to each of them. Even in recognizing the vital role of faculty research, Boren emphasizes the importance of involving undergraduates.

In his annual freshman convocation address, the President stresses that his office is never off-limits to students with



Robert Taylor

For all the other hats he wears, David Boren considers himself an educator first, some of his happiest times being those spent in the classroom with students in his political science courses.



problems, advice, a project to propose or an organization to promote. "I probably personally counsel six to 10 students a week, not necessarily students from my class," he says.

For her part, the other half of Team Boren focused first on the aesthetics of the campus and the couple's favorite cause, creating a sense of community. Returning the official presidential residence to Boyd House had been a condition of employment for the Borens, and the total renovation and expansion of the historic home began almost immediately, with Molly Boren overseeing every detail. Other facility makeovers also claimed her attention, notably Oklahoma Memorial Union, but if this First Lady is to be remembered for a single accomplishment, it will be the breathtaking landscaping effort that has transformed the Norman campus into a point of pride for its inhabitants and a destination point for everyone else.

Gardens, many with their own maintenance endowments, sprang up where none had been before, accented by public art in the form of outdoor sculpture. Fountains, large and small, became almost commonplace. Tree planting, kicked off by an annual Arbor Day observance, took root throughout Norman. So many commemorative benches were privately funded that landscape planners eventually ran out of places to put them. The popular David A. Burr Park in the housing area, with its Boren-donated gazebo, even has been the site of numerous University community weddings.

Initially, however, the landscape project met some resistance. "We started with the garden in front of Evans Hall, and that was probably the wrong one to pick," Boren admits. "Some people thought I was just trying to enhance the building where the president's office was. They didn't realize it was the beginning of something campuswide. I got 250 or 300 emails, letters or calls, virtually all of them anonymous, asking why in the world we were wasting money on the look of things."

The president answered the criticisms and stayed the course, contending that



Robert Taylor

The dedication in 1996 of the Cross Statue in front of Evans Hall was a special moment for David Boren, left, and his mentor, President Emeritus George L. Cross.

the way the campus looks has its practical returns. "If I were going around looking at colleges as a parent, and I saw a campus that was dirty and unkempt instead of being a place of pride and beauty, I would say to myself, 'If they can't take care of their campus any better than this, how are they going to treat my daughter or son?' Or if I'm a donor, 'How are they going to treat my donation?'"

Mrs. Boren has heard more than one faculty member say that in recruiting new faculty, "When all else fails, I take them on a campus tour." Even the Athletics Department credits the appearance of the campus with helping recruit student-athletes. The only complaint the President hears now is from the occasional faculty member feeling that his or her corner of the campus has been overlooked.

The First Lady is dedicated to placing beautiful settings, inspiring architecture and exciting sculpture where students cannot avoid being exposed to them. "They internalize beautiful things, even if

it's on a subliminal level; they are impacted in their own tastes, their own lives."

Her favorite example is the Allan Houser sculpture, "Homeward Bound," which the Borens insisted be placed outside in the garden between Bizzell Library and Adams Hall. They encountered a young Asian student standing by the sculpture shortly after it arrived. He told them that he had been back there four times that day in the midst of studying for finals. "He knew nothing about American Indians, didn't realize that the woman herding her sheep was Indian," Mrs. Boren explains, "but there was something so universal about that piece of art that it spoke to him."

When members of the community go inside new or refurbished University buildings, they encounter equally impressive surroundings. What is becoming known as the "OU Look" also includes interiors dominated by dark wood, mission-style furniture, overstuffed leather sofas and lounge chairs, Oriental





Robert Taylor

When it comes to improving OU's appearance, the hands-on approach adopted by Molly Boren, right, takes her to every corner of the campus, starting here at Boyd House in 1997 with landscaper Bobby Jackson.

rugs, Southwest-flavored art and accessories, and walls full of framed photographs from the institution's past.

Centerpiece for "the look" is the refurbished Union, whose restoration as the heart of campus activity was a masterstroke. A census taken when the Borens first arrived in 1994 revealed that the once-bustling Union had just 500 students a day coming through its doors. During the first week of fall classes in 2004, after a \$17.8 million overhaul of facilities and programs, that figure was 12,000.

Mrs. Boren terms the Union's décor "elegant but comfortable." The building's lounges have become "living rooms away from home," especially for commuters and international students, most of whom remain on campus during breaks. In spite of dire warnings about their survivability under student use, the furnishings have been treated very well—even when accommodating feet on tables and catnappers on oversized sofas and chairs.



