

# 2022 ANNUAL TOWN-GOWN REPORT HULT INTERNATIONAL BUSINESS SCHOOL

*Prepared for the City of Cambridge, November 2022*



## 2022 Annual Town Gown Report

Institution Name: Hult International Business School

Report for Time Period (e. g., Spring '22 semester or 2021-22 term): 2022-23 Academic Year

Date Submitted: November 30, 2022

In light of the impact of the Covid-19 pandemic over the prior academic year, we ask that you follow the following guidelines when completing the 2022 Town Gown Report:

- When providing enrollment data from the Fall 2021 or Spring 2022 terms, report the student population who would ordinarily have been enrolled in on-campus educational programs, even if those students did not attend classes on campus due to the pandemic.
- When providing student housing data from the Fall 2021 or Spring 2022 terms, report only students who occupied Cambridge residences at some point during the term. We realize that the student housing figures for the 2022 report may have been substantially lower than typical.
- For employment figures include all employees who ordinarily work in Cambridge, even if they were working from home during the reporting period. Include employees with homes located outside the City of Cambridge. Report furloughed employees as though they still work regular hours, on the expectation that furloughed workers will be recalled. Exclude laid off employees from employment figures.

If you have any questions about how to apply these guidelines to your institution's specific situation, please contact Cliff Cook at [ccook@cambridgema.gov](mailto:ccook@cambridgema.gov).

**I. EXISTING CONDITIONS**

**Please provide the following information about the current conditions and population at your Cambridge campus.**

**Indicate any limitations to the data such as inability to collect data from all students enrolled at an institution.**

**A. FACULTY & STAFF<sup>1</sup>**

<i>Cambridge-based Staff</i>	2018	2019	2020	2021	2022	Projection <sup>2</sup> (2025)
Head Count:	78	82	90	103	105	115
FTEs <sup>3</sup> (if available):	_____	_____	_____	_____	_____	_____
<i>Cambridge-based Faculty</i>						
Head Count:	16	16	20	18	23	25-30
FTEs <sup>1</sup> (if available):	_____	_____	_____	_____	_____	_____
Number of Cambridge Residents Employed at Cambridge Facilities:	8	8	8	53	28	28-55

<sup>1</sup> Post-doctoral scholars are counted in the “Student Body” section. Do not include them in the “Faculty & Staff” section.

<sup>2</sup> Provide a projection of future employment using whatever time period your institution employs for this purpose. Specify the target year.

<sup>3</sup> "FTE" refers to Full Time Equivalent employees, which treats part-time workers as a fraction of a full-time position based on the number of hours worked per week.

<b>B. STUDENT BODY<sup>4</sup></b>	2018	2019	2020	2021	2022	Projection <sup>5</sup> (2024)
<i>Please provide the following statistics about your Cambridge-based student body:</i>						
Total Undergraduate Students:	158	293	171*	557**	612	1000
Day:	158	293	171	557	612	
Evening:	0	0	0	0	0	
Full Time:	158	293	171	557	612	
Part Time:	0	0	0	0	0	
Total Graduate Students:	897	951	500	765**	858	1200
Day:	897	951	500	587**	858	
Evening:	0	0	0	0	0	
Full Time:	897	951	500	587**	770	
Part Time:	0	0	0	178	88	100
Non-Degree Students:	0	0	0	0	0	0
Day:	_____	_____	_____	_____	_____	
Evening:	_____	_____	_____	_____	_____	
Total Students Attending Classes in Cambridge (inclusive of all categories above)	1,055	1,244	671	1,322	1,470	2300
Post-Doctoral Scholars	0	0	0	0	0	0

Number of Cambridge resident Undergraduate Applicants Accepted  
During 2021-22 Application Cycle: 4

\*Hult launched an undergraduate program and campus in Massachusetts in 2018. Total student enrollment projections are still preliminary; however, we anticipate approximately 1,000 total undergraduate students within 3-5 years.

\*\* In the 2020-21 Academic Year (AY), Hult International Business School launched a new “Limitless Learning” program, allowing students to choose either an in person, on campus instruction or access to classes remotely (either for a limited period while waiting for authorization to come to campus or for the entire academic year). Data reported for 2021 represents only students attending classes in-person. Our AY 22-23 outlook on virtual offerings encompass the 88 part-time graduate student data above. Of those 88, we anticipate all of them on campus in-person for January 2023 pending visa approval(s). Future iterations of Limitless Learning are still being discussed for AY 23-24.

