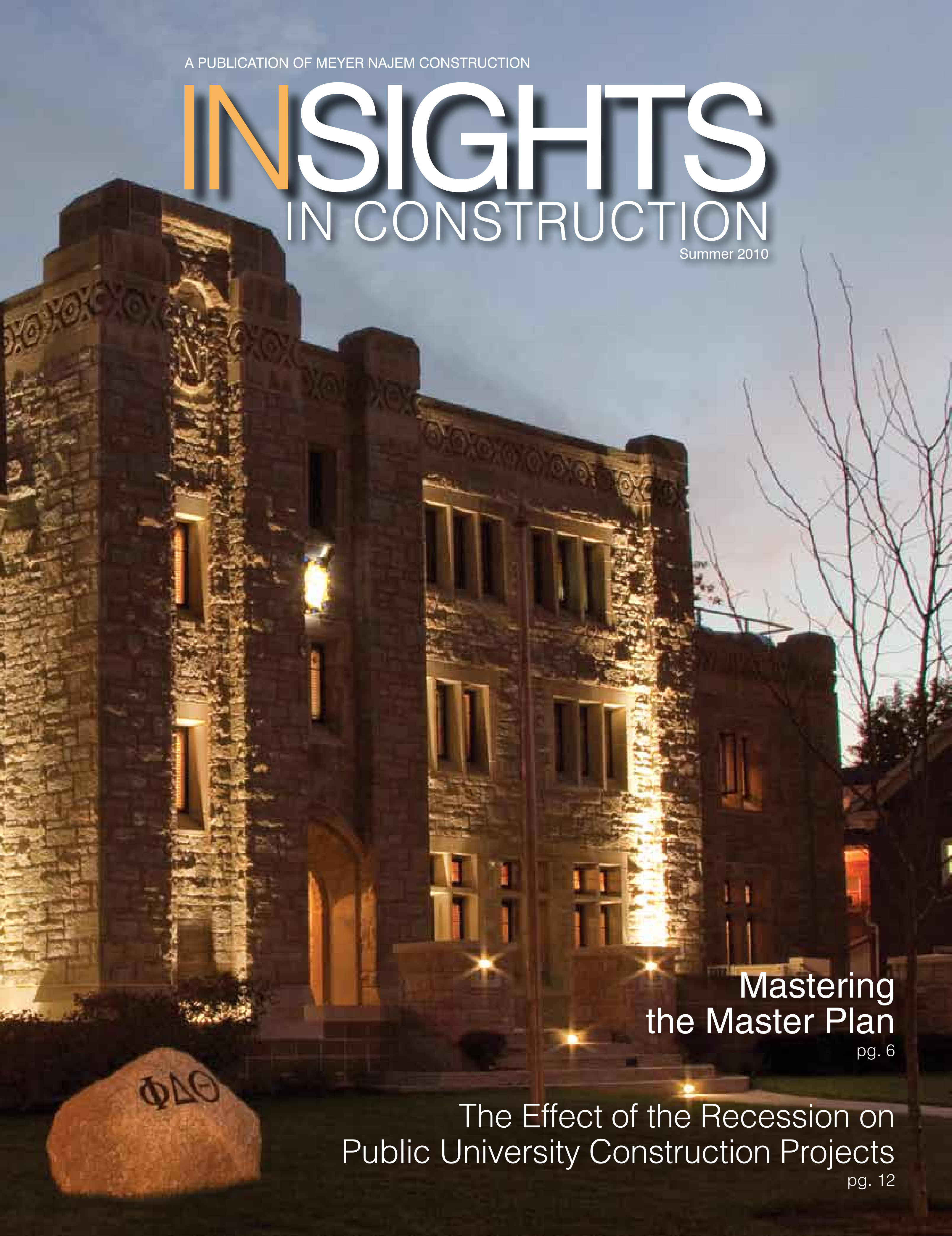
A PUBLICATION OF MEYER NAJEM CONSTRUCTION

# INSIGHTS IN CONSTRUCTION

Summer 2010




## Mastering the Master Plan

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## The Effect of the Recession on Public University Construction Projects

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# TO OUR READERS

Finally, it's spring, and we are looking forward to the hustle and bustle of increased construction activity. Yes, we *are* seeing some positive signs that the worst may be over, and we can expect a higher level of new construction starts in our core markets. Currently, we are experiencing more activity in the hospital, senior living and higher education markets — markets where Meyer Najem has historically been very successful. We would like to report our optimism to you and hope that we can share these results with you as we move through 2010.

We are proud to bring you another issue of *Insights in Construction*. This is our 13th year producing our publication, and we are hopeful that the magazine provides valuable and timely information while promoting the many strategic partners and clients who read and subscribe to our publication.

In this issue, we take an in-depth look at master planning for today's college campus. You will find valuable information regarding Indiana University, Purdue University, Ball State University, Indiana Wesleyan University and Ivy Tech Community College. If your firm is involved in any capacity with higher-education construction, this information should spark your attention. Similarly, we have noticed an increase in the development, construction and renovation of fraternities and sororities on today's college campus. Nate Lelle in our office has studied this market extensively and has many success stories for our firm as a result.

Our feature article, "Mastering the Master Plan," is a very informative piece that covers the challenges higher education campuses face with cutbacks in state funding. In addition, we have guest authors from Ice Miller, Pennington & Company and North American Inter-Fraternity Conference who have contributed articles that we hope you find beneficial. These include "The Effects of the Recession on Public University Construction Projects," "100 Years of Fraternity/Sorority Life" and "Raising Your Expectations." As we look beyond the educational and economic challenges, one

thing must remain a constant, and that's safety. We've included an article on construction safety, "Is Your Untrained Employee a Liability?"

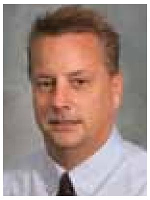
As we build schools and create learning environments to educate our children, we instill in them the importance of giving back to their communities. Meyer Najem explains this in the article "The Stretch for Philanthropy." Meyer Najem remains committed to supporting the many communities we serve throughout Indiana. We also have a collection of spotlighted events throughout the past summer in our In Brief section.

