

UNIVERSITY OF MASSACHUSETTS

AMHERST•BOSTON•DARTMOUTH•LOWELL•WORCESTER

**MINUTES OF THE MEETING OF THE
COMMITTEE ON ADMINISTRATION AND FINANCE**

**Wednesday, September 5, 2007; 8:00 a.m.
Amherst Room
225 Franklin Street – 33rd Floor
Boston, Massachusetts**

Committee Members Present: Chair O’Shea (via conference call); Vice Chair White; Trustees Kulenovic, Lawton, MacAfee, Nath, Rego Weathers and Thompson; Chairman Tocco and Vice Chairman Manning

University Administration: President Wilson; Interim General Counsel Bench; Vice Presidents Gray, Julian, Lenhardt and Williams; Associate Vice President Harrington; Chancellors Cole, Motley, MacCormack, Meehan and Collins; Mr. O’Riordan, Budget Director; Mr. MacKenzie, Executive Director, Building Authority; Mr. Chait, Director of Capital Projects; Ms. Wilda, University Controller; Vice Chancellors for Administration and Finance Hatch, O’Connor, Zekan and Griffin; Deputy Chancellor Stanton; Mr. Harrison, Director of Auditing

Faculty Representatives: Professor May, UMASS Amherst; Professor Tirrell, UMASS Boston; Professor Gibbs, UMASS Dartmouth; Professor Carter, UMASS Lowell

Guest: State Administration and Finance Secretary Kirwan; State Administration and Finance Assistant Secretary Gonzalez

Vice Chair White convened the meeting at 8:07 a.m. and welcomed Trustee Thompson to her first Committee meeting. Trustee Nath was expected to arrive shortly.

The first item was the Chair’s Report. The Committee will focus on the capital planning process and the financing and operational responsibilities for all capital investments. The Trustees have determined that capital restoration and improvement is our biggest challenge. Meeting such a challenge requires precise planning, fiscal resource choices, and the full cooperation and collaboration of many parties. We will receive updated information on our sustainability activities. At a recent technology committee meeting time was spent reviewing renewable energy efforts and it is good to see that our research and operation work has done so well. We have also determined that while we will not restrain the creative work of the faculty, the University should focus its investments in targeted areas that will eventually produce survival.

We will also be asked to approve parking fines for the Dartmouth Lowell campuses. The initiation of parking fees is long-overdue considering the ancillary nature of such activities with capital and operational costs that must be paid for.

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The next item was the **President's Report**. President Wilson welcomed new trustees Nath and Thompson. He also welcomed Interim Chancellor Cole who is here from Clark Atlanta University. He retired in 2002 after serving 14 years as the President there with a very distinguished career full of great accomplishments.

President Wilson then introduced Secretary Kirwan and Assistant Secretary Gonzalez and acknowledged the great working relationship between the University and the Governor's office, unprecedented in the history of the University Massachusetts. The Secretary's presence is a signal of her interest in the University and the importance the University has to the Governor. We pledge to work with them and to do our part. The capital plan is working at a very high level. \$1.5 billion has been spent on capital projects; 78% of our capital funds we have provided ourselves. This is a major accomplishment for each of the campuses. We look forward to the passage of the capital authorization bill and the Life Science bill by the Legislature in response to Governor Patrick's initiatives. It is essential for the University of Massachusetts to be able to compete in the global economy, and to make these kinds of key investments which will position us to continue to be a leader in the life science area and to capture the jobs that will be spinning out of that industry.

Many of our collective bargaining agreements have been settled thanks to our management and labor teams.

This Committee will discuss sustainability issues. Our energy conservation research and new technology efforts in alternative energy have been showcased to senior state officials, including Secretary Bowles who recently met with our scientists and leaders of the University's cross-campus Renewable Energy Working Group. We also have good reports on advancement and CVIP, including a new record of \$41.4 million for intellectual property commercialization for Fiscal Year 2007; our Nobel Prize winner had a lot to do with that.

President Wilson ended his report by thanking the Chancellors, senior campus officials, as well as the Building Authority staff, David McKenzie and Vice President Lenhardt, and his entire staff for their diligent work on the University's capital plan, the building projects, and a financial plan for the University.

Secretary Kirwan then addressed the Committee: We are delighted to listen to the people that know best what their needs are as we struggle to accommodate them with limited resources. Infrastructure is one of the top concerns. One of the things we've had to struggle with is to address the many infrastructure needs across the full range of assets that the Commonwealth manages. Assistant Secretary Gonzalez joined the Patrick administration because he wanted to figure out better ways to accommodate capital needs and other financial needs of the Commonwealth. He has done a masterful job putting together a transparent and comprehensive capital plan for the next five years.