<sup>4</sup> Include all non-degree students enrolled in day or evening classes, such as persons taking Harvard Extension classes.

<sup>5</sup> Provide a projection of future enrollment using whatever time period your institution employs for this purpose. Specify the target year.

<b>C. STUDENT RESIDENCES</b>	2018	2019	2020	2021	2022	Projection <sup>6</sup> (2025)
<i>Number of Undergraduate Students residing in Cambridge:</i>						
In dormitories:	_____	178	76	237	258	400
Number with cars garaged in Cambridge <sup>7</sup> :	_____	1	0	2	2	2
In off campus affiliate housing <sup>8</sup> :	_____	_____	_____	_____	_____	_____
In off campus non-affiliate housing:	85	115	120	320	354	200
<i>Number of Graduate Students residing in Cambridge:</i>						
In dormitories:	_____	_____	251	180	242	200
Number with cars garaged in Cambridge <sup>4</sup> :	_____	3	3	2	2	3
In off campus affiliate housing <sup>8</sup> :	_____	_____	_____	_____	_____	_____
In off campus non-affiliate housing:	415	700	207	527	616	100

910

<sup>6</sup> Provide a projection of future student housing using whatever time period your institution employs for this purpose. Specify the target year.

<sup>7</sup> *Cars Garaged in Cambridge* refers to any car kept in Cambridge by a student residing in a college or university dormitory.

<sup>8</sup> *For the purpose of this report*, affiliate housing is defined as other housing owned or leased by the institution that is available only to members of the academic community. *Affiliate housing does not include either dormitories* or housing available for rent to persons who are not affiliated with the institution.

**D. FACILITIES & LAND OWNED**

Provide a map of all real estate owned in the City of Cambridge. Categorize properties by use as appropriate (e. g., institutional/academic, student activities/athletic, dormitory/nontaxable residential, investment, etc.). Indicate publicly accessible open space. (Section VIII, Map 1):

	2018	2019	2020	2021	2022	(2025)
Projection <sup>11</sup>						
Acres:						
Tax Exempt	_____	_____	_____	_____	_____	_____
Taxable	_____	_____	_____	_____	_____	_____
Number of Buildings: (include both taxable and tax-exempt buildings)	_____	_____	_____	_____	_____	_____
Dormitories:						
Number of Buildings:	0	1	1	1	1	1
Number of Beds:	0	500	500	500	500	500
Size of Buildings (gross floor area):	_____	_____	_____	_____	_____	_____
Institutional/Academic	113,812	113,812	113,812	113,812	113,812	113,812
Student Activities/Athletic	_____	30,000	30,000	30,000	30,000	30,000
Dormitory/Nontaxable Residential	_____	_____	165,200	165,200	165,200	165,200
Commercial	_____	_____	_____	_____	_____	_____
Taxable Residential	_____	_____	_____	_____	_____	_____

<sup>11</sup> Provide a projection of facilities using whatever time period your institution employs for this purpose. Specify the target year.

**Parking**

This section refers to parking spaces maintained in Cambridge only. Provide figures for all Campus facilities in Cambridge; do not include spaces owned or leased in other communities. Include additional information as necessary.

Number of parking spaces maintained for students (include resident and commuter parking): 5 (for students with specific health or safety circumstances)

Number of parking spaces maintained for faculty, staff and visitors: 65

**Housing** (Do not include any information about dormitories in this table.)

N/A

**Property Transfers:**

Please list Cambridge properties purchased since filing your previous Town Gown Report:

N/A

Please list Cambridge properties sold since filing your previous Town Gown Report:

N/A

Please describe any planned dispositions or acquisitions:

N/A

**E. REAL ESTATE LEASED**

Please attach to the report both a table and map indicating of all real estate leased by your educational institution within the City of Cambridge (Section VIII, Map 2). Include the following for each lease:

- Street address
- Approximate area of property leased (e. g., 20,000 SF, two floors, entire building, etc.)
- Use (e. g., institutional/academic, student activities/athletic, housing, etc.)

If your institution does not lease any real estate within the City of Cambridge, you may omit this section.