Again, we need to specifically recognize the contributions of our valuable trade partners, suppliers and subcontractors. Without them, this publication would not be possible.

Please take a look at our Web site at www.meyer-najem.com. We remain proud of our employees and their many accomplishments; however, most importantly, we are proud to continue serving our clients and our community.

As always, we look forward to your feedback and comments regarding our publication. On behalf of everyone at Meyer Najem, we wish you a safe and happy summer.

Sincerely,



**Tim Russell**
President

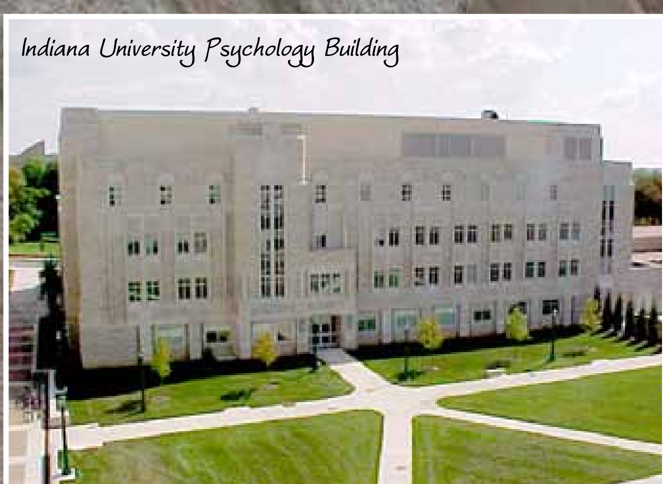
**Sam A. Mishelow**
Executive Vice President

# Campus Life

"The Meyer Najem project team did an exemplary job under very tight time-frames. Our staff has been consistently impressed with their knowledge and thoroughness, and enjoyed the working relationship and collaborative approach with the design team."

Karen Hanson
Provost and Executive Vice President
Indiana University


Hutton Honors College Building at Indiana University


Indiana University Psychology Building


Ivy Tech Community College – Phase 5 – Lawrence

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# INSIGHTS IN CONSTRUCTION

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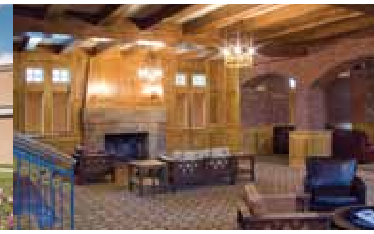




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# Mastering the Master Plan

## *University and College Planners Take Different Approaches to Meet Campus Needs*

by Shari Held

There's no master plan for creating university or college master plans. Each is as individual as the institution it represents. Master plans may be systemwide or geared to individual campuses. They may be painted in broad brushstrokes or grounded in nitty-gritty details. They may be pragmatic or reach for the stars. But the common denominator that binds them all together is the need for funding.

Public higher education facilities are feeling the impact of number-crunching and cutbacks at the state level, which is creating an increased dependency on private donors. And the current climate isn't a walk in the park for private schools either. In times like these, a solid master plan is even more important than ever before.

Here's a snapshot look at the master planning processes, challenges and projects at colleges and universities around the state.

**Kevin Kenyon**
**Associate Vice President,**
**Facilities Planning and Management**
**Ball State University**

Since the university opened in 1918, it has seen several phases of growth. "The big boom occurred after the war with the GI bill," Kenyon says. "So, like most state universities, a significant amount of construction took place on campus in the '50s and '60s, especially with residence halls."

In the '80s, Ball State embraced the master site plan concept, laying out transportation quarters, building sites, parking, landscaping and amenities. "The strategic plan is taking over part of the role of what used to be the master plan, but we haven't incorporated strategic planning into master planning per se," Kenyon says.

The university actually has two plans — one for state-funded academic and administrative construction and one for construction falling outside that realm.

"The process of choosing when we need to build depends upon state funding and what kind of projects can be supported by our legislators," Kenyon says. "Most recently, state funding has been more focused on upgrading, renovating and modernizing existing facilities."

One of the biggest challenges the university has is renovating academic buildings while they are partially occupied — a process that involves close cooperation with contractors.

Ball State has been focusing on its infrastructure and will wrap up the first phase of its geothermal project next summer. "We've received a tremendous amount of national and international interest in this project," Kenyon says. "This is the largest project of its kind in the world that we're aware of."

The university has made a commitment that every new construction and major renovation will be LEED Silver-certified. In the next few years, it plans an expansion of its art museum and possibly building another residence hall with dining facilities.

**Bob Meadows**
**Assistant Vice President for Facilities and University Architect**
**Indiana University**

The current master plan for Indiana University's Bloomington campus is divided into nine areas. Top initiatives include the Seventh Street Cultural District, which would become the center of the campus; the preservation of the Historic Core, which calls for some buildings to revert to their original purpose; and a research park, anchored by the newly constructed Data Center, to promote partnerships between public and private sectors.

"One of the challenges universities face is both a blessing and a curse," Meadows says. "Unlike the private sector, where a building may be sold and the business move on, when the university builds something, it's more or less for forever. We have to look at the sustainability of buildings

Indiana University Psychology Building


Indiana University
Hutton Hall Honors College

Indiana University Hutton Hall Honors College - Bloomington

— buildings that 50 years from now will be energy-efficient and easy to maintain."

Several of IU's most recent buildings — Hutton Honors College and the new studio building for the Jacobs School — have been funded with gifts to the university. Other projects are dependent upon research and grants.

"The master plan is a guidebook — a framework of how we're going to develop," Meadows says. "But the university doesn't have total control over the timing of that development or the sequence of it. It all depends on state funding or a gift."

Each IU campus has a separate master plan. Meyer Najem has worked on projects at Bloomington — Chi Omega Sorority House ($2.2 million), Hutton Hall ($3.3 million), Psychology Addition ($4.5 million) and Jordan Hall Renovation ($1.2 million) — and IUPUI — Fesler Hall Room 318 and School of Nursing Room 109 renovations and a privacy fence.