Robert Taylor

Umbrellas were a standard accessory for outdoor events in the early Boren era, beginning with his 1995 inauguration on Parrington Oval, where his daughter Carrie, left, son Dan and First Lady Molly Shi Boren sought shelter from the rain.



“We are a great diverse group; the more diverse we can make it, the better; the more international students, the better, because you learn more by being around people unlike yourself.”

George L. Cross was “their” president, and they recognize that much of Cross’s style has resurfaced in the Boren administration.

“I am so thankful that Dr. Cross was still alive when we came back and so alert, as he was up until the end,” Boren says. During the first years, the Borens often sought advice from Cross and his wife, Cleo.

Concerned about the split between administration and faculty that has developed in higher education, Boren heeded Cross’s suggestion to interact with faculty groups, particularly the Faculty Senate, to get together faculty from an affected college to chew over actions under consideration.

“I meet with members of the Faculty Senate about every two weeks. We have very helpful conversations,” Boren says, “and there has never been a confidence leave that room in the 10 years I have been here. You know, presidents come and go and students graduate, but the faculty is the continuity of the institution.”

The president takes suggestions from every quarter and acts on many of them. The impetus for the new interdisciplinary

“We haven’t lost so much as a pillow,” the President says.

What has been “appropriated” by student patrons are the OU Press books in a massive bookcase in the Union’s Beaird Lounge. Originally seen as a decorator touch, the books disappear and are restocked regularly, much to the delight of the President, who can see no better use for the Press’s extras than to end up in student hands.

Like so many of the projects Boren has embraced, the Union metamorphosis was student-driven—and not just on the Norman campus. He readily admits that a former provost at the OU Health Sciences Center departed over acceding to a similar push for a student union in Oklahoma City. Development of a real campus for OUHSC did not end there.

When Molly Boren first saw the collection of stark health-related buildings, separated by a six-lane thoroughfare and crisscrossed by huge electric high lines, she pronounced the urbanscape “so sterile.” That same area is now a pedestrian mall, complete with, yes, gardens, fountains and statuary, including a casting of the Seed Sower identical to the one on Norman’s south oval.

The new HSC Student Union, with its “elegant but comfortable” lounge, sponsors activities geared for the medical and other health-oriented colleges. OUHSC’s first student housing units were occupied in June 2003. When the University acquired the Schusterman Campus for OU-Tulsa, there was no question about importing the OU Look, another Seed Sower and activities designed for that northeast branch’s more non-traditional students.

Building “community,” in the Boren sense, requires more than facilities, however. The need for intergenerational mentoring has given rise to the Faculty-in-Residence program in the housing centers and Adopt-a-Prof for individual houses. The unintended isolation of international students led to formation of “OU Cousins,” with indigenous Sooners adopting the visitors for one-on-one friendships and collective social events.

“It’s all about family,” Boren says. “We are a great diverse group; the more diverse

we can make it, the better; the more international students, the better, because you learn more by being around people unlike yourself.

“What’s the one thing we share? Family history—OU family history. We make them all Sooners once they get here.”

The Borens know quite a lot about being Sooners. They are the only presidential couple to both have OU degrees, each having earned a juris doctorate and Mrs. Boren also a master’s in English.



Robert Taylor

A departing international student once expressed disappointment to the Borens at never having seen a ranch. The chance remark evolved into OU Cousins, a program in which indigenous Sooners adopt internationals for a variety of social occasions, including an annual picnic at the Winery Ranch, where the tractor-driving President gave this tour.



“There is nothing inconsistent with excellence in academics coinciding with excellence in athletics. I just have the modest goal of wanting to be the best in both.”

Religious Studies Program came from his wife, with a call going out for interested faculty willing to plan and participate. The new freshman writing program was imported from Harvard at the recommendation of OU students who not only used a presidential travel grant to search out the innovative approach but also recruited the Harvard faculty member to direct it at OU. The academic surcharge on football tickets was the idea of a student member of the Athletics Council, a faculty-staff-student-department advisory group revived by the

traditionally self-supporting Athletics Department had incurred a staggering \$8 million debt to the University through a lack of budgetary discipline over a period of time in which books were being cleared by paying off last year's bills with sales of next year's season tickets. The answer to both problems was Boren's hiring of a new athletics director, Joe Castiglione.

Boren points proudly not only to Castiglione's inspired choice of Bob Stoops to resurrect football fortunes but also to the high quality of OU's coaches across the board. “I take great pride in the integrity of our program,” he says, “and I don't think we've ever had a stronger one. We've won national awards—the Champs and the Templeton Foundation—for the quality of our athletes who are also student leaders off the field and court.”