<b>Building</b>	<b>Address</b>	<b>Approx. area</b>	<b>Use</b>
EFI (Hult Center)	1 Education Street	91,372 SF	Institutional/classroom
EFIII (Hult House)	10 Education Circle (previously North Point Boulevard)	153,031 SF	Institutional/dormitory
EFIV (Hult Point)	4 Museum Way (previously 17 Monsignor O'Brien)	25,000 SF	Institutional/classroom



**F. PAYMENTS TO CITY OF CAMBRIDGE:**<sup>12</sup>

	FY 18	FY 19	FY 20	FY 21	FY 22
Real Estate Taxes Paid	\$	\$	\$	\$	\$
Payment in Lieu of Taxes (PILOT)	\$ 628,047	\$ 705,267	\$1,259,806	\$1,457,685	\$1,446,829
Water & Sewer Fees Paid	\$3,071	\$164,037	\$137,071	\$137,071	\$182,552
Other Fees & Permits Paid	\$	\$	\$	\$	\$

**G. INSTITUTIONAL SHUTTLE INFORMATION**

Please include information about all regularly scheduled shuttle services operated by your institution within the City of Cambridge or between Cambridge and other municipalities:

The Hult campus is part of a transit oriented, mixed-use urban development in East Cambridge surrounded by public transportation, pedestrian and bicycle infrastructure and facilities. Hult is located within a half-mile walk of the MBTA Green Line (Lechmere and Science Park) and Orange Line (Community College) stations, MBTA bus lines, and the Charles River TMA EZ Ride Shuttle.

Hult continues to share a customized shuttle service with EF Education First, which transports employees and students to nearby MBTA stations (Community College, Lechmere, and Kendall Square). This customized shuttle further enhances the opportunity for employees and students to utilize public transportation. Pedestrian and bicycle access to the campus are provided via Museum Way and North Point Boulevard which contain sidewalks, crosswalks and bike lanes.

<sup>12</sup> Fiscal Years for the City of Cambridge begin on July 1 and end on June 30 of the following year. For example, FY21 for the City of Cambridge includes the period from July 1, 2020 through June 30, 2021.

## II. FUTURE PLANS NARRATIVE

Established in 1964 in Cambridge, Massachusetts as the Arthur D. Little School of Management, the school initially served as an extension of Arthur D. Little's consulting business to train managers in developing countries. With the demise of Arthur D. Little in 2003, school leadership sought more sound financial footing and approached Mr. Bertil Hult, founder of the world's largest privately held education company, EF Education First, whose U.S. headquarters is in Cambridge, MA. Mr. Hult agreed to support the school and it was renamed "Hult International Business School."

In 2007, the school's leadership team embarked on a bold strategy of establishing Hult as the world's first truly global business school. This strategy was aimed at differentiating the school relative to its competitors and carving out a position that built on its historical Arthur D. Little legacy of educating international managers. Over the past thirteen years, the school has expanded from its origins in Cambridge, Massachusetts, to include campuses in London, Dubai, and San Francisco as well as rotational campuses in New York and Shanghai.

Since 2018, Hult has been accredited by the three most prestigious international accrediting bodies – AACSB, EQUIS, and AMBA – making the institution the first U.S. business school to receive this "triple crown" accreditation status.

### STRATEGIC AND LONG-TERM PLANNING

As noted in other parts of this report, the most significant strategic expansion of Hult's footprint in Cambridge occurred recently with the opening of the 500-bed Hult House residence hall and the renovation of the Hult Point academic building in 2019 – both with an aim to welcome more undergraduate students to the campus. In Fall 2022, Hult launched a new BBA program which is focused on developing core human skills and learning through practical challenge-based projects. Hult expects the undergraduate population to max out at about 1,000 students annually starting in 2024. If the undergraduate enrollments continue to grow beyond that, the plan would be to utilize more space in the Hult Center building and shift more graduate programs to our San Francisco campus where Hult has more excess real estate.

To fulfill our mission to be the world's most relevant business school and respond to a growing market seeking flexible online degree options, Hult launched an Online MBA program in Spring 2022 and further innovations to this program are underway for the April 2023 intake.

Considering these trends and Hult's strategic investments in on-line programs, Hult expects the Cambridge campus will evolve to an equally balanced yet steady undergraduate and graduate campus of around 2,300 students over the next decade with no requirements for further campus expansion or development.