Future projects include a $54 million neuroscience building at IUPUI, with the state providing $40 million and the remainder funded through research and grants, and a $20 million addition to an existing medical education building on the South Bend campus, in partnership with Notre Dame. An International Studies building for Bloomington's College of Arts and Sciences is also on the drawing board.

**Brendan Bowen**
**Vice President for Operations and Facilities Planning**
**Indiana Wesleyan University**

In the late 1990s, Meyer Najem built Indiana Wesleyan's $8 million recreation and wellness center on its Marion campus. "It has served us well," Bowen says. "Our students love it, and we are really proud of it. Hats off to Meyer Najem. They do great work."

The university's previous master plan, developed in the mid-'90s, focused on land acquisition and land use. The current plan was developed in 2003. At the time, the Marion campus enrollment was 2,500 students, and the master plan looked at three future enrollment scenar-

Indiana Wesleyan University Fitness and Aquatics Facilities

Indiana Wesleyan University Fitness and Aquatics Facilities

ios: 3,200, 4,200 and 6,200 students. The 3,200 scenario involved academic and residential building and was completed ahead of schedule.

"It was a pretty aggressive effort," Bowen says, "and it paid off. But the demographics and the landscape, in terms of our market and where we are headed, have changed, so we will need to revisit some of our former assumptions and develop new ideas. In the next few years, we will likely engage in another master plan along the scale of what we did in 2003."

Currently, the focus is on infrastructure, and the campus is working with the city to ensure it doesn't overtax the city's utility infrastructure and that the campus infrastructure is consistent with that of the city.

The Board of Trustees recently approved the construction of a seminary building, which is slated to begin construction soon. "We are also looking forward to planning some academic space in the heart of our campus probably in the next two or three years," Bowen says.

"One of the challenges is looking ahead and trying to forecast how much space and what kind of space we will need and where it should be located," Bowen says. "We don't want to overbuild, but we don't want to fall short, either. In the mid-'90s, we built a performing arts center. The day we opened the doors, we immediately sensed we had built too small."

**Dick Tully**
**Assistant Vice President, Facilities Planning**
**Ivy Tech Community College**

The need for space is what drives Ivy Tech's planning," Tully says. "We have a model that determines the ideal amount of space for a campus based upon three things: enrollment, the number of offices needed for staff and the number of bound volume units in the library. It's entirely data-driven."

In prior models, space was just one driver for planning.

Tully says with the new model enrollment is projected for 10 years. "And, believe me, there is no exact science to that," he says. "Nobody predicted that two years ago we would have a 25 percent increase in enrollments."

Ivy Tech Community College

Ivy Tech Community College - Lawrence

Ivy Tech's master plan includes all 23 campuses in its system. Every two years, state trustees look at the need for space on each campus and prioritize projects for submission to the capital budget based on which campus has the largest deficit.

"The planning for what is actually going to occur on a campus depends upon where that project is in the priority of the college," Tully says.

Projects are in process in Sellersburg and Elkhart, and Ivy Tech will soon begin bidding for one in Warsaw. Bids just opened for the foundation and structural steel component of the conversion of the former St. Vincent Hospital in Indianapolis, a $39.5 million project projected to be complete in December 2011. Meyer Najem has worked on numerous projects from 2001 to 2007 at the Indianapolis campus, including the $2.7 million Roosevelt Building and phases 4 through 7 of the Health & Public Services Project. Tully says projects in Bloomington, Anderson and Gary were approved by the General Assembly in 2009 but have not yet been released to proceed.

**John Collier**
**Director of Campus Master Planning**
**Purdue University**

Purdue's enrollment in 1894 was 39 students; today, more than 39,000 students attend the campus in West Lafayette. To accommodate that growth, Purdue has orchestrated four master plans. The earliest one in the 1920s established open, green space and focused on anchoring the stadium to the academic campus. The goal of the 1987 master plan was to reclaim the green space created in the 1920s that had since become surface parking. The 2000 plan was all about new construction. The latest plan was approved last year.

Ivy Tech Community College

"The common thread that runs through the five primary principles of our master plan is the issue of sustainability," Collier says. "We want to make sure we are growing in a smart way and that we try to reduce our carbon footprint. Sustainability has really come to the forefront of campus planning across the country in the last seven to eight years."

The five principles include: promoting compact growth, establishing State Street as the center of the university, creating mixed-use districts, encouraging integrated transportation and preserving the Western Lands. "They are really five big ideas," Collier notes. "We wanted to be fairly broad in those goals so we could be consistent with and support New Synergies, the new strategic plan for the university."

Current construction projects include the renovation of Mackey Arena, the Gatewood addition to the Mechanical Engineering building and Hanley Hall. A Hospitality and Tourism Management building is slated to begin soon. "Another six or seven projects are in the planning stages," Collier says. "Three are academic-related, and the others are service and support."

"One challenge we have is to maintain some continuity between the historical, traditional look and feel of the campus and new construction," Collier says. "That doesn't mean we are always going to use brick and limestone, but when new buildings are located among the more traditional buildings, we want them to be developed in context."

*Shari Held specializes in articles about the construction (residential and commercial building and décor) and health industries but has crafted articles on a variety of topics. Her articles have been published in numerous media venues.*

*For more information, see her LinkedIn profile at linkedin.com/in/shariheld. Shari can be reached at sharih@comcast.net.*

# THE EFFECT OF THE RECESSION ON PUBLIC UNIVERSITY CONSTRUCTION PROJECTS

by Todd W. Ponder, Partner, Ice Miller

**Construction projects for flagship public universities are often among the largest projects underway in a given state at any point in time. In recent years, prior to the current economic downturn, the pace of construction projects on public university campuses was very robust. Aside from core academic facilities, many public universities have pursued projects involving state-of-the-art athletic facilities, campus recreation centers (complete with rock-climbing walls, lazy rivers and the like) and new or refurbished student housing facilities featuring the very latest in apartment-style accommodations.**

In December 2008, *The New York Times* reported, for example, that the University of Michigan was nearing completion of a $2.5 billion construction campaign. The building program included 19 major structures encompassing nearly 4.7 million square feet, with five other projects in the design stage. Similarly, the *Times* reported that the University of North Carolina was completing a $2.1 billion renovation and construction program and that the University of Virginia had plans underway for $1.5 billion in new construction.