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Higher education is one of the major beneficiaries of this capital plan. We are growing higher education from the state and community colleges and the University from 3% of the capital plan to 10% over five years. The Legislature is going to play a big part in this plan and we need your help to get the bill through quickly and without all kinds of extraneous things hanging on it to slow it down and make it unaffordable. We are drafting a series of bond bills for our capital plan that we intend to start introducing over the next few months.

Assistant Secretary Gonzalez reported that the state has lagged far behind other states in terms of what it was investing in its facilities, well below the national average. The University has been forced to fund a lot of its own capital needs and to find resources and increase student fees to do what had to be done in terms of capital infrastructure needs. As a result, based on what your finance officials have reported to us the University has a deferred maintenance backlog of more than \$2.6 billion across all five campuses. The state and community colleges have a similar backlog across their 24 campuses statewide.

One of the highlights of the capital plan is the dramatic increase in state spending in the state capital plan. The Patrick-Murray Administration's five-year capital plan significantly increases the state's capital investment in higher education - reflecting its commitment to strengthen the University and the state and community colleges. The Administration's capital investment plan includes a 186% increase in state-funded higher education investments in Fiscal Year 2008, compared to estimated Fiscal Year 2007 spending. The University of Massachusetts and our state and community colleges will receive an estimated \$750 million over five years for campus capital improvements, with \$375 million dedicated to the University and \$375 million dedicated to the state and community colleges. By 2012, state-funded higher education capital investments will represent 10% of the state's total bond-funded capital programs, compared to 3% in fiscal year 2007.

In addition to the \$750 million planned for higher education, the Administration's five-year capital investment plan also provides for \$200-\$250 million to be spent over the next five years to carry out the capital component of the Governor's life sciences initiative. At least a portion of this amount is expected to be invested in a new stem cell bank and RNAi research facility at the University's Medical School in Worcester. In recognition of the Administration's increased capital investment in the University of Massachusetts, the University has pledged to raise \$187.5 million over the next five years - 50 cents in addition to every dollar of the state's planed five-year, \$375 million investment - to further address its capital needs. The Administration is greatly appreciative of the University's commitment to leveraging the increased state investment in this way. The Administration is currently working with Vice President Lenhardt's University finance staff to develop a higher education bond bill to authorize the borrowing necessary to fund the Administration's capital investment plan. The bond bill will seek authorization for capital project needs identified by the University and reflected in the capital investment plan presented to you today.

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Chairman Tocco thanked Secretary Kirwan and Assistant Secretary Gonzalez and requested help from the Chancellors to gather resources to get the bond bill through the Legislature.

Before departing the meeting, Secretary Kirwan credited Vice President Lenhardt for his success with the collective bargaining agreements.

The first item on the agenda was **Consideration of Minutes of the Prior Meeting of the Committee.**

It was moved, seconded and

VOTED: To approve the minutes of the May 30, 2007 meeting of the Committee.

The next item was the **Vice President's Report.** Vice President Lenhardt reported that the University cannot cut expenses to be great, and must continue to grow revenue from CVIP, UMassOnline and from endowment funds. Recently the Standard and Poor's rating group visited the Amherst campus and came away impressed with their leadership and plans.

As President Wilson reported, 22 out of 24 collective bargaining agreements have been reached due to the hard work of our bargaining team. As requested by Committee members, a follow-up discussion of previous Medical School issues will be discussed at the next meeting.

Vice Chair White then moved to the **Information Item: University Sustainability Activities.** Vice President Lenhardt focused the discussion on the sustainability staff, green building features, improvement of energy efficiency and use of renewable energy, recycling and composting programs and alternative forms of transportation.

Vice Chair White noted that we should be looking into tax credits for energy saving activities on the campuses; while we are a tax-exempt institution, we could possibly sell these tax credits to other entities.

The next item for **Discussion** was **Capital Planning.** Some of the highlights included:

- Overview of Chapter 75;
- Overview of capital planning process at the University;
- The two sources of University capital funds: operating funds and debt financing;
- Overview of state capital funds: the Legislature authorizes borrowing; the Governor and the State Treasurer borrow/allocate funds;
- We have hoped that the new bond bill will have general authorizations for borrowing;
- DCAM and the campuses manage state-funded projects: UMASS Building Authority and UMASS manage UMBA financed projects.