A highly successful, \$120 million athletics fund-raising program has resulted in new and upgraded facilities the equal of any in the country. The department is once again self-supporting, the president says, “and over a period of time that whole debt is being paid back.”

He is more aware than anyone of the fan anguish over high ticket prices and the donor-requirements to retain long-held seats. “I've heard Joe Castiglione say that you're going to pay for success or you're going to pay for failure; it's expensive either way you go. Some universities around the country ironically are subsidizing their athletics programs now in huge amounts—and they still aren't very successful.”

Boren would like to go back to the day when athletics budgets were not so high and tickets were not so expensive. “But I can't change the marketplace for athletics any more than I can for what it costs to run a business college or an engineering college,” he reasons. “The one thing we can ensure is that we will maintain high standards.”

“There is nothing inconsistent with excellence in academics coinciding with excellence in athletics,” he says, citing the examples of Notre Dame and Stanford. “I just have the modest goal of wanting to be the best in both.”

Boren's insistence on institutional



OU Athletics Media Relations

Happy days are here again as the 2000 Sooner football team captures the NCAA national title in the FedEx Orange Bowl game, to the delight of Athletics Director Joe Castiglione, left, President David Boren and then-Oklahoma Governor Frank Keating.

President, who found a troubled Athletics Department when he returned to OU a decade ago.

“When I was being interviewed early on,” Boren remembers, “one of the Regents said, ‘I have to ask: Do you believe in football?’ Well, I had gone to every home football game with my dad (the late U.S. Congressman Lyle Boren) from the age of four on, so I responded, ‘I'm from Oklahoma; of course I believe in football.’”

Believing, however, was not enough.

King Football was in the doldrums; the aftermath of late '80s scandal and NCAA probation had not lifted for a succession of unsuccessful coaches. “I'm one of these persons who wants to be No.1 in everything; I like to win,” Boren admits. “When we were going through those terrible times, I literally had to come home and go to bed after every game we lost. I'm as competitive about athletics as I am about academics.”

The shortfall in the win column was just one of the problems Boren inherited. The



## The Boren Years

# HIGHLIGHTS

excellence has resonated with OU benefactors. In September 1995, less than a year after he settled into Evans Hall, Boren held a rally on its front steps to boldly proclaim the \$200 million, five-year, Universitywide "Reach for Excellence."

Boren likes to quip that after the announcement, he returned to his office to find his vice president for development, David Maloney, saying the rosary. "I have to admit that I didn't sleep well at all that night. I woke up and thought, how are we going to raise even half of this?"

He need not have worried. At the campaign's conclusion in 2000, more than \$514 million in gifts and pledges had been added to the institution's resources. Subsequent targeted campaigns were equally successful. As Boren neared his 10<sup>th</sup> presidential anniversary, he announced that private fund raising for the decade had topped an astounding \$1 billion.

Amid all the successes during his tenure, there have been a few disappointments—but, he contends, very few. His desire to return the College of Law to Monnet Hall, the old "Law Barn," proved impractical and would have impeded expansion of the Union. The solution was a magnificently expanded and renovated Law Center in its current location.

"I have been saved from myself a lot of times," Boren says. "A line from one of my favorite Garth Brooks' songs is 'Sometimes I thank God for unanswered prayers.'"

High on his frustrations list is the need to keep increasing tuition and fees to compensate for the falling percentage of the state budget going to higher education, both in Oklahoma and across the country. "This year we only got 20 percent of our Norman campus operating budget from the state and the medical school 11 percent," he says. "More and more we are becoming like a private school.

"We feel so strongly about keeping higher education affordable, but if the state will not support us adequately, and if we don't raise tuition and fees, we'll fall so far behind the other institutions in things like faculty salaries and libraries that our students will be getting a second-rate education."

His answer? "Scholarships, scholar-

- Donor base increased from 17,000 to 98,288.
- Private endowment increased from \$204 million to more than \$630 million, which includes funds from the State Regents Matching Endowment Program, ranking OU in the nation's top 25 for public universities.
- Boren-led private funding efforts total more than \$1 billion.
- Endowed faculty positions increased from 100 to 370.
- Ranked first in the Big 12 in growth of federal research funding with the total for fiscal '04 a record-setting \$211 million.
- *U.S. News and World Report* ranking elevated a full tier.
- National Merit Scholars enrolled ranked among the nation's top 10 public and private universities each year.
- Entering-class ACT scores up approximately three points; student body the highest ranking academically ever enrolled at an Oklahoma public university; overall ACT scores two points above any other public university in Oklahoma; nearly three times as many State Regents Scholars as any other Oklahoma university.
- International exchange programs lead the nation with 143 in 51 countries.
- Largest library in Oklahoma, ranked second in the Big 12 in the size of its collections.
- Home to one of the two largest university-based natural history museums in the world.
- Recipient of the most important single gift of art (the Weitzenhoffer French Impressionist Collection) ever given to a public university in U.S. history; art museum ranked in the top tier of nation's university art museums.
- Recipient of the NCAA's Champs Award for the quality of life experience of student-athletes.
- Recipient of the Templeton Award as a "character building" college, one of the few comprehensive public universities ever so recognized.
- Selected as one of the top 10 public universities in the nation in the quality of the freshman year experience.
- OU student-athletes led the Big 12 Conference in 2003-2004 graduation rates. Student-athlete graduation rates and grade point averages exceed that of the student body as a whole.