The sources of funding for public university building projects and the regulatory environment governing the approvals of these projects are unique to each state. However, generally speaking, funding for public university construction is derived from some combination of the following: (i) state appropriations from available state tax revenues, (ii) tuition and fees collected from students, (iii) revenues derived from auxiliary facilities that produce their own revenue streams (such as residence halls, parking facilities, recreation facilities that can charge a separate user fee, etc.), (iv) physical plant reserves, (v) fundraising and (vi) other state or federal grants.

Given the tenuous nature of these funding sources, it is not surprising that the volume of higher education construction activity has declined significantly during the past several months. State funding for higher education in general, including capital projects, has been slashed dramatically in virtually every state. University endowments plummeted during 2008 and 2009, often by 20 percent or 30 percent, and fundraising has been significantly impacted as donors have struggled with their own economic challenges. In many cases, state officials also have been reluctant to provide necessary final approvals for previously identified projects, leaving those projects to languish in a university's new facilities pipeline.

Subject to necessary state approvals, public universities traditionally have paid for their capital construction projects on a pay-as-you-go basis (from dedicated state appropriations, plant reserves or dedicated gifts or grants), or they have borrowed funds through the issuance of bonds. In most cases, public universities, as creatures of the state, are eligible to issue their bonds on a tax-exempt basis, with correspondingly reduced tax-exempt interest rates. Depending on the state in question and the nature of the project, debt service on these tax-exempt bonds may be repaid from annual state appropriations, from auxiliary facility revenues or from other available funds of an institution.

Although tax-exempt interest rates remain historically low, other financing challenges have come to the fore during the economic downturn. Bond insurance, which was once a viable option for many universities at competitive premiums and which allowed tax-exempt bonds to be sold with desirable AAA credit ratings, has largely disappeared. Universities have been left to find other forms of credit enhancement or to market their bonds on the basis of their own institutional credit ratings. Those institutional credit ratings, in turn, have come under increasing pressure as many universities struggle with reduced state appropriations and plunging endowments.

In addition, many institutions previously financed a high percentage of their capital projects through the issuance of variable rate bonds, often supported by bank letters of credit or other credit facilities. As financial institutions have struggled and the credit market has tightened, the variable rate bond market has been thrown into disarray. In many cases, a university's variable rate bonds also were coupled with interest-rate swap agreements, which have developed their own set of unique problems. The result has been a flurry of refinancing transactions, designed to switch bonds over to more conventional 20- or 30-year rate fixed-rate financing structures. Michigan State University, as an example, is presently dealing with this exact situation. According to a recent article in the *Bond Buyer*, Michigan State currently has 91 percent of its debt portfolio in variable rate bonds, coupled with an amalgamation of 15 different interest-rate swap agreements. The nature of this portfolio has caused Moody's to issue a negative outlook on Michigan State's debt. According to the *Bond Buyer*, the university is now pursuing a massive refinancing program, which will reduce its variable rate exposure to 38 percent and which will terminate or reconfigure several of its existing interest-rate swap agreements.

Another interesting development spurred by the economic downturn has been the adoption of the American Recovery and Reinvestment Act of 2009 (the "ARRA"). Among many other provisions, the ARRA created a new type of bond known as Build America Bonds, or "BABs." BABs can be issued by public universities for the financing of new capital projects. BABs are nominally taxable bonds with taxable interest rates. They can thus be marketed and sold to a much wider universe of potential buyers, compared to the more limited marketplace of buyers for tax-exempt bonds. However, BABs carry with them a 35 percent interest rate subsidy, which is paid directly to a university by the U.S. Treasury. BABs are thus viewed by university bond issuers as the functional equivalent of tax-exempt bonds. To date, BABs have been successfully utilized by a large number of public universities to achieve a marginally lower cost of funds, compared to the interest rates available with traditional tax-exempt bond issues.

The ARRA also loosened the so-called "bank qualification" rules that apply to university debt issues. These rules now allow a university to sell bonds directly to a financial institution in a negotiated private placement, so long as the university will be selling bonds in a total amount of no more than $30 million in the calendar year. Many institutions are taking advantage of these comparatively simplistic private placement transactions. Anecdotally, financial institutions seem to have a very strong appetite in the current market for purchasing privately placed "bank qualified" bonds, as an alternative to their previous model of providing letters of credit in support of publicly offered variable rate bond issues.

The BABs provisions of the ARRA, as well as the $30 million bank qualification allowance, are both set to expire at the end of 2010. Both provisions are currently under review in Congress for potential extension or revision.

Despite the current economic challenges, the good news is that demographics for the higher education sector appear to be very favorable. According to the National Association of College and University Business Officers, total student enrollment in all institutions of higher education rose 32 percent between fall 1998 and fall 2008, from 14.5 million students to 19.1 million students. Projections call for an additional 1.5 million students by 2018. In some respects, this increased demand for educational services only heightens the pressure on public universities, as schools struggle to provide the expected level of service to an increased number of students with reduced resources at their disposal. However, so long as increasing numbers of students continue to pursue the promise of higher education, one would hope that the underlying laws of supply and demand will prevail. While significant challenges are likely to persist for the foreseeable future, the continuation of strong student demand will hopefully result in a meaningful level of ongoing construction activity on America's public university campuses.