Regarding the effects of the pandemic on the "future of work," Hult successfully implemented a hybrid work approach in Fall 2022 which gives staff with roles that can be performed from home the choice to do so two days each week.

- *Describe current efforts and future to integrate Hult's student body into the wider Cambridge community. Because Hult has an unusual program, involving*

*six-month rotations at different campuses, the school may need to take a more innovative approach to meet the housing needs of students.*

### Housing Needs

Detailed further in the Housing section on page 12, Hult operates a 500-bed dormitory, with no plans to establish any others. Our student population who are not living on campus (970), seek the most affordable and ease of lease flexibility given the option of students ability to rotate during May-August. Similar to other institutions nearby, the academic core takes place September through May. Summer rotation takes place for 3 months until graduation. Yearly, Hult collaborates to post vetted local lodging options to the population, including private residences amongst Kendall Square, Harvard area, and Cambridge Crossing properties. We see a majority of our student population seeking options with rental rooms vs apartments, and/or 2 to 4 students in an apartment option to cut down on cost.

### Community Engagement

Hult has become increasingly more involved within the Cambridge community, amongst our peer institutions and our 100+ clubs and student organizations who are competition in similar case competitions, and collaboration on hosting smaller event space at Hult or MIT. Our new academic curriculum also involves external projects, guest speakers, and community wide effort to network with local non-profits and entrepreneurs in the Boston/Cambridge area to engage with the students.

In addition, Hult has bridged a working relationship along-side DIVCO West (Project management company of Cambridge Crossing). DIVCO and Hult have recently met to establish use of Hult's 3 campus buildings in efforts to support area-built business' to rent and utilize auditorium, function, restaurant, bar, and office/team room space options, if needed. On December 8<sup>th</sup>, DIVCO will be hosting their annual global meeting at Hult Center.

## **DIVERSITY, EQUITY & INCLUSION**

Hult is an internationally diverse school with students from 140+ countries and the top country representing only 10% of the student body. Attending a class at Hult can feel like walking into the United Nations.

We are committed to creating an inclusive environment that promotes equality of opportunity for everyone in our global community. The diversity of our student population, staff and faculty is a strength and a defining feature of the school. We value that every individual is unique, and everyone has different beliefs however we expect every student, staff, and faculty member to treat each other with dignity and respect. Every member of the Hult global community should be free to be themselves. The school strives for zero tolerance of stereotyping, discrimination, victimization, or harassment. Hult aims to model a business where differences are not just respected but valued and celebrated.

To create a welcoming, inclusive community the school has integrated Diversity, Equity, Inclusion, and Belonging (DEIB) in all our programs and processes and with the following goals:

- Provide visible leadership to advance diversity, inclusion, equity, and belonging throughout the organization
- Ensure a fair and equitable organization by adapting our policies and ways of work to increase inclusion, transparency, and accountability
- Create a shared culture and inclusive community based on respect, dignity, and value for diversity
- Promote inclusive teaching and learning resulting in Hult graduates that bring a similar approach to their organizations

A non-exhaustive list of recent initiatives taken to advance towards these goals include:

- The forming of affinity groups to increase belonging and provide a feedback loop to the institution
- The promotion of events throughout the year that not only celebrate under-represented groups but that educate on the lived experiences of different identities
- Revised staff grievance procedures including implementing a 3<sup>rd</sup> party complaints and feedback “hotline” so staff, faculty, and students can safely report misconduct of any kind – anonymously if preferred
- Organized mandatory DEIB training for all staff and students across Hult’s global campuses
- Organized DEIB-related workshops for undergraduate and postgraduate students
- Mandated that DEIB-related content be included in materials for each course.

As described below, Hult’s undergraduate program leadership has also sought to increase the socioeconomic diversity of our student body through the Hult Scholar Grant, a program offering full-tuition scholarships for high-achieving students with significant financial need with a goal of providing these scholarships to 10% of the student body each year. To engage local students in this program, Hult recruiters have collaborated with staff at Cambridge public and charter high schools to identify students who may be interested in this program and support them through the admissions process.

