

MINUTES

Members present: Linda Snyder (Chair), David Lee, Bill McQuillan, Peter Nessen. David Nelson (Ex-Officio)

Other trustees present: Jan Saragoni

Trustees absent: Pamela Parisi

Others: From City Point Partners: Rudolph Barajas, MCPPO (Construction Services Manager). From Leggat/McCall: George Cole (Sr. VP), Duong Huynh (Assistant Project Manager). From DCAMM: Sarah Felton (Project Manager). From MassArt: Bob Perry, Howie LaRosee, Cam Roberts, Katie Westerlind, Gina Yarbrough, and Susana Segat (Board Secretary).

Call to Order

Chair Snyder called the meeting to order at 1:00pm, offered a round of introductions, and then asked for approval of the minutes.

Approval of the Minutes: January 25, 2019

On a motion duly made and seconded, it was unanimously

VOTED: to approve the minutes of January 25, 2019

South Building/Galleries Project Report

Chair Snyder asked Mr. Barajas to provide an update on the South Building. He said that the project continues to track well, that Dimeo is hitting their milestones, the contingency continues to be in good shape, and that he would have a better understanding of cash flow at the next meeting. A meeting with the landscape designer has been scheduled for later this month and public art possibilities are also being considered. President Nelson added that the finishes for the new galleries have been selected. Mr. Barajas stated that he has no concerns and that problems are solved as they come up.

VP Perry agreed to schedule a walkthrough for trustees while the terra cotta is still visible. Trustees discussed the cash flow and the number of tradespeople necessary to complete the work. Mr. Barajas noted that he is not concerned about overtime costs because we are currently not absorbing any mitigation. Chair Snyder asked that next month's meeting agenda include an analysis of the contingency, just in case the college needs to cover unexpected overtime costs toward the end of the construction.

Integration Overview

President Nelson reported that there are four parts to current planning, all occurring at the same time. First, an internal strategic enrollment management group is expected to provide a report by March 1st on enrollment and how programs might look in the future. Second, DCAMM consultants Ayers Saint Gross are charged with creating a space analysis report by May 1st. Third, an RFP has been released for work on the Tower design process, the first step of which is to test the feasibility of a Tower renovations project, with an expected fall completion date. Fourth, Leggat McCall is assisting MassArt with real estate project management, oversight of the design process, and coordinating timelines. President Nelson added that at the March 15th BOT retreat, trustees would receive ten-year economic data and five-year revenue and expense projections to allow for a deeper discussion on costs and fees. He said that another report would be produced on May 24th, two weeks before the next board meeting. He said that assumptions about maximum capacity are still being questioned, that opportunities for growth are to be considered, and that there are no fixed assumptions about current programs.

Ayers Saint Gross

DCAMM Project Manager Felton reported that Ayers Saint Gross understands art schools and is experienced with managing spaces. They are to provide a campus-wide assessment of space by analyzing MassArt's culture, programs, and potential program synergies. It will be their job to understand the Tower usage and opportunities. Their data-gathering phase will begin with detailed walkthroughs during three days in March, followed by listening sessions in early April. This would include investigating how departments could work together and identifying space and technology needs.

Trustees discussed our system for assigning classes and the registrar's ideal role. They asked whether there would be a moment in time to decide whether this entire process is a 'go' or 'no go.' President Nelson explained that he is managing expectations by setting a Fall date for providing decisions to the Commonwealth on whether we can fix Tower or other options. Project Manager Felton agreed that looking at the Tower alone does not solve all of our problems.

Designer Selection Board (DSB)

DCAMM Project Manager Felton told trustees that last spring, the group agreed to proceed with the DSB selection of the Tower design team. She noted that this team would be selected by March 20th to provide a feasibility study for Tower, especially attending to implementation, phasing, and constructability. She said that at our last meeting, there was a question of having a construction manager on board, and the answer is not 'no,' rather that this is a sixteen week process, so unlikely to

be completed before the end of the feasibility study. Trustees questioned whether this timing would limit the accuracy of the feasibility study.

Trustees discussed the possibility of getting realistic solutions, the opportunities for using swing space, and the cost factors for swing space versus staying in place during construction. They discussed how MassArt is learning to be flexible about swing spaces due to the experience of South construction.

Leggat McCall

Sr. VP Cole noted that for a plan to be actionable, it also needs a funding plan. He said that because MassArt's asset is our real estate, he is evaluating possible such financial returns and usage opportunities. He described three major alternatives: 1) selling the campus and moving to a proximate site (which is not realistic but needs evaluation); 2) renovating Tower (which would be a difficult project even if fully funded); and 3) redeploing the Kennedy site as we consider campus options (which would need an inventory of market values and redevelopment options for all our buildings). He said that he would be willing to look into the legislative aspects and tax advantages of these options. Trustees discussed the additional need to renew our older buildings, which means finding funding sources for their deferred maintenance also. They agreed that it was exciting to study space while looking at academic programs and possible partners in leading industries. Sr. VP Cole added that his next steps would include fleshing out real estate scenarios, and possibly with neighboring institutions. DCAMM Project Manager Felton said that she would check on the flexibility of the DSB to allow for including other buildings in their plans. Trustees asked that board committee dates be included in future timelines.

New Business

Trustees asked about models and funding sources. VP Perry said that he would provide a chart that included borrowing, leasing, fundraising, DCAMM money, and funds from other sources. President Nelson said that Leggat McCall would also be creating projections on major options and material differences, and that trustees would be able to start this discussion at the upcoming BOT retreat. He added that the retreat would address many questions about financial sustainability and costs to the institution, not just Tower. The question is how to not be obsolete in ten years. President Nelson added that the college's partnership plan with the Commonwealth expires in 2020, providing an opportunity to consider some changes. Trustees agreed that it was exciting to imagine the future and consider interesting opportunities.

Chair Snyder noted that trustees were re-initiating the BOT Standing Committee on External Affairs, to be chaired by Trustee Saragoni. She said that external relations, current relationships with our surrounding communities, and the legislature were all strategically important for our future strategies as well as to our institutional identity.

President Nelson told trustees that he would give them an update on his conversation with Deputy Commissioner Palleschi at a later date.

Adjournment

On a motion duly made and seconded at 2:35pm, it was unanimously
VOTED: to adjourn.