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The next item for **Discussion** was **UMASS Building Authority Update**. Mr. MacKenzie provided the following highlights:

- The UMASS Building Authority projects support the University's research and academic missions;
- We are in the process of repairing older buildings such as the Cedar Dell at UMASS Dartmouth;
- Campus buildings are getting greener; the Central Heating Plan at UMASS Amherst is an example;
- The Building Authority is streamlining the construction process through the use of alternative forms of procurement;
- The Building Authority carefully selects designers and architects, keeps administrative and overhead costs low.

Mr. Chait reported on the following:

- There is currently \$500 million of work in progress;
- Projects include Amherst: Central Heating Plant, Studio Arts Building, Integrated Science Building, Chiller Plant, Skinner Building Rehab, Recreation Building, Campus Center repairs
Boston: Repair elevators, repair fire alarms, renovate Science Building for new nursing lab, work on Venture Development Center
Dartmouth: Fit out first floor of Research Building, completed 400 beds in Cedar Dell followed by additional 400 beds by the spring
Lowell: Work on emerging Tech Building.

Trustee Thompson had a question about additional fees for the new Recreation Center in Amherst; it was reported that there would not be new fees.

The next item was **Approval of FY2008-2012 University Capital Plan**. Mr. O'Riordan reported on the following:

- Many campus buildings have exceeded their useful lives, most buildings were constructed prior to the 1970's;
- In 1996, the University had its first multi-year capital plan;
- In FY07, the University spent \$292 million on capital projects;
- Need identified in current capital plan is \$2.9 billion;
- Deferred maintenance and repair are a top priority and total about \$1.6 billion;
- Current outstanding debt totals \$1 billion;
- Overview of proposed sources of funds includes state funds (38%) and debt (32%);
- State funds are a certain source; borrowing is a most certain source of funds;
- Our state funds target is \$1.14 billion;
- Overview of spending by project type (i.e. new construction, renovation);

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- Overview of spending by program type (i.e. infrastructure, teaching/learning);
- Need approval by Board for:
 - New construction or renovation with total project cost greater than \$1 million, there are 74 new projects at UMASS;
 - All updates in total project costs that are proposed to change greater than 20% from the amount previously approved by Board;
 - UMBA resolution authorizing requests for initiation of University projects by UMBA.

Chairman Tocco had a question about the revised project increases and whether we had done further review of how to control these large increases; it appears that many projects are over budget.

Mr. O’Riordan and Vice President Lenhardt responded that project budgets are based on initial plans which do change. Some of the increases are due to building conditions that are not found until the project has started. We will not over commit ourselves to projects we cannot afford.

Mr. MacKenzie indicated that the Building Authority needs approval of the Board before the design process and to get this approval, they need to have the project estimate which is difficult to obtain before the design begins.

Chair O’Shea commended the campus and the administration for their work on the capital plan.

It was moved, seconded and

VOTED: To recommend that the Board take the following action:

Pursuant to Trustee policy T93-122, to approve the following new capital projects:

<u>Project Name</u>	<u>Proj.</u> <u>Type</u>	<u>Prog.</u> <u>Type</u>	<u>Total Project</u> <u>Cost Est.</u> <u>Aug - 07</u>
<i>Amherst Campus</i>			
Laboratory Science Building	PR	R	\$100,000,000
Academic Classroom Building	PR	TL	\$85,000,000
New Student Center	NC	SL	\$70,000,000
Lederle GRC Repairs and Renovations	BR	R	\$41,250,000
Dubois Library Repairs	DM	TL	\$31,000,000
Retire Deferred Maintenance	DM	BI	\$30,000,000

