

A MISSION FOR THE MILLENNIUM: Campus Renovation of the Sisters,

Servants of the Immaculate Heart of Mary in Monroe, Michigan

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INTRODUCTION

The Sisters, Servants of the Immaculate Heart of Mary of Monroe, Michigan, a congregation of women religious founded in 1845 on the banks of the River Raisin and near the shores of Lake Erie, numbers 619 vowed and 105 associate members.

Founded to reach out to the abandoned and the marginalized, the IHMs call through the work of education. In their history, the IHM sisters have staffed 121 parish elementary schools and 49 parish and community high schools, as well as colleges, universities and seminaries. Over the years, the Monroe IHM community has extended its scope of ministries to include pastoral work in parishes, hospitals and prisons as well as peace and justice advocacy roles. The IHMs' view of ministry has evolved to embrace the concept of sustainability and eco-justice as means of spreading Jesus' liberating mission to the most abandoned. As with other religious congregations, the IHM community is coming to understand more and more that the earth has suffered abandonment in many ways.

The Monroe campus has remained the center of IHM activities and is home to all IHMs, especially the retirees and infirm sisters. Maintaining the campus as reflective of community values has become increasingly important through various land and facility studies commissioned by IHM. Reconfiguring not only the Motherhouse, but the entire 280 acre campus, located in a city neighborhood, in a sustainable, earth friendly fashion has grown through assembly directions and chapters' enactments over the past 30 years. The concept of incorporating sustainable design principles of reuse, rethink, reduce, recycle blossomed within the hearts and souls of many IHMs from 1994-99 as

they engaged in the Monroe Campus Long Range Master Plan (MCLRMP) process. This developing commitment has led to continual reflection on how best to implement and integrate into daily life insights gained through studies in ecology and sustainability.