## **HOUSING**

As noted above, Hult opened its 500-bed Hult House residence hall in 2019. Hult House is currently operating near capacity and plans to address the housing needs of our student community will be fulfilled by encouraging both undergraduate and graduate students to book their accommodations at Hult House. As demand for Hult House accommodation meets capacity, we anticipate that additional graduate students and undergraduate upperclassmen will seek accommodations in the local housing market, both in Cambridge and in surrounding communities.

The majority of Hult Boston faculty commute to work by public transportation and some instances driving via carpool or single occupancy vehicles; faculty who live outside of commuting distance or who are brought to teach in Boston from other campuses are housed in local hotels within walking distance of campus.

Hult does not collect information on employees’ housing demand and/or unmet need for housing.

## **PANDEMIC RESPONSE**

### **Testing/Tracing/Reporting**

Hult Boston established local Cambridge Public Health, CIC, and State of MA contacts and ongoing relationship throughout the 2020-2022 timeframe to report testing outcomes, alignment on contact tracing efforts, and on-going data collection. Throughout the pandemic, Hult has remained open. As of today, Hult Boston continues to test locally on campus.

From 2020-2022 Academic Year(s), and continued presently, Hult International Business School launched a new “Limitless Learning” program, allowing students to choose either an in person, on campus instruction or access to classes remotely (either for a limited period while waiting for visa travel authorization to come to campus or for the entire academic year).

Throughout Fall 2020-Spring 2020 campus numbers ranged 420-500 in person, 500 virtual. Fall 2021, 1249 in person, ~125 virtual. As of Fall 2022, we have roughly ~1400 of the total 1600 students in person.

Approach to the pandemic was seen in a few iterations throughout 2020-2022.

#### **Fall 2020**

Testing community of staff, faculty, students with nose swab PCR testing in collaboration with CIC and administered by Cataldo on campus to an in-person community of 420 members. Institution stayed open during pandemic, along with residence hall. Hult yielded a <1% positive campus COVID rate. Enacted testing requirements of all students, and contact tracing internally on campus.

#### **Spring 2021**

Testing community of staff, faculty, students continued with PCR testing through Mirimus labs, salvia testing, for community of 420 with testing cadence of once a week. Continued to yield a <1% positive campus COVID rate.

#### **Summer 2021**

Employed vaccination campaigns for campus community yielding an 84% vaccination rate by July 2021. Continued testing students rotating to campus who were non-vaccinated or had showcased symptoms.

#### **Fall 2021**

Global Hult intuitional requirement established for community members to be vaccinated by November 19<sup>th</sup>, 2021.

Hult has an in-person learning community on campus of 1,322 students, 103 staff, and 49

faculty. Additionally, continued testing through rapid antigen testing on campus for all non-vaccinated or those showcasing symptoms.

Hult also partnered with Health Alliance to host 6 on-campus vaccine clinics which provided 180 of our students COVID vaccines over two months.

As of November 19, 2021, Hult Boston has a 99% vaccination rate, with 14 medical or religious exemptions, to which we are testing these exemption students (14) weekly.

Throughout all iterations of COVID in 2020-2021 semesterly, we have internally required mask-wearing in all campus buildings, classrooms, common spaces, and residence hall to reduce transmission levels.

### **Spring/Fall 2022 through 2023**

Globally, we initiated stricter vaccination requirements to enter campus, those being vaccinated, plus a booster dose. We encourage the current Fall 2022 booster dose to students, along with the Flu shot, but do not require it. We intend to keep this standard for Spring 2023 as well to enter campus. Our vaccination rate is 99%.

We have partnered with CVS to offer Fall 2022 and Spring 2023 Flu and COVID Vaccine clinics to the campus community, yielding 25% of population utilizing the resource.

### **Building & Facilities**

1. Lastly, to protect our community further, Hult invested in ventilation and filtration upgrades, completed August 25<sup>th</sup>, 2020 comprised of:

UVC Installed into Air conditioning ducts across all Hult buildings

- i. UVC destroys airborne viruses and bacteria that circulate through an HVAC system. The recirculating air in HVAC systems creates redundancy in exposing microorganisms to UVC, ensuring multiple passes so the light energy is effective against large quantities of airborne microorganisms.