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Morrill IV Renovations	RV	R	\$25,300,000
Goessmann Addition Renovations	RV	R	\$21,000,000
Fine Arts Center Renovations	DM	TL	\$15,200,000
Morrill I Renovations	RV	R	\$15,000,000
Thompson Repairs and Renovations	BR	TL	\$13,900,000
Morrill III Renovations	RV	TL	\$13,000,000
Machmer Repairs	DM	TL	\$12,600,000
Renovate Hamden Dinning Commons	RV	SL	\$12,000,000
Renovate Fernald Hall	RV	TL	\$11,500,000
Morrill II Renovations	RV	R	\$11,000,000
Chenoweth Repairs and Renovations	DM	R	\$10,600,000
Marcus Repairs	DM	R	\$10,100,000
Tobin Repairs	DM	R	\$8,200,000
Marston Repairs	DM	TL	\$7,750,000
Renovate French Hall	RV	TL	\$7,500,000
Hasbrouck Lab Addition Renovations	RV	R	\$7,300,000
Morrill II, III, IV Basic MEP Systems Upgrade	DM	BI	\$6,500,000
Goessmann Lab Renovations	RV	R	\$6,000,000
Isenberg School of Management Repairs	DM	TL	\$6,000,000
Campus Site/Landscape Improvements	DM	BI	\$5,500,000
Morrill III Systems Upgrade	DM	TL	\$5,000,000
Renovate Dickinson Hall	RV	TL	\$5,000,000
Morrill IV HVAC	DM	BI	\$5,000,000
Residential sprinkler installations- Gorman, Cance, Pierpont and Moore	CO	SL	\$4,800,000
Paige Lab Repairs	DM	R	\$4,000,000
Renovate Curry Hicks	RV	SL	\$4,000,000
Herter Repairs	DM	TL	\$3,800,000
Arnold Backfill Renovations	RV	TL	\$3,650,000
OIT Back-up Data Center	IT	BI	\$3,500,000
Utilities, Flint Way, Morrill II, Orchard Hill Quad Steamline	DM	BI	\$3,300,000
Campus Utility - Electrical Distribution Upgrade	DM	BI	\$3,300,000
Stockbridge Renovations for PSIS non lab functions	RV	TL	\$3,200,000
Renovate Morrill Library	RV	TL	\$3,000,000
Parking Trailers Replacement	PR	BI	\$3,000,000
Morrill I Ventilation Upgrades	DM	BI	\$2,581,000
West Experiment Station relocation of occupants/mothball	O	R	\$2,500,000
Faculty Club Structural Repairs	DM	BI	\$2,500,000
Hasbrouck Lab Repairs	DM	TL	\$2,300,000
Campus Utility Upgrades - Water and Sewer	DM	BI	\$2,100,000
South College fire safety improvements and related activities	CO	BI	\$2,000,000

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Paige Laboratory BL-3 Lab replacement	BR	R	\$1,800,000
Goodell Fire Suppression System	CO	BI	\$1,725,000
Lederle GRC electrical upgrade	DM	R	\$1,695,000
Campus-wide security system	CO	BI	\$1,600,000
Campus Parking Upgrades	DM	BI	\$1,600,000
CLIP Pedestrian Safety Initiatives	O	BI	\$1,500,000
Morrill IV South Roof	DM	BI	\$1,400,000
Boyden Gym - fire alarm, emergency and exit lighting	CO	BI	\$1,300,000
LGRC Cooling Tower	RV	BI	\$1,250,000
Stockbridge Hall, Electrical, Window and Fire Suppression	DM	TL	\$1,155,000
Thompson Hall - Elevator Replacement	PR	BI	\$1,100,000
Fernald Repairs	DM	TL	\$1,100,000
Relocate Band from University Apartments	O	SL	\$1,000,000
UMA Totals			\$669,956,000

<u><i>Boston Campus</i></u>	<u><i>Proj.</i></u> <u><i>Type</i></u>	<u><i>Prog.</i></u> <u><i>Type</i></u>	<u>Total Project</u> <u>Cost Est.</u> <u>Aug - 07</u>
Master Plan Phase I: Construct New Academic Building	NC	TL	\$100,000,000
Master Plan Phase I: Construct New Academic Building	NC	TL	\$100,000,000
Master Plan Phase I: Relocate Campus Utility Systems from Substructure	O	BI	\$25,000,000
Master Plan Phase I: Construct 1,000 Vehicle Parking Garage	NC	BI	\$25,000,000
Master Plan Phase II: Create New Plaza at Ground Level	NC	BI	\$25,000,000
Master Plan Phase II: Construct 1,000 Vehicle Parking	NC	BI	\$25,000,000
Substructure: Upper and Lower Level Access/Egress	DM	BI	\$6,600,000
Relocate Greenhouse to Utility Plant Plaza	NC	R	\$6,000,000
Calf Pasture Pumping Station: Feasibility Study on Future Use (Replaces \$21.2 million preservation item)	BR	TL	\$1,000,000
UMB Totals			\$313,600,000

Dartmouth Campus

Research Extension Phase II (fit out of first floor of recently completed Research Extension building)	NC	R	\$1,500,000
UMD Totals			\$1,500,000