*Todd W. Ponder, a native of Indianapolis, Indiana, graduated* magna cum laude *from DePauw University in 1981 with a bachelor of arts in economics. He is a member of Phi Beta Kappa. Ponder graduated from the University of Chicago School of Law in 1984. He joined Ice Miller Donadio & Ryan (now Ice Miller LLP) in 1986 and became a partner on January 1, 1993. Ponder has been a member of Ice Miller's Municipal Finance Group since that time. He focuses his practice primarily on tax-exempt financings for both public and private institutions of higher education, as well as for nonprofit organizations, which are tax-exempt under Section 501(c)(3) of the Internal Revenue Code (such as private K-12 schools, museums, YMCAs, cultural institutions and the like). He also assists with tax-exempt financings for public K-12 schools. Ponder serves primarily as bond counsel on these transactions but also has substantial experience as underwriter's counsel or disclosure counsel, issuer's counsel, borrower's counsel and bank counsel.*

*If you'd like more information, please visit www.icemiller.com, or contact Todd by e-mail at todd.ponder@icemiller.com or by phone at 317.236.2457.*

# 100 YEARS OF FRATERNITY/SORORITY LIFE

by Peter D. Smithhisler, President and CEO, North-American Interfraternity Conference

advocate | collaborate | educate

*In April 2009, within view of the Pentagon, the Joint Services Color Guard of the Military District of Washington opened the centennial meeting of the North-American Interfraternity Conference (NIC). Concluding just a few weeks ago, the yearlong centennial celebration highlighted interfraternalism, brotherhood and collaboration.*

In the 100 years since the NIC's founding, additional important trade organizations have been created, reflecting how the fraternity world and the country have developed. The National Pan-Hellenic Council Inc. represents nine fraternities and sororities with predominantly African-American membership, and the National Association of Latino Fraternal Organizations has a membership base of 23 fraternities and sororities.

The industry continues to evolve with the development and growth of the National Asian Pacific Islander American Panhellenic Association (NAPA) and the National Multicultural Greek Council (NMGC). Combined, the 12,000 fraternity and sorority chapters on more than 800 campuses in the United States and Canada have a membership of more than 9 million, with 750,000 of those being today's undergraduate members and the world's future leaders.

Leadership development is one of many strengths today's fraternity and sorority community offers as the largest and most visible values-based organizations on campus. Without question, fraternities and sororities provide the most successful leadership development programs for college students and provide the largest network of volunteers in the United States.

How large? Millions of hours of volunteer service are given by fraternity and sorority members annually. Just last year, NIC member fraternities provided more than 1.3 million service hours and raised more than $12.8 million for philanthropy.

But leadership is more than service and philanthropy. Fraternities encourage their development and promote their importance as a foundation for lifelong success within the context of being values-based organizations. Many success stories demonstrate how men live their fraternity's values. You can find many of these on www.fraternityinfo.com, the Web site devoted to telling the fraternity story and celebrating the impact of fraternities on campus, within communities and on individual lives. Today, through advocacy, collaboration and education, the NIC works to ensure that fraternities can operate in an environment conducive to their success.

While the 26 founding member fraternities could not have envisioned videos, Web sites and Twitter being part of a centennial celebration, they did envision the interfraternity cooperation that existed then growing into the collaboration that exists today. That collaboration, among 73 international and national men's fraternities, with a focus on advocacy and education for each member, is the mission of today's North-American Interfraternity Conference.

### Greek Community

- 127 fraternities and sororities
- 73 NIC-member men's fraternities
- 26 NPC-member women's fraternities (National Panhellenic Conference)
- 9 NPHC groups (National Pan-Hellenic Council (predominantly African-American groups))
- 23 NALFO groups (National Association of Latino Fraternal Organizations)
- 10 NAPA groups (National Asian Pacific Islander American Panhellenic Association)
- 9 million alumni and student members total
- 750,000 student members
- 12,000 chapters
- Located on 800 campuses in the United States and Canada

### Greek Relevance

- Largest and most visible values-based organizations on campus
- Most successful leadership development program for college students
- Largest network of volunteers in the United States
- 10 million hours of volunteer service annually
- Largest not-for-profit student landlord
- Own and manage $3 billion in student housing
- House 250,000 students in 8,000 facilities

### Greek Leadership

- 48 percent of all U.S. presidents have been Greek
- 42 percent of U.S. senators are Greek
- 30 percent of U.S. representatives are Greek
- 40 percent of all U.S. Supreme Court justices have been Greek
- 30 percent of Fortune 500 executives are Greek
- 10 percent of all listed in *Who's Who* are Greek
- Greeks comprise 3 percent of U.S. population

*Peter D. Smithhisler is president and CEO of the Indianapolis-based North-American Interfraternity Conference, an organization representing 73 major men's college fraternities, with more than 300,000 student members and five million alumni members from college chapters on more than 800 campuses in the United States and Canada. Founded in 1909, the NIC, through advocacy, collaboration and education, works to ensure that fraternities can operate in an environment conducive to their success.*

*If you would like more information, please visit www.nicindy.org or contact Eric Freeman at assessment@NICINDY.org*

# RAISING
## Your Expectations
### *An Introduction to Fraternity and Sorority Fundraising*

by Patrick Alderdice, President, Pennington & Company

Phi Delta Theta at Butler University

While our Greek experience is certainly more than the "bricks and mortar" of the chapter house, our "home away from home" undoubtedly plays a significant role as a living and learning center and as a proud symbol of our shared values and goals. A capital campaign should be considered for any renovation or new construction of your chapter house when a minimum financial need is $400,000.

Entering a campaign without a clear and objective assessment of the need, ability, and willingness places your project in jeopardy. The ultimate success of any campaign is based largely on the early planning processes, including a Pre-Campaign Feasibility Study (PCFS). The preparation and discipline required for a properly executed feasibility study lays a firm foundation for an upcoming campaign. The PCFS should instill confidence in major donor prospects that the plan is well conceived and that the chapter has done its homework. Sophisticated donors appreciate the assurance that the plan they are being asked to support has a reasonable chance for success.

**Fraternity Fundraising Rules to Remember:**

- Not everyone will participate in a capital campaign. In fraternity and sorority fundraising, a 20 percent

to 25 percent participation rate is good. Therefore, if you have 1,000 mailable, living alumni, you can expect only 200 to 250 contributions of any size of gift.
- Eighty percent of all dollars contributed will come from 20 percent of donors, or, as in the above example, roughly 40 to 50 contributors will make up 80 percent of the project.
- Your top 10 gifts typically make up half the campaign goal, with the lead gift being 15 percent of the campaign goal.

