

MassArt Board of Trustees  
**Special Committee on Campus Development**  
August 13, 2019 2:00pm-4:00pm Huntington Studio

**MINUTES**

**Members present:** Linda Snyder (Chair), Bill McQuillan, Peter Nessen (via phone due to geographic distance), and Pamela Parisi. Jan Saragoni and David Nelson (Ex-Officio). **Trustees absent:** David Lee.

**Visitors/Staff:** Ernie Plowman, Cam Roberts, and Susana Segat (Board Secretary).

Leggat/McCall (**LM**): George Cole - Sr. VP, Duong Huynh - Assistant Project Manager .

William Rawn Associates (**WRA**): Cliff Gayley – Principal, Samuel Lasky – Principal, Sindu Meier - Senior Associate, Adam Weber -Senior Associate  
DCAMM: Sarah Felton - Project Manager, Abi Vlodech (via phone).

Call to Order

Chair Snyder called the meeting to order at 2:15pm.

Approval of the Minutes: June 24, 2019

On a motion duly made and seconded, it was unanimously

**VOTED: to approve the minutes of June 24, 2019**

Chair Snyder asked President Nelson to provide a framework for the meeting. President Nelson noted that the work on this project has reached a significant juncture because the consultants would now be providing realistic financial number for several scenarios. President Nelson described the guiding principles he would like to consider while making our final options: these include maintaining maximum control of our future as a college; not delaying the work any further; maximizing all of the possible funding options; and using the Ayers Saint Gross space analysis as a tool and not as a sacred writ.

Trustee Nessen suggested approaching the challenge through a fiscal prism. He posed questions such as: what asset base can we finance; what latitude do we have on these assets; what real estate can we give up; what is our debt capacity; what is our funding capacity; what is the financial gap and can we bridge it. He further asked for an analysis of the approvals needed to proceed and who should become informed? He is concerned that we prepare for needed approvals well in advance.

Chair Snyder then yielded the floor to the consultant team for their presentation. Project Manager Felton introduced the eight slides that review the proposed options (attached). VP Cole discussed the schedule leading to the December 15, 2019 deadline for submitting the FY21 state capital plan to the state. Project Manager Felton listed four key considerations in the Ayers Saint Gross campus space analysis: 1) MassArt needs 28k NASF to 48k NASF more to deliver program in current manner; 2) enrollment growth is not factored into the ASG analysis; 3) current net to gross is appropriate and standard (there was discussion on this point and disagreement); and 4) ASG worked with WRA on swing space requirements for the options. Chair Snyder explained that the financial numbers to be provided would include swing space costs and escalation costs.

Principal Gayley gave an overview of three options and explored cost modeling for each one:

- Peer Review Option 1
  - Partial renovation of Huntington Tower
  - Retain Kennedy
- Peer Review Option 2
  - Full renovation of Huntington Tower
  - Disposition of Kennedy
- WRA Focus
  - Build new Kennedy Tower
  - Disposition of Huntington Tower

He described the assumptions used to assess the Kennedy site development, including its footprint and setback, the tower height, the floor-to-floor height, and the vertical campus + double-height spaces. Principal Gayley discussed the gross square footage and floor plate size that determined the developable envelope of the Kennedy site. Chair Snyder pointed out that since space in Kennedy and Tower combined equal 485k, then trustees should note that ending up with the assumed reasonable target space of 360k would be considered a reduction.

Principal Gayley then turned to the Huntington site. He said that about 40k GSF could be added to the tower at the top and at the bottom, or that 100k GSF could be added after demolishing the low-rise wing. He asked trustees to turn to the MassArt Option Summary page, which listed 8 possible options:

- Option 0: do nothing.
- Option 1: partial renovate Huntington Tower, retain Kennedy
- Option 1B: partial renovate Huntington Tower, sell Kennedy
- Option 2A: full renovation Huntington Tower, sell Kennedy
- Option 2B: demolish/rebuild/renovate Huntington Tower, sell Kennedy
- Option 3: build new Kennedy Tower, sell Huntington Tower
- Option 3B: land swap between Huntington Tower and New Kennedy Tower
- Option 4: sell entire Longwood campus, build new at state-owned property

Trustees discussed net versus gross space, how inefficiencies factor into the options, whether cost would be related to gross numbers, whether losing net space is a viable option, and whether it would be acceptable to have a smaller but better-built space. Trustees discussed soft costs, escalation factors, and how open spaces could be seen as having more functions.

The group left the conference table to review the small-sized physical models of the different options. After the consultants showed how the buildings might change with different construction options, the group returned to the conference table. Chair Snyder yielded the floor to the participants for each person's assessment of their most important criteria as the decisions are being made.

Chair Snyder thanked the team for their comments and said that the group must now craft a way forward to better understand the options. She noted that there is more research that needs to be done with the financial numbers, including the production of a plan, determining the bond capacity, fleshing out a capital campaign, and determining financial gaps. She also stressed the need to maximize any real estate proceeds and to maintain control over our campus. She re-iterated her plea for urgency and asked the architects to pause their work while trustees do their homework.

Trustees agreed that this project seems achievable. They asked for information that would clarify financial goals, including: MassArt's bonding capacity; the operational cost savings of the EAP; the increased net revenue of enrolling additional students; the proposed capital campaign target; and the implications of considering Smith, Ward, and other sites.

#### Adjournment

On a motion duly made and seconded at 4:05pm, it was unanimously **VOTED: to adjourn.**