Robert Taylor

President David Boren likes nothing better than a spirited discussion with OU's students, whether it is in the class he teaches each semester or when they drop by his office to voice a complaint or pitch a project. Gathered around his conference table, clockwise from lower left, are Shannon Kay, Boren, Eddie Coates, Zach Pyron, Mary Millben and Josh Woodward.

ships, scholarships—especially for middle-income students. If someone were to give me \$100 million tomorrow, I would want to put \$60 to \$70 million of it in scholarships, so the door of opportunity stays open for students.”

Meanwhile, as they pursue the big-picture issues and deal with the pressures of their duties, the presidential couple continues the struggle to maintain a balance in their lives. He yearns for more time for study and brainstorming with faculty and students, for impromptu lunches in the cafeterias or the University Club, instead of take-out at his desk. She envisions purely social, at-home entertaining with faculty and friends.

They largely adhere to advice from their presidential predecessors, Paul and Rose Sharp, to hold their Sundays sacrosanct—and to the Crosses’ admonition to keep their sense of humor intact. They retreat as often as possible to their vacation home in Santa Fe, more often to the farm near Newcastle, where they plan eventually to retire. *continued*



Robert Taylor

The OU musical theatre’s 1997 production of “The Will Rogers Follies” featured a guest appearance by OU’s celebrity-in-chief in the role of Wylie Post.



## The Boren Years

# NEW PROGRAMS

- **Faculty-in-Residence:** Faculty families now live in 2,500-square-foot apartments in all six residence halls, where they build intergenerational friendships and bring intellectual stimulation to the student living environment.
- **The President's Trophy:** An annual \$5,000 prize and a large trophy are awarded to the housing unit, fraternity and sorority judged the campus' best, based upon academic performance, volunteer service, campus leadership and multicultural activities.
- **The Honors College:** This innovative program is dedicated to providing academically gifted students the opportunity to develop their intellectual potential to the fullest through challenging and enlightening courses of 22 or fewer students.
- **The International Programs Center:** Under the direction of former U.N. Ambassador Edward Perkins, OU has hosted several major international foreign policy conferences.
- **OU Cousins:** More than 1,000 U.S.-born student volunteers are honorary cousins to international students, seeing each other at least every two weeks for social events, a play, concert, picnic at a local ranch or even home to meet their families.
- **Retired Faculty Teaching Program:** At least 50 retired full professors return to the campus each semester to teach primarily introductory courses and to mentor freshmen.
- **Edith Kinney Gaylord Expository Writing Program:** Entering freshmen are exposed to an intensive writing and editing program based on the Harvard Expository Writing Program.
- **Religious Studies Program:** The 18-month-old interdisciplinary program with cross-listed courses enrolls more than 1,500 students with approximately 60 different majors.
- **The Bench Program:** To encourage a spirit of community and conversation, more than 300 commemorative benches have been installed throughout the campus, funded by \$2,000 gifts from individual private donors.
- **Garden and Lighting Endowments:** More than \$4 million in private endowment funds have provided architectural lighting for main campus buildings and support the seasonal planting of more than 200,000 blooming flowers on campus.
- **Fountains and Sculpture:** Approximately 20 new fountains and pieces of public sculpture have been added to the campus through private gifts.
- **Historical Markers and Photographs:** Students gain a shared "OU family" history through the prominent placement of historical markers in front and photographs inside of all campus buildings.
- **The Archie Dunham Conoco Student Leadership Wing:** An addition to Oklahoma Memorial Union provides side-by-side offices with common working areas for student groups ranging from ethnic associations to OU student government to Greek organizations and activity-focused clubs.
- **Adopt-a-Prof Program:** Each fraternity and sorority and each floor in the housing centers adopts a "prof" with whom to share time and social activities during the school year.
- **Sooner Yearbook:** Returned to publication in 1996-97 after a five-year hiatus, *Sooner* has won multiple national college yearbook awards every year since.
- **The Class Gift Tradition:** The Class of 1996 resumed this custom after a 40-year absence. Senior class members have come together to enhance the campus with sculptures, gardens and fountains.
- **The Arbor Day Tradition:** Students have assisted landscape staff in planting more than 4,000 new trees on the Norman and Oklahoma City campuses in the past seven years. Under the *Adopt-an-Area Program*, individual student organizations keep a specific campus area clean throughout the year to compete for an annual Arbor Day award.
- **Oklahoma Memorial Union programs and facilities:** A \$17.8 million private/public project has made the Union once again the "center of the community," increasing the daily flow of students into the Union from 500 in 1994 to more than 12,000 in 2004.
- **New Garden Construction:** Seven new gardens have been added to the campus including the Canyon Garden at Bizzell Memorial Library, a contribution from the Borens.
- **Study Abroad Scholarships:** Students are assisted who could not otherwise afford to participate in OU's many study abroad programs.