**Importance of a Feasibility Study:**
- Develops a unifying case of support for your campaign
- Evaluates alumni membership and identifies major donor prospects
- Confidential interviews of 25 to 35 of your top donor prospects help measure their attitudes toward your organization
- Identifies alumni for leadership roles in the campaign
- Determines the ability of top donor prospects to support a project/campaign
- Determines the willingness of top donor prospects to support a project/campaign

**Dos and Don'ts of Fraternity Fundraising:**
- Do involve professional assistance early in the planning stage.
- Do conduct a feasibility study to determine the likelihood for success and establish a minimum fundraising goal.
- Do work quietly to raise a significant portion of the total goal before making a general announcement to your membership.
- Don't rely on the fallacy of averages: "*We need $500,000 to renovate the chapter house and have 1,000 alumni. Everyone needs to send in $500.*"
- Don't announce in an alumni newsletter that you are thinking about initiating a capital campaign. You will receive a flood of $100 checks instead of staying disciplined in approaching your major donor prospects face to face.
- Don't complete the project first and then try to raise the money to pay for it.

Pennington & Company is the recognized leader in fraternity and sorority fundraising, having helped raise more than $193 million in support of the renovation and new construction of Greek housing on 97 university and college campuses. Pennington & Company's proven strategies will help you assess your needs and develop support for a successful fundraising campaign. If you would like more information, please visit www.penningtonco.com, or contact Rod Barleen by phone at 785.843.1661 or by e-mail at rod@penningtonco.com.

Phi Delta Theta at Butler University

# THE STRETCH FOR PHILANTHROPY

by Ashley Dyer, Philanthropy Chair
Meyer Najem Construction

As the economy's momentum keeps rolling slowly along, the philanthropy team at Meyer Najem pushes through. It is time to stretch the dollar. The community's viability is key in the process to rebuild the lackluster economic environment. Without the core support of our firm and other firms in the community, many worthy not-for-profits would not receive the help they need.

During the month of March, Meyer Najem sponsored a gently used clothing and essential needs drive for the Almonord Family from Port-au-Prince, Haiti. The drive came about when one of Meyer Najem's philanthropic team members, Jennifer Arvin, had recommended reaching out even further in our community — a little farther than our own backyard.

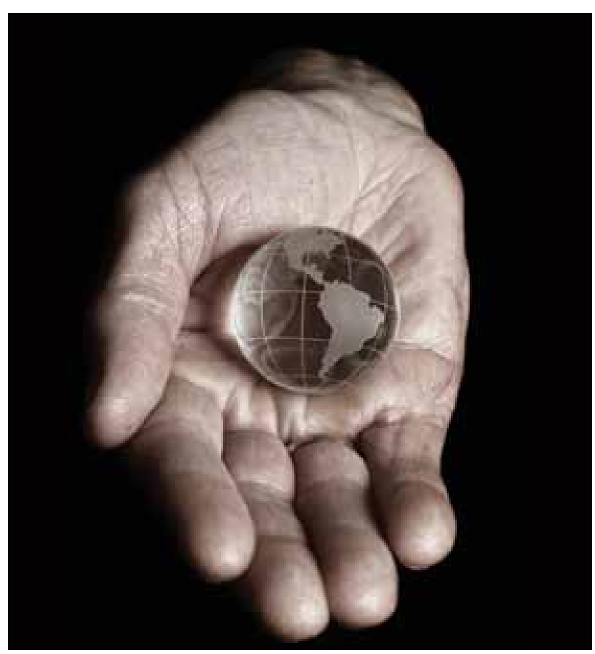
More than 1,600 miles away, this endeavor is the greatest reach in the company's history — all thanks to Jennifer, who happened to have a friend with immediate family living in Haiti. And by six degrees of separation, we found ourselves lending a hand to individuals we never met from Haiti who had been ravaged by earthquake destruction. Together, we provided more than $2,000 worth of goods and essential items so desperately needed.

On May 27, Meyer Najem hosted a blood drive for the Indiana Blood Center. Our employees, clients and community were urged to join in our efforts. Donating blood is a noteworthy cause with many benefits. The receiver benefits directly by the blood support, which is a part of many of the lifesaving procedures performed every day at our hospitals here in Indiana. The donor receives a check for anemia, body temperature, pulse, blood pressure and cholesterol levels — in essence, a mini-physical. So not only can donating blood save a life, but it also promotes self-health awareness.

Coming in summer 2010, Meyer Najem will rally our resources to raise funds and awareness for St. Mary's Child Center and Agape Therapeutic Riding Resources at Swing Into Giving.

Swing Into Giving is certainly becoming a part of culture and tradition at Meyer Najem. And once again, the philanthropy team will present a benefit golf outing. However, this year, it has been decided to split the proceeds with two very deserving agencies. The reason for splitting the proceeds will impact both of the not-for-profits. For one, each beneficiary will receive monetary benefit. Secondly, the outing will maximize exposure, not to mention the level of participation will increase due to both partners' involvement.

Stretching the dollar is critical under the current economic conditions. The team at Meyer Najem has done so by promoting a variety of hands-on endeavors and splitting proceeds. Activities such as these validate the firm's commitments to the community and its willingness to assist those less fortunate.



# ST. MARY'S CHILD CENTER MISSION STATEMENT

St. Mary's believes every child deserves a childhood that allows the child to be successful in his or her early years, in school and as adults. Poverty, neglect, abuse, violence and learning disabilities greatly inhibit the potential of children to become successful and contributing citizens. Through its programs, St. Mary's Child Center, in partnership with the family, enables children to reach their potential. Since 1961, the agency has been a leader in providing a full range of services for children who are desperately in need. Thousands of Indianapolis-area children as young as 3 years old are at great risk. Too young to be helped by school systems, many of them live in dangerous environments of neglect, abuse, drugs, violence or worse. The risk is that their ability to learn, socialize and grow into typical happy children can be damaged by the severe stresses they're exposed to.