MERV 8 Filtration Installed across Hult Point and Center

- ii. Additionally, each classroom door is propped for additional air flow
- iii. Outside air is ventilated through at a rate of every 15minutes through air ducts

## **SUSTAINABILITY & RESILIENCY PLANNING**

Since 1996, when EF first broke ground at North Point, EF and Hult have been committed to building its properties with a number of energy efficiencies and environmental sustainability components in mind. As an owner/operator, it is in our own best interest to keep energy costs low and to continue to find ways to improve our energy use. Our goal is to be as carbon neutral as possible in our operation of our buildings.

Hult Center (One Education Street) was constructed prior to the modern-day LEED certification program, but still put a number of environmental sustainability initiatives into action. In 2006, EF won the Cambridge Green Cities Award for reducing its energy costs by \$1,000,000 annually in this building. Since its renovation in 2013, the entire Hult Center (including the garage and restaurant) has been fitted with LED lights, water reduction measures in the toilets and fountains, and light harvesting systems. “Little Lingo” restaurant uses biodegradable materials and has a robust composting and recycling program on-site.

Hult Point (17 Museum Way) was renovated in 2017 to incorporate LED lighting and more efficient mechanical systems.

With respect to Hult House (10 Education Circle), despite the requirement to only build to a LEED Silver level, EF agreed to design the building to a LEED v4 Gold standard per the request of the City of Cambridge. Specifically, with respect to water conservation, the site was designed to meet the 95th percentile of local rainfall events using low-impact development (LID) and green infrastructure, and the building doesn’t use any potable water for landscape irrigation. Regarding lighting, Hult House has LED lighting throughout the building as well as lighting control sensors. The perimeter areas of the public spaces contain local daylight harvesting controls that automatically dim or turn off lighting fixtures based on the available lighting levels of natural daylight. In addition, the project meets the uplight and light trespass requirements for exterior lighting, using the backlight-uplight-glare (BUG) method.

Hult House’s project site is above the flood elevation expected through 2100 and the building itself is resilient to likely flood elevations around the year 2100 coupled with the 100-year storm surge event. Hult House has designed stormwater management systems to mitigate the current 25-year design storm, which will aid in mitigating the more frequent and intense precipitation events expected through the year 2100. Based on the latest climate change evaluations available, the design of Hult House has been certified as resilient to flooding and precipitation change due to climate change.

With respect to sustainable transportation measures, EF and Hult boast a low 18% single-occupancy vehicle rate despite having a combined 2,000+ employees and hundreds of students who commute to the campus. We are very proud of our community’s commitment to multi-modal transportation as a majority of our staff and students walk, bike or take public transportation to campus. Throughout the EF and Hult campus, we have more than 340 long-term bike spaces and more than 80 short-term spaces. A majority of these are available for use by the public as well. Biking and walking infrastructure has been prioritized during the campus’ expansion over the years, and there is now a well-connected system of pathways that bring walkers/bikers from Boston to East Cambridge

through our campus' network. For those commuting to campus by bicycle share, Hult's Cambridge campus is home to one Blue Bike station (located at the intersection of Education Street and Education Circle). Please see Map 6 for reference.

Additionally, EF (Hult's partner institution through EF's founders and owners, the Hult Family) recently announced a significant investment in sustainability and regenerative travel. EF intends to become fully carbon neutral by 2031 and be historically carbon neutral at some point thereafter. EF will partner with the Eden Project to plant 3 million trees in 2021 as the first initiative under this broader sustainability campaign. The tree planting project will initially be focused in Africa where the project can also accomplish job-creating benefits in local communities.

In sum, EF and Hult have a long-term commitment to energy savings and environmental sustainability throughout its North Point campus, and we have every intention to continue this effort for the future.

### **III. PRECINCT PLANS, CURRENT PROJECTS & FUTURE DEVELOPMENT SITES**

N/A

### **IV. TRANSPORTATION DEMAND MANAGEMENT**

Hult follows the approved City of Cambridge PTDM plan for the EF – Hult campus.

Due to the COVID-19 pandemic, beginning in mid-March 2020 Hult's faculty and staff transitioned to remote work through August 2020, with limited staff and faculty returning to on-campus work in advance of the fall term (with those returning generally coming to campus on a part-time basis of 2-3 working days per week). Due to the decrease in employees commuting to campus, parking fees were waived for staff from April to December 2020.