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<u>Lowell Campus</u>	<u>Proj.</u> <u>Type</u>	<u>Prog.</u> <u>Type</u>	<u>Total Project</u> <u>Cost Est. Aug</u> <u>- 07</u>
UML South Academic Building	NC	TL	\$40,000,000
UML South Steam Plant	PR	BI	\$4,500,000
UML Totals			\$44,500,000

Medical School

Worcester Campus

New Science Facility	NC	R	\$235,000,000
South Street Shrewsbury Renovations	NC	R	\$4,000,000
Stem Cell Phase I, RRG	NC	R	\$2,000,000
UMW Totals			\$241,000,000

Total University New Projects			\$1,270,556,000
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And further,

To approve the following revised project cost estimates for previously approved capital projects:

Campus Projects	Initial Total Project Cost Estimate	Revised Total Project Cost Estimate as of August 2007
Amherst		
Lederle GRC Exterior Panel Joint Repairs	\$5,200,000	\$7,500,000
Herter Ventilation & Chiller Upgrade	\$3,500,000	\$4,500,000
Tobin Structural Repair	\$1,000,000	\$1,700,000
GRC/Gierasch Renovation	\$750,000	\$950,000
PVTA Transit Garage	\$4,000,000	\$5,400,000
Boston		
Utility Plan: Roof Replacement	\$2,700,000	\$5,075,000
Seawall Restoration	\$2,300,000	\$3,800,000
Surface Parking Lots	\$3,500,000	\$8,711,000
Campus-wide: Campus Master Plan	\$1,000,000	\$1,355,000

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Dartmouth		
Repair/Replace Cedar Dell	\$74,000,000	\$22,000,000
Charlton Phase II	\$2,625,000	\$12,000,000
Power Plant Upgrades/MEP	\$2,397,937	\$6,600,000
Basic Infrastructure	\$33,749,284	\$60,000,000
Lowell		
Building Envelopes	\$4,550,000	\$5,500,000
Dugan Hall Renovations	\$2,060,000	\$4,200,000
Institute of Plastics Innovation	\$1,250,000	\$9,000,000
South Dining Hall	\$950,000	\$2,500,000
Durgin Hall Expansion	\$2,875,000	\$5,375,000
Interior Upgrades	\$4,900,000	\$6,000,000
Compliance	\$4,600,000	\$6,000,000
Worcester		
Complete the CHW and Steam Loop	\$3,000,000	\$10,000,000
Renovate Amphitheaters	\$3,000,000	\$2,000,000

And further,

To approve the FY2008 to FY2012 University Capital Plan as described in Doc. T07-076.

And further,

With respect to any or all of the projects identified in the said University Capital Plan as described in Doc. T07-076, to authorize the President of the University and such other officers of the University as he may designate (the President and each such other officer referred to herein as an “Authorized Officer”), each acting singly, in the name and on behalf of the trustees, the University or the Commonwealth, as appropriate, (a) to effectuate the financing of one or more or all of such projects by such means as such Authorized Officer shall deem advisable, including without limitation by requesting in writing the University of Massachusetts Building Authority, the Massachusetts Health and Educational Facilities Authority, the Massachusetts Development Finance Agency or any other statutorily qualified issuer in the Commonwealth to issue debt therefore, or to request the Worcester City Campus Corporation to effectuate the financing thereof through any such issuer of debt, so long as the estimated total project cost does not exceed the estimated total project cost listed in Doc. T07-076 by more than 20% (exclusive of capitalized interest, debt

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service reserve funds, cost of issuance of the obligations, costs of bond insurance or other credit enhancement and other cost of the financing), and, (b) in connection with any such financing, to take such actions (including without limitation the execution of the guaranty of the Commonwealth on any obligation guaranteed by the Commonwealth), secure such governmental approvals, execute such agreements (including without limitation contracts for financial assistance, management and services, contracts for management and services or leases or subleases) containing such provisions and provide for such terms and sources of repayment, all as such Authorized Officer shall deem advisable and as may be required or permitted by law, including without limitation St. 1960, c. 773, §_19A, as amended, and St. 1992, c. 138, §_15A, as inserted by St. 2000, c. 159, §_303.

