

PLANNING BOARD
FOR THE
CITY OF CAMBRIDGE

GENERAL HEARING
TUESDAY, FEBRUARY 7, 2023
6:30 p.m.

Remote Meeting
Cambridge, Massachusetts

Mary T. Flynn, Chair
Catherine Preston Connolly, Vice Chair
Louis J. Bacci, Jr.
Steven A. Cohen
H Theodore Cohen
Hugh Russell
Tom Sieniewicz
Ashley Tan

Community Development Staff
Iram Farooq, Assistant City Manager
Swaathi Joseph
Daniel Messplay
Khalil Mogassabi
Cliff Cook



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Harvard University	
Massachusetts Institute of Technology	
Lesley University	
Hult International School of Business	

P R O C E E D I N G S

* * * * *

(6:34 p.m.)

Sitting Members: Mary T. Flynn, Catherine Preston Connolly,
Louis J. Bacci, Jr., Steven A. Cohen,
H Theodore Cohen, Hugh Russell, Tom
Sieniewicz, and Ashley Tan

MARY FLYNN: Good evening. Welcome to the
February 27, 2023 meeting of the Cambridge Planning Board.
My name is Mary Flynn, and I am the Chair.

This meeting is being held remotely in accordance
with Chapter 107 of the Acts of 2022 signed into law on July
16, 2022.

All Board members, applicants, and members of the
public will state their names before speaking. All votes
will be taken by roll call.

Members of the public will be kept on mute until
it is time for public comment. I will give instructions for
public comment at that time, and you can also find
instructions on the City's webpage for remote Planning Board
meetings.

This meeting is being video and audio recorded and

1 is being streamed live on the City of Cambridge online
2 meeting portal and on cable television Channel 22, within
3 Cambridge. There will also be a transcript of the
4 proceedings.

5 I'll start by asking Staff to take Board member
6 attendance and verify that all members are audible.

7 DANIEL MESSPLAY: Louis Bacci, are you present,
8 and is the meeting visible and audible to you?

9 LOUIS J. BACCI, JR.: Present, visible, and
10 audible.

11 DANIEL MESSPLAY: H Theodore Cohen, are you
12 present, and is the meeting visible and audible to you?

13 H THEODORE COHEN: Present, visible, and audible.

14 DANIEL MESSPLAY: Steve Cohen, are you present,
15 and is the meeting visible and audible to you?

16 STEVEN A. COHEN: Present, visible, and audible.

17 DANIEL MESSPLAY: Tom Sieniewicz, are you present,
18 and is the meeting visible and audible to you?

19 TOM SIENIEWICZ: Present, visible, audible.

20 DANIEL MESSPLAY: Hugh Russell, are you present,
21 and is the meeting visible and audible to you?

22 HUGH RUSSELL: Present, visible, audible.

1 DANIEL MESSPLAY: Ashley Tan, are you present, and
2 is and is the meeting visible and audible to you?

3 ASHLEY TAN: Present, visible, and audible.

4 DANIEL MESSPLAY: Catherine Preston Connolly, are
5 you present, and is the meeting visible and audible to you?

6 CATHERINE PRESTON CONNOLLY: Present, visible, and
7 audible.

8 DANIEL MESSPLAY: And Mary Flynn, are you present,
9 and is the meeting visible and audible to you?

10 MARY FLYNN: Present, visible, and audible.

11 DANIEL MESSPLAY: That is all members present,
12 which constitutes a quorum.

13 MARY FLYNN: Great. Thank you very much Daniel,
14 appreciate it.

15 * * * * *

16 (6:34 p.m.)

17 Sitting Members: Mary T. Flynn, Catherine Preston Connolly,
18 Louis J. Bacci, Jr., Steven A. Cohen,
19 H Theodore Cohen, Hugh Russell, Tom
20 Sieniewicz, and Ashley Tan

21 MARY FLYNN: The first item this evening is an
22 Update from the Community Development Department, and I ask

1 that you please also introduce Staff that are present at the
2 meeting now.

3 DANIEL MESSPLAY: Thank you, Chair Flynn. I'll be
4 doing the CDD Update tonight. So I'm Daniel Messplay,
5 Senior Manager in the Zoning and Development Division.

6 I'll quickly introduce the other Staff at the
7 meeting. So with me here tonight also from the Zoning and
8 Development Division, we have Swaathi Joseph, our Zoning
9 Project Planner.