When pressed, Boren admits that some of his job stress comes from his hands-on management style. "It does fill up the little cracks in the schedule," he says. "I want to be very actively involved in the educational mission of the University—curriculum and new programs. Where do we put those precious resources? Where do we add a new faculty member? Every vacant faculty slot eventually comes to me."

Even the Borens' famous campus walks are not merely exercise. Mrs. Boren walks almost daily; they walk together every weekend. She can be seen picking up trash along the way; he totes a yellow legal pad, making notes where action is required. She notices gardens, foot-traffic patterns, fountains with clogged spouts. Inside the student lounges, they can be seen rearranging furniture.

"Lighting is one of my things," Boren says. "I make long lists of where light bulbs are burned out. And I check security, use the blue phones myself at random just to make sure the police answer and to see how long it takes; if it takes too long, I call them."

Boren defends his attention to detail. "What some might call micromanagement to me is one way of expressing that I think what every staff member is doing is important. It says to every single person, I value what you do. So the legal pad is filled up not only with notes on burned-out light bulbs but also contains the wonderful things we see that are being done by the best staff of any university in the world. More notes come back saying 'great job' than come back saying 'you need to fix this.'"

The same could be said for the notes he and Molly receive on their job performance. Letters from alumni, emails and calls from faculty and students, even comments from the procession of A-list speakers they bring to the campus—all seem to agree that something special is going on at the University of Oklahoma.

David Boren measures success in having found the work he loves in the place he loves. "Never in my life," he insists, "not in the governor's office, not in the Senate, have I had this much satisfaction. Terry Sanford was right; if you love a place, there's just no greater happiness, no greater reward that can come into your life." 

## The Boren Years

# NEW CONSTRUCTION

(\$750 million completed or in process)

- Sam Noble Oklahoma Museum of Natural History—Norman
- Catlett Music Center—Norman
- Donald W. Reynolds Performing Arts Center, including a new dance facility and restoration of historic Holmberg Hall—Norman
- Oklahoma Memorial Union restoration and expansion—Norman
- Gaylord Hall (Journalism)—Norman
- Michael F. Price Hall (Business)—Norman
- Andrew M. Coats Hall (Law)—Norman
- Devon Energy Hall (Engineering)—Norman
- Jacobson Hall restoration—Norman
- National Weather Research Center—Norman
- Stephenson Research and Technology Center—Norman
- Mary and Howard Lester Wing, Fred Jones Jr. Museum of Art—Norman
- Gaylord Family Oklahoma Memorial Stadium restoration and expansion, and addition of other football support facilities—Norman
- Lloyd Noble Center expansion and renovation—Norman
- Dramatic improvement in athletics facilities for other sports, including golf, tennis, soccer, softball, track, wrestling and rugby—Norman
- Boyd House, Ellison Hall and Carnegie Building restorations—Norman
- Huston Huffman Physical Fitness Center expansion—Norman
- Lissa and Cy Wagner Student Academic Services Center—Norman
- Student Union—OU Health Sciences Center
- Family Medicine Building—OUHSC
- Stanton L. Young Biomedical Research Center—OUHSC
- Physicians Clinic Building—OUHSC
- Student Housing—OUHSC
- Stanton L. Young Walkway and central campus park—OUHSC
- College of Allied Health Building—OUHSC
- Genetics and Cancer Research Center, phase I—OUHSC
- Campus purchase and renovation, classroom/laboratory expansion, Schusterman Center—OU-Tulsa
- Clinic and Research Facility, Schusterman Center—OU-Tulsa