As an institution, we continue to take steps to lower our SOV rate by promoting information regarding MBTA schedules and public transportation options to students, staff, and faculty, as well as information about EF's private shuttle bus to area MBTA stations to staff and faculty. Additionally, through our relationship with EF, employees are eligible to participate in Commuter Flexible Spending Accounts, enabling employees to utilize pre-tax dollars on public transportation and ride share services.

### **V. ANTENNA INSTALLATIONS**

N/A

### **VI. CONSTRUCTION MITIGATION**

N/A



## VII. RELATIONSHIP WITH CAMBRIDGE PUBLIC SCHOOL DEPARTMENT (CPSD)

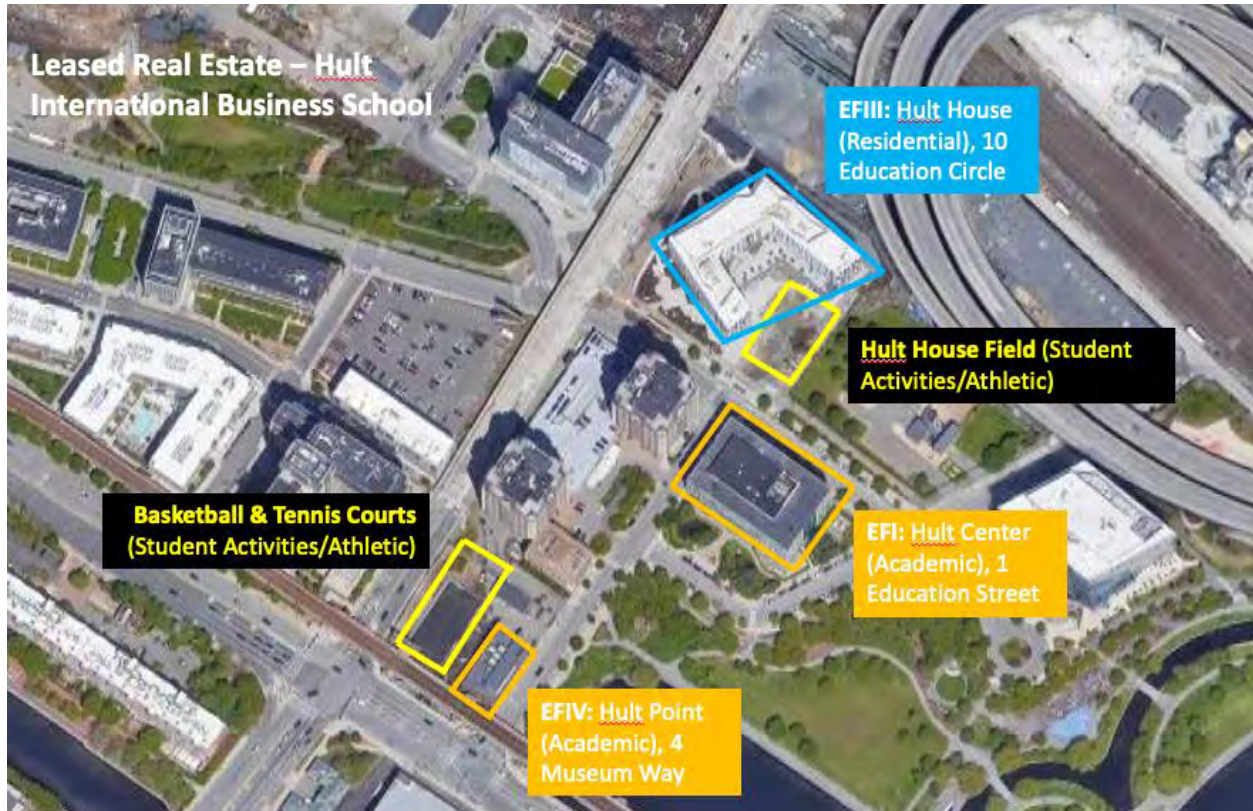
Since 2013, Hult has partnered with EF Education First and the City of Cambridge to run the EF Global Challenge, an annual program facilitated by EF Education First and the City of Cambridge at Cambridge Rindge and Latin School to help students learn 21st century skills, gain global competence and receive real-world experience in STEAM (science, technology, engineering, art and math). Hult International Business School students volunteer as mentors to help Cambridge students create actionable projects that can be implemented locally. Additionally, Hult faculty lead training sessions and seminars for the participants on our campus.