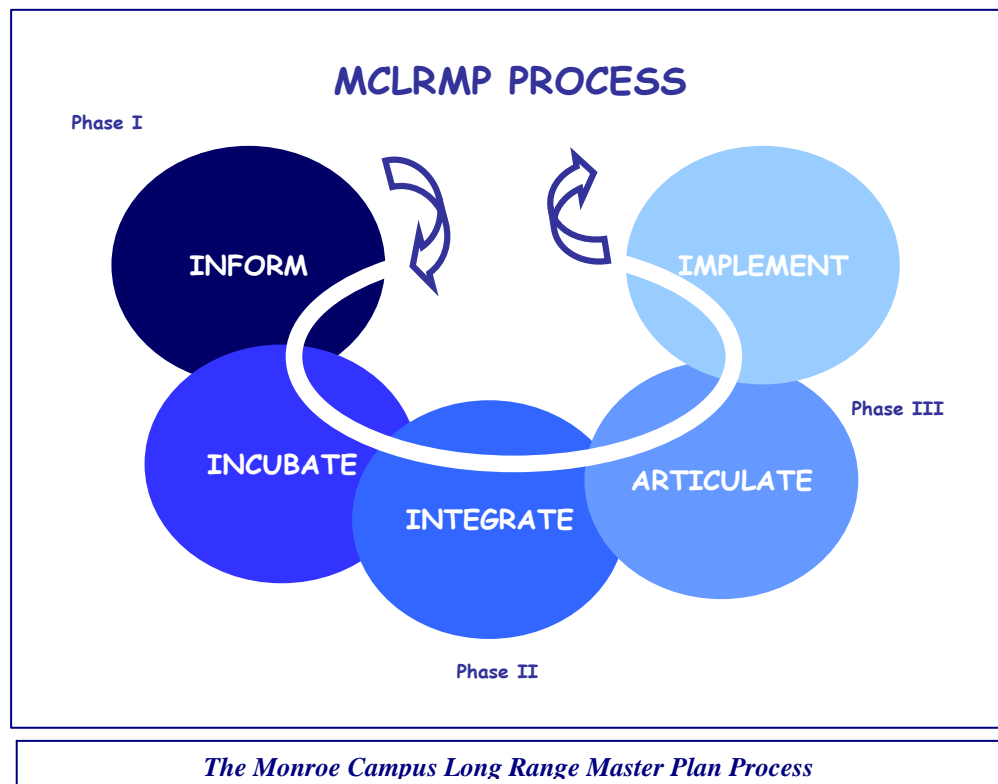
MONROE CAMPUS LONG RANGE MASTER PLAN PROCESS

As a community with a median age of 74 years, the IHMs' own need for suitable retirement housing and health care facilities for their senior sisters was a primary factor in the deliberations. A demand for the reduction in operational costs for the two large buildings and the need for revenue streams on the campus has also driven the project. At the end of the first phase, an executive summary documented the need for renovation. The goal of replacing the 72 year old infrastructure of the Motherhouse for the sake of the mission inspired many IHM sisters, associates and colleagues to enter into the MCLRMP six year study.

The first phase of information gathering (see *MCLMRP Process* diagram) led to a second phase where possibilities and options were incubated and then articulated into an integrating idea. Included in both of these phases was a goal of deepening IHM's understanding of sustainability. A discernment process that invited participation from all members resulted in the recommendation of an integrating idea. The endorsement by 92 percent of the community demonstrated that broad participation created community ownership of the master plan vision. The concept of sustainability as used by IHM combines concern for the well being of the planet with continued growth and human development. They are concerned with meeting the needs of the present generation

without compromising the ability of future generations to meet their own needs. The MCLRMP vision includes:

- Choosing passive natural energy systems
- Reducing dependency on non-renewable energy sources
- Designing interior and outdoor spaces that promote sustainable community
- Using products that reduce the human footprint on the earth
- Restoring the site
- Developing the campus as an eco-center for transformational learning



The third phase of implementation began in 1999 with the selection of an architectural firm and a team including engineering and construction services. The first segment of the implementation phase, the total renovation of the Motherhouse into an

environmentally sound, progressive retirement center and IHM administrative headquarters, began with moving 230 women. In August 2000, 230 IHM sisters moved from the west wing or Motherhouse to the east wing or St. Mary Center, a parallel building connected by a cloister. This would be the sisters' new home for two years.

FINANCIAL PLAN

The sweeping changes of the last three decades have brought not only the IHM community but many other communities throughout the United States to a place that would have been undreamed in the days of large entry classes and well-staffed institutions. Although the mission has remained constant, the vision has expanded to meet the realities of the day. This is true in financial planning as well as in ministerial decisions. The congregation has experienced major shifts in well-established patterns of providing for the needs of the congregation and its mission. This has been due to economic developments, specifically, the diminished economic viability of farming, decreasing and aging membership, compensation trends, federal regulations regarding Social Security, and IHM development efforts. These changes and the current reality of operating budget deficits for two thirds of the last fifteen years present a picture of the congregation as a maturing community with diminishing human and economic resources to meet ministerial and congregational responsibilities.

Demographic Information

Statistics on the number of members in full or part-time ministry also confirmed the fact that the IHMs needed to make some immediate significant decisions. Statistics such as:

- ◆ In 1996, the 757 members were classified as 301 full-time/part-time earners, 343 retired, 59 in congregational service, 26 overseas, and 28 other. These numbers represent the congregation as 39.8% earners, 45.3% retired, 7.7% congregational service, 3.4% overseas, and 3.6% other.
- ◆ in 2016 (20 years later) there will be 317 members projected to be classified as 20 full-time/part-time earners, 272 retired, 11 in congregational service, 5 overseas and 9 other. These numbers represent the congregation as 6.3% earners, 85.8% retired, 3.5% congregational service, 1.6% overseas and 2.8% other.

Evolving conditions had been recognized and taken into account for many years by IHM and incremental decisions were made to position the community to be fiscally responsible for its members. A series of wise financial decisions by the IHM community over the years made this renovation possible. The IHM community restructured the investment portfolio in the years prior to 1999 to maximize revenues. The strength of the stock market in the mid-nineties and revenue reaped from it also added to the determination to move ahead. The two primary sources of funds for the Motherhouse renovation were a construction loan and a capital campaign.

