

**UNIVERSITY OF MASSACHUSETTS
AMHERST•BOSTON•DARTMOUTH•LOWELL•MEDICAL SCHOOL•UMASSONLINE**

**MINUTES OF THE MEETING OF THE
COMMITTEE OF THE WHOLE**

**Tuesday, December 9, 2014; 4:00 p.m.
University of Massachusetts Amherst
Massachusetts Room
Mullins Center – 3rd Floor
200 Commonwealth Avenue
Amherst, Massachusetts**

Trustees Present: Chairman Thomas, Vice Chair Furman; Trustees Buonomo, Collins, Freudson, Fubini, Geoffroy, Lee, Lowe, Miller, Mullan, Peters and Xifaras

Trustees Absent: Vice Chair King-Shaw; Trustees Campbell, Carpman, Gomez, Johnston, Malone, O'Brien, Osterhaus-Houle and Woolridge

University Administration: President Caret; General Counsel Heatwole; Senior Vice President Wilda; Chancellors Subbaswamy, Motley, Grossman, Meehan and Collins; Vice President Solis

Faculty Representatives: Professor Whitbourne, UMass Amherst; Professor Buzawa, UMass Lowell

Guests: James Kadamus, Owner and Vice President, Sightlines LLC

Documents Used: -Meeting Minutes, September 16, 2014
-Overview of the new Executive Dashboards, Doc. T14-084
-Sightlines: An analysis of the University's Deferred Maintenance, Doc. T14-087

Chair Thomas convened the meeting at 4:19 p.m. and stated that the Committee of the Whole provides focus for complex University issues.

Chair Thomas stated that the Committee was provided with draft minutes of the September 16, 2014 meeting and asked for any corrections. With no corrections, the minutes were approved.

Reports:

Chair's Report

Chair Thomas reported that good capital planning is critical to the continued success of the University. He commented that despite recent major investments, the University is still faced with many of its facilities at or nearing the end of their useful lives. To address this issue, the University has engaged Sightlines to conduct a deferred maintenance analysis in order to define needed future capital investment as well as campus backlogs. Chair Thomas noted that the day's

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meeting is dedicated to this topic to review the University's capital needs with particular emphasis on deferred maintenance.

President's Report

President Caret provided a brief overview of the agenda and its focus on the Executive Dashboard and Sightlines Analysis and Benchmarking for UMass campuses in an effort to provide key indicators in a format that is easily accessible and user friendly to the Board.

Discussion Items:

Executive Dashboards

Senior Vice President Wilda gave a general overview of the newly enhanced Executive Dashboards. She noted the various indicators and projection capabilities. Senior Vice President Wilda reviewed the schedule for updates for the various components of the dashboard, which will take place throughout the year. There was then a brief discussion on what the most important indicators were. Chair Thomas asked if progress on diversity and inclusion was being tracked. Senior Vice President Wilda commented that affirmative action reports will be presented at the April meeting of the Committee on Administration and Finance.

Sightlines

James Kadamus, Owner and Vice President, Sightlines LLC Sightlines, presented an Analysis of the University's Deferred Maintenance. Mr. Kadamus provided an overview of analysis and benchmarking for the campuses. He explained the return on physical assets such as keeping up with costs, catching up with costs, operational effectiveness and service. He also explained the waves of construction from 1910 to the present, construction by campus, age profile of the campuses, growth in space and enrollment, and drivers of operations.

Mr. Kadamus described the deferred maintenance and net asset value including a 10-year project backlog, and UMass Net Asset Value by sector. He explained the Capital project spending breakout, and defined stewardship investment targets and spending from 2009-2014 for the campuses. Mr. Kadamus discussed strategy for predicting future capital needs for the campuses and net asset value by sector, and explained the strategies for long-term facilities success, followed by questions and discussion.

Chair Thomas thanked Mr. Kadamus for his presentation on Sightlines.

There being no other business, the meeting adjourned at 5:55 p.m.

Janet Thomas
Assistant to the Deputy Chancellor, Amherst