The next item was **Resolution of Authorizing Requests for Initiation by Building Authority of University Projects.**

It was moved, seconded and

VOTED: To recommend that the Board take the following action:

WHEREAS, the University of Massachusetts Building Authority is a body politic and corporate and a public instrumentality of The Commonwealth of Massachusetts (the “Commonwealth”) created to aid and contribute to the performance of the education and other purposes of the University of Massachusetts (the “University”) by providing dormitories, dining commons and other buildings and structures for the use of the University, its students, staff and their dependents and for lease to or use by an organization or association, in any form, of students or others the activities of which are a part of the activities at the University and subject to regulation by the Board of Trustees of the University (the “Trustees”);

WHEREAS, pursuant to the Building Authority’s enabling act, the Building Authority may issue bonds to finance projects undertaken by the Building Authority at the request of the Trustees, or, with the approval of the Trustees, issue refunding bonds, all of which bonds are secured, in part, by revenues from the Building Authority, the University and the Commonwealth, as authorized by the Trustees on behalf of the University and the Commonwealth;

WHEREAS, in the judgment of the Trustees it is in the best interests of the University, its students, staff and their dependents and said organizations that the Building Authority undertake projects and finance such projects as described below;

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WHEREAS, in the judgment of the Trustees it is in the best interest of the University for the Building Authority to refund bonds when market conditions are favorable; and

WHEREAS, the Building Authority's enabling act authorizes the Trustees, on behalf of the Commonwealth, to provide a Commonwealth guaranty of not to exceed \$200,000,000 outstanding principal amount of Building Authority Bonds;

NOW, THEREFORE,

1. Each of the President and the Vice President for Management and Fiscal Affairs and Treasurer of the University, acting alone, be and each, acting alone, (each, an "Authorized Officer") hereby is authorized in the name and on behalf of the Trustees to make a written request of the Building Authority that the Building Authority initiate and undertake:
 - (a) Any or all of the projects set forth in the University of Massachusetts FY2008 to 2012 University Capital Plan (Trustee Document T07-076) and
 - (b) Any other construction of or respecting or renovation, repair, remodeling or other work in or upon or respecting any building or structure owned or used by the University or the Building Authority, or the provision, installation, renovation, repair or remodeling of or other work upon or respecting any furnishings, furniture, machinery, equipment or facilities with respect to any such building or structure, all as may be requested of the Building Authority in writing from time to time by an Authorized Officer, the making of any such request being hereby authorized.
2. The projects to be initiated by the Building Authority in accordance with any request authorized to be made in Section 1 of this resolution may in the discretion of the Building Authority be undertaken separately or together for financing purposes.
3. The issuance of refunding bonds by the Building Authority is hereby approved, in such amount and on such terms as shall be approved in writing by an Authorized Officer.
4. Each Authorized Officer hereby is authorized to execute and deliver on behalf of the University and the Commonwealth one or more contracts for financial assistance, management and services with respect to the projects financed or refinanced by the Building Authority and the Building Authority bonds issued in connection therewith, including any refunding bonds. Each such contract may include the Commonwealth guaranty of all or a portion of such bonds, as

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determined by an Authorized Officer and within the limits prescribed by the Building Authority's enabling act.

5. Each Authorized Officer is hereby authorized to take such other action as deemed necessary or desirable to be done or taken to effectuate the matters hereby authorized, as conclusively evidenced by their doing the things or taking the action hereby authorized. (Doc. T07-077)

The next item was **Approval of Parking Violation Fines, UMASS Dartmouth and UMASS Lowell.**

It was moved, seconded and

VOTED: To recommend that the Board take the following action:

In accordance with Section 1A (b) of Chapter 75 of the General Laws, to establish and approve the schedule of parking violation fines for the Dartmouth campus as described below.

Dartmouth

More than 6 ft from curb	\$15
Left wheel to curb	\$15
Angle Parking	\$15
Parking in Crosswalk	\$15
Parking on Sidewalk	\$15
Impeding Traffic	\$15
No permit/Invalid permit	\$15
Bus Stop	\$25
No parking zone	\$25
Restricted parking/spaces	\$15
Loading zone	\$25
Blocking driveway	\$25
Impeding snow removal	\$25
Overnight Parking w/o authorization	\$25
Hydrant/fire lane	\$25
Handicapped	\$50

And further,

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In accordance with Section 1A (b) of Chapter 75 of the General Laws, to establish and approve the schedule of parking violation fines for the Lowell campus as described below.

Lowell

Parking violation:	\$15
Snow emergency parking violation:	\$25
Handicapped parking violations:	\$50

The meeting adjourned at 9:53 a.m.

Barbara F. DeVico
Secretary to the Board of Trustees