The Director of Financial Services, who heads the Congregational Business Office (CBO), has been intimately involved in the development of the project and the strategies for funding it. The director and a Leadership Council member, who serves as Chief Financial Officer, spend many hours each month on the financial needs of the project

and the various complexities surrounding its implementation. They also prepare quarterly financial reports to be shared with the entire IHM community.

The Congregational Business Office used a twelve year cash flow model, developed by the National Religious Retirement Office, and “Trends,” a cash flow software program developed by NATRI, to calculate the first projections on this project. The business office continues to run projections as new costs become more concrete. Both tools will be used to gain more refined financial information in the future.

In a meeting on the second Tuesday of each month, the project team, chief financial officer and director of financial services receives a copy of the “Construction Manager’s Report” from The Christman Company. The report is then discussed with the Project Team, representatives of The Christman Company, including the vice-president and construction manager, various engineers and other architectural team members. The report is presented in sections of 1) a summary statement of the guaranteed maximum price; 2) discussion of alternates and additions to the project; and 3) a budget status summary with supporting detail. The monthly meeting gives crucial financial detail needed to monitor the budget. It is also a source of deepening team spirit and education regarding the impact of decisions throughout the planning and implementation phases.

Personnel and the Need for Dedicated Project Staffing

Guiding the endeavor is a project team which includes: a project director, the campus administrator who acts as the owner's representative, two members of the Leadership Council, two IHM sisters skilled in group process and an IHM sister who is an attorney. The team has changed over time as demands have grown and focus areas developed. Each team member has specific duties and responsibilities. Their responsibilities include:

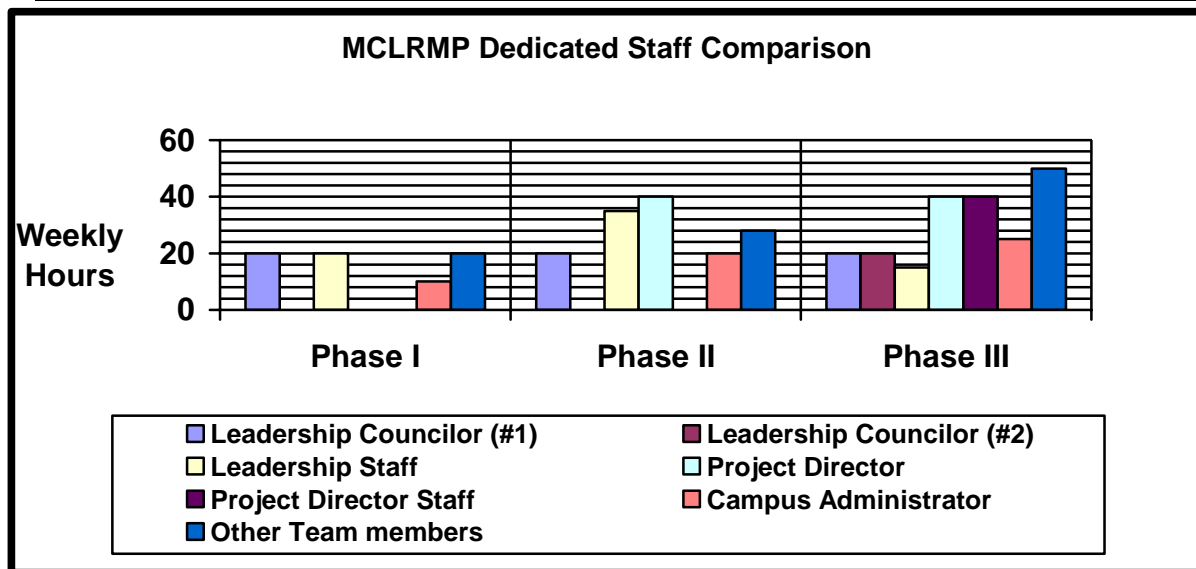
- Facilitating the communication between the IHM Leadership Council, the architectural firm, the construction company, other consultants and the local municipalities
- Negotiating and monitoring consultant contracts, including architectural services, construction management, civil engineering and professional advisors
- Prioritizing decisions, implementing the decisions made by administration
- Organizing and conducting educational programs for various groups including: the Motherhouse residents, employees, the IHM community, neighbors, other religious communities and groups

In January 1996, the Leadership Council appointed a MCLRMP steering committee which included a Leadership Council liaison and staff assistant, two IHM facilitators and 3 other members, all of whom worked on the project, but had other full-time positions. In June 1998, a Project Director was hired on a contractual basis to manage the project. This was a turning point which reflected the growing enormity of the project.