In the 2019-20 academic year, Hult’s undergraduate programs also launched the Hult Scholar Grant program, which offers full-tuition scholarships for high achieving students that have significant financial need. Recruiters for our Hult Scholar Grant program work alongside the public and charter schools in Cambridge to identify graduating Cambridge seniors who might be interested in pursuing a bachelor’s degree in business administration and help them through the admissions process. In the 2021-2022 academic year, 1 grant has been given to a now Undergraduate student. Hult has intended to prioritize increasing this number in coming academic years.

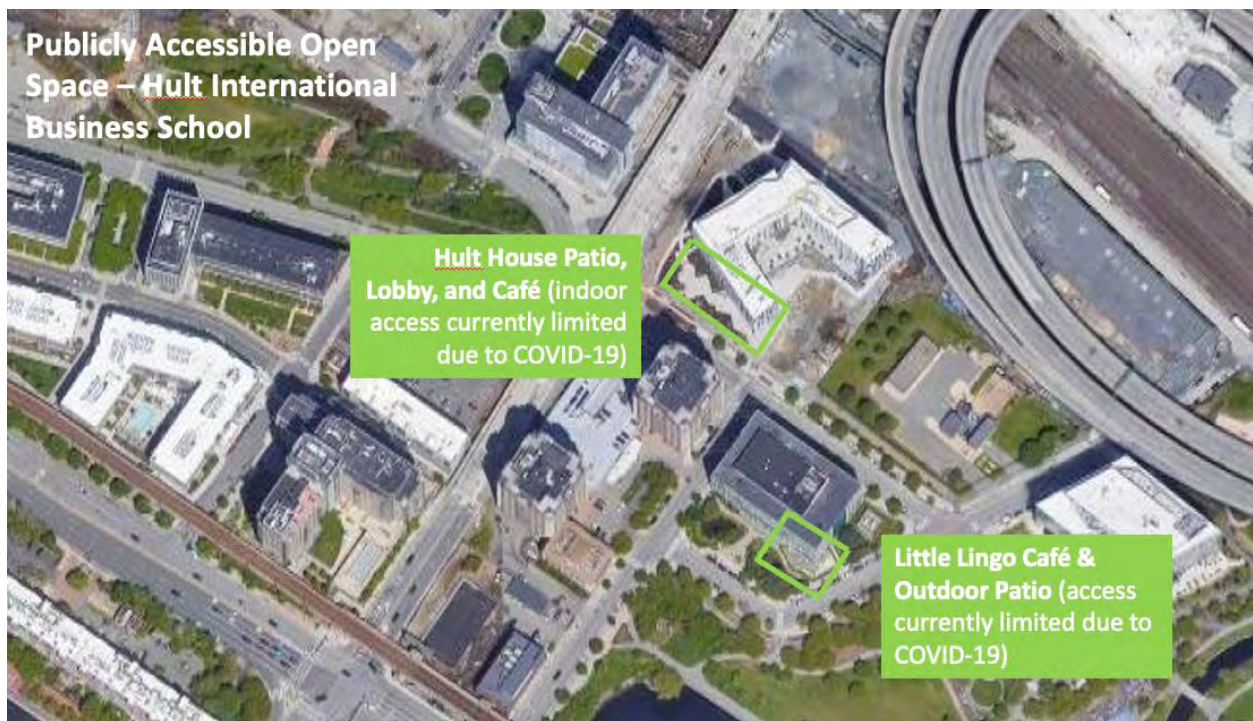
## VIII. MAPPING REQUIREMENTS

Please attach to the report maps of the following (these may be combined, as appropriate):

**Map 2:** Map of real estate leased. Categorize properties by use as appropriate (e. g., institutional/academic, student activities/athletic, housing).



**Map 1:** Map of all real estate owned in the City of Cambridge. Categorize properties by use as appropriate (e. g., institutional/academic, student activities/athletic, dormitory/nontaxable residential, investment, etc.). Indicate publicly accessible open space.



**Provide an update on current use and plans for 17 Monsignor O’Brien Highway.**

At the moment, our Hult Point building occupies 17 Museum Way. The backside of the building is home to a set of tennis/basketball courts (17 Monsignor O’Brien Highway). At the moment, Hult has no plans to utilize this space in any other capacity.