St. Mary's Child Center is a not-for-profit education center that is focused on helping young children who are at great risk for a wide range of social, emotional, economic and environmental problems and whose needs are not being adequately met by any other private or public service. The St. Mary's Child Center experience gives these children a positive educational and emotional environment. Together, they can begin to normalize their lives, contribute socially and learn alongside other children their age.[1]

*1 St. Mary's Child Center, April 2010. http://www.stmaryschildcenter.org.*

# AGAPÉ THERAPEUTIC RIDING RESOURCES, INC. – MISSION STATEMENT




*Agapé* means "unconditional love" — God's unconditional love for you and me. This is the kind of love that inspired the founding of the Agapé Therapeutic riding program in 1986. For more than 22 years, Agapé has served more than 12,000 individuals with special needs. Agapé is now serving more than 2,000 children and adults each year.

Agapé has had many success stories. Here are just a few:

Tommy, an 11-year-old boy with autism who had never spoken, said his first word on the back of a horse.

Jennifer, after being in a coma from an automobile accident, went from her wheelchair to a walker, then to a cane, then to walking unaided. Jennifer said that she knew the first time we transferred her from her wheelchair onto the horse's back that if she could ride a horse, then she would be able to walk again.

Kim, a teenage girl, who was in trouble in school and with the law, said that riding at Agapé taught her how to direct her energy in positive ways and to make right choices.

Caleb, a 2-and-a-half-year-old boy whose balance was so poor and muscles were so weak that he couldn't sit on the floor without toppling over, began walking after four months of therapy on a horse. Caleb also did not understand the concept of chewing solid food, but each week, Caleb and his mother brought an apple for Duke, the palomino horse Caleb rode. One day, while trying to get Caleb to eat solid food, she said, "Caleb — chew like Duke." That did it. Caleb has chewed solid food ever since that time.

Agapé Therapeutic Riding Resources, Inc. is committed to providing a comprehensive, experiential equestrian program for those who have disabling conditions or are at risk. The program is designed to enhance the quality of the participants' lives by addressing physical, psychological, academic, social and spiritual needs, using the horse as a moving catalyst.[1]

*1 Agapé Therapeutic Riding Resources, Inc., April 2010. http://www.agaperiding.org.*

THE STRETCH FOR

# PHILANTHROPY


"The New Jersey-based Almonord family extends its sincere thanks and appreciation to Meyer Najem Construction for conducting a goods drive on behalf of our family in Haiti. The entire USA-based Almonord family and especially the Haiti-based Almonord family would like to send a special thank-you note to Ms. Jennifer Arvin and the Meyer Najem Construction Philanthropy Committee for collecting so many items for our family in Haiti. We owe you a great debt of gratitude."

– Talamas Almonord

# Meyer Najem Swing into Giving ’10

***Announces the Fundraiser Golf Outing for St. Mary’s Child Center and Agapé Riding Resources***

***Building a Better Community On and Off the Golf Course.***

**July 29, 2010**
Ironwood Golf Course
10995 Fall Road
Fishers, Indiana

**This is a soft-spike course.**
Shotgun Start: 11 a.m.
Day concludes with dinner and awards banquet

AGAPÉ

St. Mary’s
CHILD CENTER

MEYER NAJEM

# Meyer Najem Swing into Giving '10

Announces the Fundraiser Golf Outing for
St. Mary's Child Center & Agape Therapeutic Riding Resources
Thursday, July 29, 2010
Ironwood Golf Club, 10955 Fall Road, Fishers, IN
**This is a soft spike course**
Shotgun Start 11:00 AM | Day concludes with an awards banquet.

***Proceeds from the event will benefit St. Mary's Child Center & Agape Therapeutic Riding Resources***

**Foursome (Includes Lunch, Golf & Dinner): $450.00**

SPONSORSHIPS
*Each level of sponsorship will receive program recognition.*

| | |
|---|---|
| ***Golf hole sponsor*** (signage at hole): | $300.00 |
| ***Box Lunch Sponsor*** (logo on box lunches): | $425.00 |
| ***Beverage cart sponsor*** (signage on cart): | $500.00 |
| ***Hit the Target Sponsor*** (signage at Hit the Target, half page ad in program, 8 free chances to hit the target): | $600.00 |
| ***Putting Contest Sponsor*** (signage at Putting Contest, half page ad in program, 8 free chances at the putting contest): | $600.00 |
| ***Club Sponsor*** (half page ad in program, signage provided at registration and hole sponsor, foursome): | $1500.00 |
| ***Driver Sponsor*** (full page ad in program, signage provided at registration, 3-holes, four driver level gifts, foursome): | $2500.00 |

*Registration Deadline is July 19, 2010, NO REFUNDS AFTER: July 20, 2010*

***Each foursome can purchase a variety of packages on game day.***
***Mulligan Package, Putting Contest, Hit the Target***

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*Foursome (1)* GOLF OUTING REGISTRATION *Foursome (2)*

| Foursome (1) | Foursome (2) |
|---|---|
| 1__________ | 1__________ |
| 2__________ | 2__________ |
| 3__________ | 3__________ |
| 4__________ | 4__________ |

Name: __________ Company: __________
Address: __________ City, State, and Zip: __________
Phone: (W) __________ C) __________

| | | | |
|---|---|---|---|
| Number of foursomes for lunch, golf & dinner: | _____ | @ $450.00 | _____ |
| Enclosed is my sponsorship for Hole(s): | _____ | @ $300.00 | _____ |
| Enclosed is my sponsorship for the box lunches: | _____ | @ $425.00 | _____ |
| Enclosed is my sponsorship for a beverage cart(s): | _____ | @ $500.00 | _____ |
| Enclosed is my sponsorship for Hit the Target sponsor: | _____ | @ $600.00 | _____ |
| Enclosed is my sponsorship for the Putting Contest sponsor: | _____ | @ $600.00 | _____ |
| Enclosed is my Club sponsorship: | _____ | @ $1500.00 | _____ |
| Enclosed is my Driver sponsorship: | _____ | @ $2500.00 | _____ |
| | Total Amount: | _____ | |

*Registration Deadline is July 19, 2010, NO REFUNDS AFTER: July 20, 2010*

**Please enclose a business card for sponsorships!** Make checks payable to MNGO (Meyer Najem Golf Outing)

Mail Registration Form and Money to:

Meyer Najem
Ashley Dyer
13099 Parkside Drive, Fishers, IN 46038

If you have any questions, please contact Ashley Dyer at 317-813-6159 or adyer@meyer-najem.com.