With the completion of Phase I and II, the steering committee was reconfigured into a project team for Phase III – Implementation in the summer of 2000. In addition to the project director, two newly elected Leadership Council members replaced the previous one member, a new campus administrator shouldered a lot of the construction oversight responsibilities, two facilitators increased their hourly commitment to the project, and another new member, who had dedicated a minimum of 8 hours weekly, now dedicated 20 hours per week to the project. The project team includes five IHM members and two former IHM members. The tremendous dedication to the whole project endures because of a shared vision and values.

MCLRMP Dedicated Staff Comparison

	Phase I	Phase II	Phase III
Leadership Councilor (#1)	20	20	20
Leadership Councilor (#2)	-	-	20
Leadership Staff	20	35	15
Project Director	-	40	40
Project Director Staff	-	-	40
Campus Administrator	10	20	25
Other Team members	20 (5 other members)	28 (2 other members)	50 (3 other members)
<i>Total Hours Per Week</i>	<i>65 Hours</i>	<i>143 Hours</i>	<i>210 hours</i>



During Phase III, a full-time assistant was added to the project director's staff to manage the ever-increasing flux of consultants, meetings, materials and documentation demanded by the project. Other increases in staffing included a part-time team member changing from eight to twenty hours per week and two facilitators each rescheduling to 15 hours per week (.35 FTE) to fulfill other team duties. The campus administrator now dedicated at least 20-30 hours per week (.5 FTE or half of a full time equivalency of 40 hours per week). Each of the Leadership Council members spent 15 to 20 hours weekly on the project during Phase III. This equates to 5.25 FTEs in Phase III.

The MCLRMP budget, which supports project implementation, is heavily focused on personnel costs. It has remained constant at about \$450,000 for the last two years. That reality is due to the Leadership Council members' costs and the campus administrator's salary coming out of other costs.

Loan

The Congregational Business Office requested proposals from various financial institutions for the financing of the renovation. After a thorough review of all the proposals and respective financing options, the Leadership Council affirmed the recommendation from the treasurer and the director of financial services to accept the Allied Irish Bank proposal. In the summer of 2000, the congregation executed an agreement with Allied Irish Bank for a construction loan to cover the lion share of the \$62.5 million project. The 24-month construction loan will eventually be converted to a term loan.

Capital Campaign

The IHM Development Office is conducting a \$12.5 million capital campaign at this time. Community Counseling Services, a fund raising consultant group, helped structure the campaign. The IHM Sisters are now in the public phase of the capital campaign. In the course of the fundraising, the IHM sisters have renewed contacts with many former students and friends. In many ways the campaign has strengthened ties with the local, state and national community. Sacrifice in the years ahead will also be a must as this community wrestles with paying off the loan.

Budget

The cost estimating and project budget for the Motherhouse renovation followed a standard protocol familiar in the building industry. The Christman Company, the project's construction manager and general contractor identified the basis of the estimate and prepared a Project Budget and a Construction Budget. Decisions about scope, schedule, materials and financing capacity established the project cost for the Motherhouse renovation and resulted in a detailed budget.

The **Project Budget** included the following cost items: Construction Budget, Owner Direct Costs and Owner Project Contingency.

Items included in **Owner Direct Costs** were: Design fees for the architect, preconstruction services for the general contractor, consultant fees, abatement survey, monitoring and testing fees, technology/communication/security equipment to buy and

install, technology and other consultants, relocation (out and back), furniture, fixtures and equipment, legal fees, finance costs, builder's risk insurance, plan review fee and utilities during construction.

The **Construction Budget** included: site work, demolition, abatement of hazardous materials, building concrete, masonry/stone, metals, wood and plastics, thermal and moisture protection, doors and windows, finishes, architectural specialties, equipment conveying systems, mechanical systems and electrical systems. The construction budget also carried a design and bid contingency for unknown situations that IHM knew would arise in the course of the construction.

Guaranteed Maximum Price or GMP

One of the decisions relative to project cost had to do with how to structure the fee paid to the construction manager. One way was to negotiate a Not To Exceed (NTE) contract for the services. Another way was for the owner to request from the construction manager a Guaranteed Maximum Price (GMP) for the project. The scale of the project and the fact that it was a renovation caused the owner to favor a GMP agreement. Also, if the actual cost were less than the GMP, the Christman Company would return that amount to the owner. Christman provided a GMP to the owner that was based on all the construction documents. In some work categories, the construction manager estimated an allowance that would be carried for that category because the work had not been sent out for competitive bids. This occurred mostly in the mechanical, electrical and plumbing (MEP) work categories.

DESCRIPTION OF THE PROJECT

The vision for the future of the Monroe campus embraces living sustainably as a moral mandate for living in the 21st century. Living in kinship with all of creation requires a transformation of consciousness. The IHM community's historic commitment to education as a transformative process means the campus, as a whole, will be a center for living and learning.

The IHM Sisters are intent on sustaining the functionality, character and beauty of the historic Motherhouse and St. Mary Center and other buildings through an adaptive reuse process. Environmentally responsive sustainable design is the foundation upon which choices are analyzed and decisions made. Most likely the largest renovation project in Michigan that integrates sustainable design elements in all aspects of the grounds and the buildings, the IHM Motherhouse will provide a learning laboratory for designers, builders, trades workers, owners and teachers.

SCOPE OF THE PROJECT

Due to the immense scale of the Monroe campus and facilities, the implementation plan has several phases. The first phase, scheduled for completion in January 2003, includes a multi-million dollar renovation of 376,000 sq. ft. of the Motherhouse facility into a quality retirement and health care facility for 240 retired sisters. The Motherhouse also is the headquarters for the order. Sustainable technologies and methods in this project include a new central plant housed in the Motherhouse that utilizes a geo-thermal heating and cooling system, significant reduction of fresh water consumption

through a gray water system and low flow fixtures and fittings. The design of the Motherhouse maximizes daylight, incorporates retrofitted period light fixtures and restored original wood windows that are operable. Materials and finishes are sustainable and thus contribute not only to excellent indoor air quality but also to a beautiful living environment.

ARCHITECTURAL ISSUES AND RENOVATION CONCEPTS

The architectural renovations and the organization of the plan and the site were based on project goals. What follows are some of the renovation concepts to give you a sense of how the goals were addressed.

The renovation of the Motherhouse makes a home for the sisters who live there.

The renovated Motherhouse will improve the quality of life for the sisters who live there. Enlarged resident rooms will better accommodate personal belongings that those retiring to the Motherhouse bring with them. All rooms have a private bath, with a shower provided for the majority. Common spaces are more like living rooms and less like dormitory lounges. Landscaped courtyards provide protected outdoor space for many of the residents who have very limited access to the outdoors right now.

The renovation honors the sacredness of the place- the buildings and the site.

The renovation design respects the spiritual environment by reinforcing the existing spatial relationship of the cloister, chapel and the courtyards in between. As the cloister assumes greater importance as a means of circulation as well as a connection to the

outdoors, residents will experience stronger ties to the chapel as well as the site. New site amenities such as a courtyard fountain and pathways around the contemplative campus landscapes were planned to link spirituality and nature.

The renovation design replaces antiquated building infrastructure with efficient, new systems.