"Building a better community on and off the golf course."

# MEYER NAJEM MODERATES GREEK LIFE PANEL DISCUSSION SEMINAR

On February 25, Meyer Najem held a panel discussion on Greek Life: Fraternity/Sorority Expansion & Renovation. The event was held at the Holiday Inn at the Pyramids in Indianapolis. The panelists were:

- Mitsch Design Architects: Master Planning for Expansion & Renovation
- Pennington & Company: Fundraising/Feasibility
- KB Parrish & Company, LLP: New Tax Law Reporting
- M&I Bank: Financing Options/Structuring
- Central Restaurant Products: Kitchen Design/Food Service

Patrick Alderdice with Pennington & Company speaking on the topic of Fundraising and Feasibility

Kate Nolan with Central Restaurant Products; Larry Ness with KB Parrish & Co. LLP; and Scott Hensley, business development coordinator with Central Restaurant Products, offer suggestions to an attendee.

# MAINSTREET TRILOGY – CREASY SPRINGS HEALTH CAMPUS HAS RIBBON-CUTTING CEREMONY

Executive Director Gail Baldwin cuts the ribbon for the new Creasy Springs Health Campus facility.

Inside the new facility
*Photos by Ed Arvin*

On April 8, The Mainstreet Trilogy – Creasy Springs Health Campus held a ribbon-cutting ceremony. The facility is on the east side of Lafayette, near St. Elizabeth's East and Clarian Arnett hospitals. The $13 million complex includes nearly 100 units in a combination skilled nursing/assisted-living center and The Legacy, a 30-unit facility designed for residents with Alzheimer's and other forms of dementia.

# NAWIC CELEBRATES 50 YEARS – APRIL 27

Mary Davison, the first president of Chapter #34, and Amanda Reckerd, the current president

Past Chapter #34 presidents over the years

Traci Hardin, director of safety for Meyer Najem, a former president of the National Association of Women in Construction (NAWIC) from 2000 to 2002 and current historian, participated in the Indianapolis Chapter #34's 50-Year Anniversary celebration on April 27. NAWIC is an organization committed to enhancing the successes of women in the industry by providing professional and educational support and leadership opportunities.

# METRO INDIANAPOLIS COALITION FOR CONSTRUCTION SAFETY (MICCS) AWARDS BANQUET


Outstanding Project Award for Witham Hospital for the Witham Healthcare Services facility


Zero Injury for 2009


Safety Achievement Award for a General Contractor Below 300,000 Man Hours

On April 15, the Metro Indianapolis Coalition for Construction Safety held its annual awards banquet at the Indiana Convention Center. This year, Todd Smith was recognized as Meyer Najem's Outstanding Craftsperson of the Year. In addition, Meyer Najem received three awards: Outstanding Project Award for Witham Hospital, the Zero Injury 2009 Award and the Safety Achievement Award for a General Contractor Below 300,000 Man Hours.

# SAFETY LUNCHEON AT TRILOGY HEALTH SERVICES, NOBLESVILLE

Traci Hardin, safety director, and Michael Najem, superintendent, both from Meyer Najem Construction, speaking about the importance of safety on the job site.

On February 11, Meyer Najem hosted a safety luncheon for all of the subcontractors working on the 68,000-square-foot Mainstreet Trilogy complex in Noblesville, Indiana.

Subcontractors in line for lunch

# SAFETY LUNCHEON AT ORTHOINDY SOUTH

Traci Hardin, safety director for Meyer Najem; Jeffrey Carter, deputy commissioner of IOSHA, Indiana Department of Labor; Troy Miller, superintendent for Meyer Najem; and Sam Mishelow, EVP, Meyer Najem

Subcontractors in line for lunch

On February 16, Meyer Najem hosted a safety appreciation party for all of the subcontractors working on the new 75,000-square-foot OrthoIndy South health care facility in Greenwood, Indiana.

# Is Your Untrained Employee a Liability?

by Traci Hardin and Donna Cale


A trained employee is an asset. An untrained employee is a liability. As an employer, what steps have you taken to ensure your employees are trained in the tasks they perform on a daily basis? Additionally, for those who work in the field in ever-changing conditions, what steps have been taken to ensure your employees are trained in the hazards they may encounter during the course of their work?

Trained employees know how to perform the activities required by the company and can mentor those new to your company. Your employees should also be trained in the various safety activities your company must perform to be in compliance with OSHA standards and regulations. Accidents not only hurt employees, but they can also hurt the contractor by taking valuable time out of jobsite productivity. When appropriate training and safety equipment is provided and used, the employees can work more effectively, resulting in production increases. Other specialized training activities may include training such as hazardous communication, fall protection, scaffolding, GFCI and energized electrical equipment, hand and power tools, hearing, excavations and trenching work, lifts, heavy equipment operation or other training that is needed for a specific job. Training can also be supported using weekly safety training meetings and by performing regular inspections of the work area and/or equipment. When a person is working safely next to a person who is working unsafely, he or she can be just as hurt as if he or she had committed the safety violation.

Superintendents and/or managers are the ones who are on the job and can observe unsafe practices and have them corrected, or they can stop the work until the hazard can be corrected. Therefore, this stands to reason that supervisory and/or management safety training should also be performed. Superintendents and managers must be able to recognize the hazards and have the ability to stop the work until the situation is remedied. A major part of their job is to mentor the employees by instilling in them the seriousness of safety and that the rules and regulations are for their benefit.

Regardless of the number of employees, all employers and employees have exposure to risk or hazards, but a trained workforce can reduce or minimize those exposures and risks. It can have a far-reaching impact on a company who is reactive to accidents, whereas proactive practices can reduce the chances of having accidents. Employers need to set the company guidelines and procedures, train their employees and offer the resources to perform their activities. The employer and his or her employees should be accountable by complying, but it is the employer who must set and enforce the procedures.

*Traci can be reached by calling 317.577.0007, or by e-mail at trhardin@meyer-najem.com.*

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