The Motherhouse had been exceptionally well maintained over the last seventy years. All of the building systems were either at the end of their useful lives or, like the electrical systems, were sized for simpler times. The scope of the renovation included replacement of all building systems with the most energy efficient systems possible. Resident rooms are heated and cooled with individual terminal units. Lighting design maximized the use of daylight and energy efficient fixtures. A fire protection system was added to increase resident safety. A variety of low voltage systems provide voice and data systems.

TEAM FORMATION

A key component of the success of this endeavor was the recognition that the IHMs needed to have the right “teams” in place. The process design called for the formation of various teams over the course of this project from discernment of the master plan to its implementation. Multiple teams, complementing each other’s work and contributing the necessary expertise and wisdom, kept the process trustworthy. The Leadership Council appointed the Monroe Campus Long Range Master Plan Steering Committee in December 1995. Other IHM teams included the Incubation Groups, the Discernment

Group, the Bridge Group, the Transition Planning Group and the Project Team. All of these teams had a defined charter and time limited service.

Selecting the right architect and design team resulted from a Request for Qualifications issued in 1999 to firms with experience in sustainable design and historic restoration. A Selection Committee comprised of Steering Committee members and the Project Manager chose Susan Maxman & Partners (SMP) of Philadelphia, Pennsylvania to be the architect of record. Susan Maxman assembled a design team consisting of architects, landscape architects, lighting architects, engineers, health care experts and economic advisors. This design team, working with the IHM teams, created an integrated development plan for the IHM Monroe campus. In the spring of 2000, the construction team came on board. The Christman Company of Lansing, Michigan successfully completed the Request for Qualification process and became the construction manager for the first phase of implementing the master plan: the renovation of the Motherhouse. The core team of owner, architect and design professionals and the construction manager was now in place.

IMPLEMENTATION BEGINS

Programming or “Put Your Creative Thinking Caps On”

The SMP design team conducted a programming phase and then began creating schematic drawings based on the programmed use for all of the different spaces.

Interviews with staff on present and future (5 years down the road) space needs and functional relationships directed this first phase of drawings. The priority of functions for

programming guided the architects as they designed the space. Though probably hard to believe with 376,000 sq. ft. available, the most important question was “Will everyone fit?”

Schematic Drawings or “How to read a drawing”

The next step in the process involved the review in March 2000 of the first set of drawings. Schematic design drawings (about 46 drawings) prepared by SMP included a general project description and the principal floor plans, building sections, plumbing, mechanical and electrical and a site plan. There were enough details of the architectural, engineering and site elements to identify potential problems. Over the course of many days and many meetings, all parties studied the drawings and worked to agree on the scope of the program. During the same time period the engineer conducted a central plant and energy reduction study. The results of this study and the recommendations of the engineering firm in addition to feedback from departments’ review of the schematic drawings sent the architects back to the drawing board. The Christman Company issued a schematic cost estimate based on all these design documents.

Design Development Drawings

In June 2000 the design team presented the Design Development Drawings to the sitting Leadership Council and the Leadership Council–elect. (The newly elected Leadership Council would take office July 1, 2000.) What had been 46 drawings were now over 160 drawings. These very detailed drawings formed the basis for the

construction documents to follow. Another round of meetings with all departments ensued. The owner reviewed floor plans, elevations, sections, schedules and notes describing finishes (flooring, walls, and ceilings), structural, mechanical, electrical and plumbing systems. The owner also studied specifications for and samples of flooring, lighting fixtures and windows. The Christman Company issued a Design Development Cost Estimate based on these drawings and specifications.

Construction Documents

The architect's most intense phase of drawing was the preparation of construction documents or CDs. CDs provide graphic detail in all areas, include technical requirements and specifications and are the drawings used to build or "construct" the building. Once again departments reviewed and signed off on the construction drawings for their respective areas. The construction manager used the CDs to request bids for the work from sub contractors. Sub contractors wishing to be hired to do the job submitted bids to the general contractor. The Christman Company and IHM reviewed the bids together before awarding any contracts for work. The cost for the work was based on the bids we received and accepted for the work to be performed. An unexpected disruption occurred when the architect deemed it necessary to terminate the services of the engineering firm. Not only did this result in increased costs to the project, it required changing the sequence of construction and negotiating a GMP contract with two firms for the MEP work. All other contracts had been competitively bid. Receiving MEP construction documents as the new engineering firm completed them occurred over almost a six-month period. The fact that this was months after the

architectural drawings were completed added another dimension of complexity to an already daunting renovation.

It took almost 15 months to get from the schematic design phase of drawings to the completion of construction documents. At each step along the way, we reviewed cost estimates associated with the design.

Mock-Up Rooms

The decision to construct two mock-up rooms paid off. The architectural design team recommended building a mock-up or model room before beginning construction. They said there were several good reasons for doing this. One important reason, the engineer said, was to catch any problems or mistakes before replicating it in 240 rooms. The second reason was that the mock-up rooms became the quality standard for all trades to inspect. Perhaps the most important reason was that the owner would have the opportunity to inspect the room to make sure it fit. The decision was to build two mock-up rooms: a skilled care room and an independent or assisted living room. Retired sisters at the Motherhouse, as well as sisters from off campus, visited the model rooms. They tried the handles on the entry doors and the lavatory faucets, evaluated the flooring, and gave feedback on the window treatments. Sisters assessed grab bar height, electrical outlet height, toilet and shower fixtures, closet size, and lighting fixtures. Feedback provided by the sisters enabled the architects to make the necessary modifications to architectural drawings and specifications before construction began.

The mock-up rooms could then be “recycled” because they were constructed in spaces designated for a resident room.

CONSTRUCTION BEGINS IN THE SPRING OF 2001

Preconstruction activities

Preconstruction activities began in September 2000. Salvaging items and materials to be recycled or reused in the building was the first step. Hundreds of items from ceiling fans to period light fixtures and cherry doors were inventoried, photographed, carefully packaged and labeled then removed from the building. Recycle bins appeared everywhere to accommodate the massive amount of salvaged materials. The Ann Arbor Reuse Center salvaged sinks, doors, cabinets, radiators and numerous other items. The abatement team then began the task of removing asbestos wrapped pipes and vinyl asbestos floor tile.

Next step: mass demolition!

All systems were “go” for a mass demolition to begin except that picketers arrived at the job site unannounced and workers did not cross the picket line. A jurisdictional issue within the union designated to conduct the demolition caused a labor dispute to halt work for a number of days. The news hit the front-page of the city newspaper. The union had no dispute with IHM but the headlines implied otherwise. The Christman Company skillfully managed this unexpected disruption in the schedule. After a couple weeks, the union resolved the dispute.

A crane hoisted bobcats into the building and the mass demolition began. For three months four bobcats moved interior walls out of the way, demolished stairwells and removed the debris from the building. After the “walls came tumbling down,” workers began hand demolition. A local paving company was able to use 50 percent of the plaster for haul roads. The project achieved approximately 45 percent recycle or 12,000 cubic yards during the mass demolition work. Seeing their home disappear was an emotional experience for many of the sisters. Knowing that the wide-open clean spaces were now ready for new interior construction was a powerful symbol of the transformation occurring on many levels. The IHMs were not only renewing this building but were holding the space open for deeper transformation.

Breaking new ground

While story has it that workers built the original Motherhouse and academy in 13 months, the Motherhouse renovation would take 24 months. Considering the fact that the permitting agencies had never approved a gray water system or a geo-thermal heating and cooling central plant before, this was an aggressive schedule. The building codes, city ordinances and county and state guidelines did not easily apply to the sustainable technologies designed for the Motherhouse. Officials were unfamiliar with “the tried and true but new to Monroe” systems and the learning curve was slow. Neighbors were worried about the constructed wetlands and the prairie meadows planned for the campus. The project was causing a lot of people to move out of their comfort zone. Of the 2 major systems, the gray water design was more difficult to get approved than the geo-thermal system. One of the concerns was how to measure the

water if it did not return to the city sanitary system, even though the water conservation practices would retain just under a million gallons a year on the site. Education occurred over the course of many months of informal meetings with city departments. The gray water system eventually received sign off from the city although not without adding some steps to make the wastewater department comfortable that adequate controls and inspections were in place.

Gaining Momentum

Once the studs and drywall began going up, work progressed steadily according to the construction schedule. Over 95 miles of piping and ductwork run vertically and horizontally inside the walls. Cable trays carry miles of conduit for voice and data. The new electrical service is double the size of what it replaced. 3,600 sprinkler heads and 12 miles of pipe provide fire protection along with smoke alarms and a 1,000 gallon per minute fire pump. There are 466 fan coil units, 12 air handling units, 6 heat recovery units, 232 bore holes each 450 feet deep in the geothermal field, 305 water closets, 362 lavatories and sinks and 244 showers. The mechanical, electrical and plumbing infrastructure accounts for almost half of the construction cost. Hanging dry board, taping and plastering, painting, installing windows, installing flooring and fixtures progressed quickly. The size of the building meant that in one wing painters were applying final coats of paint and in another wing the studs and drywall were just going up. During the last six months of construction over 200 workers toiled daily in their respective trades. The workforce peaked at 300 during the latter part of the autumn working feverishly to finish the project on time.

ANALYSIS

Transformational aspects of this program have been experienced by the professionals, businesses and trades involved in the renovation as well the local civic community and the State of Michigan. Some of the IHM partners in transformation presented as part of the IHM Community Vision Days in July 2002. Transformations such as the construction company instituting an extensive recycling policy on its other job sites based on this experience and the civil engineers now drawing up plans for other constructed wetlands in the county demonstrated for the IHMs the transformative learning that is already occurring on this campus.

The local civic community has participated in this learning process as they have engaged the IHMs in various ways from neighborhood updates to municipal hearings on the plan. The project and the design teams (the architects and the construction company) entered into discussions with the City of Monroe regarding zone code changes, construction and landscaping plans. The meetings resulted in more familiarity with sustainability for many, and broke new ground for others who will choose sustainable design in the future.

The IHMs have learned much and are being transformed in many ways.

Transformational learning continues as they continue to deepen in their knowledge of the implications of having a community that is ecologically, an economically and a socially sustainable community. The theological basis for this transformation must be deepened; the connection with the bioregion must be strengthened. Countless systems

including nursing care must be rethought. The legacy issue must be reconsidered and the concept of membership calls to be re-envisioned. The mission of the IHMs is being transformed as they grow together to see that this campus is not only a learning laboratory for sustainability and eco-justice, but is emblematic of their mission for the millennium.

This initial experience of such a massive project will inform our decisions as we continue implementing the various components of the master plan. A second undertaking would also benefit from this experience. For example, different aspects of an architectural firm's ability to handle a project would be closely examined. These aspects include size of a project, distance from site, familiarity with geological and geographical conditions, as well as knowledge of local firms and trades. The ability to evaluate design talent, commitment to sustainable design and reputation would also benefit from the renovation experience. Changing engineers in the CD phase also presented a significant challenge to the entire team. It was the flexibility and expertise of the construction manager that allowed work to continue as new MEP drawings were submitted.

The world is experiencing more environmental disasters and more consumption of non-renewable resources than ever before. At the same time the world's population continues to climb and the gap between rich and poor widens. These conditions have been created by humanity out of touch with its place in the web of life. The IHMs effort to live more in harmony with the earth is one small attempt to create a more hospitable

world for all. No one owns the earth, all are merely visitors. The beauties and riches of the earth must be appreciated and shared in harmony with it and with all living beings.

Timing is everything. The IHMs built the Motherhouse and St. Mary Academy in the midst of the depression. Aspects of that history are being repeated as this renovation is undertaken in the midst of stock market uncertainty and an economic slowdown. True, low interest rates are helping with the construction loan, but the financial returns on investments are very uncertain at this time. Conditions such as these do not make it an optimal time to be running a capital campaign or undertaking a massive renovation. Just as those IHMs of 1932 made it through some harrowing times so shall the current members. For the Monroe IHMs believe firmly that:

*Everything before us brought us to this moment,
standing on the threshold of a brand new day.*