10 Also from CDD, we have Iram Farooq, Assistant City
11 Manager for Community Development; Khalil Mogassabi, our
12 Deputy Director and Chief Planner for Community Development;
13 Cliff Cook, our Senior Planning Information Manager; and I
14 believe that's the Staff at the meeting.

15 So tonight we've got our Town Gown meeting.

16 Next week we'll have a public hearing on a
17 cannabis retail store at 1730 Mass Ave and a Minor Amendment
18 request for 1 Leighton Street.

19 As of now, there is no planned Planning Board
20 meeting for February 21 because of the President's Day
21 Holiday. But we'll be rounding up the month with a meeting
22 on the twenty-eighth to discuss a Formula Business Special

1 permit for 425 Mass Ave, and a continued public hearing for
2 23 Reed Street.

3 The last thing I wanted to note is that we do have
4 a call for members for Planning Board that's been posted on
5 the City -- posted by the City Manager's Office. There is
6 some general information on the City's webpage about that.

7 So we just ask that if there are folks that are
8 interested in potentially becoming a Planning Board member
9 to please take a look at that, and you can either apply
10 online using the City's online application system, by
11 selecting, "Planning Board" in the list of current vacancies
12 and then clicking the word, "apply."

13 But there are also paper applications available in
14 the City Manager's Office at City Hall.

15 And that concludes the CDD update, so I will turn
16 it back to the Chair.

17 MARY FLYNN: All right. Thank you very much. Are
18 there any questions from Planning Board members?

19 [Pause]

20 All right. Not seeing any, so we will move on,
21 then.
22

* * * * *

(6:38 p.m.)

Sitting Members: Mary T. Flynn, Catherine Preston Connolly,
Louis J. Bacci, Jr., Steven A. Cohen,
H Theodore Cohen, Hugh Russell, Tom
Sieniewicz, and Ashley Tan

MARY FLYNN: The purpose of today's meeting is to
hear the Annual Town Gown presentations from the City's
major institutions of higher education.

Harvard University, the Massachusetts Institute of
Technology, Lesley University and Hult International School
of Business have each submitted Town Gown Reports, which
were provided to the Planning Board, Planning and are
available online.

The Board will hear brief presentations from the
four institutions on their report, followed by public
comment. After that, the Board will have the opportunity to
ask questions, both to the institutions and Staff, and
discuss the reports.

At the end, the Board can decide whether to submit
comments to the City Council if we so choose, or we can make
suggestions which will be included in future Town Gown

1 Reports.

2 And we're going to begin this morning with Cliff
3 Cook from CDD, who will provide a brief introduction.
4 Cliff?

5 CLIFF COOK: Thank you, Chairman -- Madam Chair.
6 I have a presentation that I'm going to switch to now. So
7 bear with me a little bit. Hopefully technology will be
8 with us. Share Screens.

9 Is the presentation visible to people?

10 [Pause]

11 No. No it's not.

12 MARY FLYNN: No.

13 CLIFF COOK: Okay. Try a different screen.

14 MARY FLYNN: Now we can see it.

15 CLIFF COOK: Okay. How's that?

16 MARY FLYNN: Yeah, this is -- there we go. That's
17 perfect.

18 CLIFF COOK: Fullscreen now?

19 MARY FLYNN: Mm-hm. Fullscreen. Thank you.

20 CLIFF COOK: You're welcome. Sorry for the delay
21 there. So as those of you who are involved with the Town
22 Gown know, part of the Report involves a collection of a

1 series of statistics from the schools about employment,
2 students, facilities and other topics.

3 So we're going to be running through some of the
4 trends we've seen in that data over the last two years. So
5 the primary categories that we talked about are employees,
6 students, facilities, land ownership, housing, taxes and
7 fees.

8 There were some Reports prior to 2000 -- that I
9 think the topic would be consistent data reporting in a
10 consistent manner. That's why we're starting here.

11 So quick history of Town Gown: The Town Gown --
12 sorry, the Town Gown process comes out of the 1991 Vantage
13 Report for community relationships.

14 There were a number of recommendations in that
15 report, many of which pertain to topics we will deal with
16 tonight, such as police issues or, you know, things of that
17 order.

18 But there were -- there was also a recommendation
19 that the school provide an annual report about their plans
20 to the schools. And that's what we were talking about here.

21 The first report occurred for 1997, to the best of
22 my knowledge. There may have been means of earlier

1 reporting, but it's nuclear. So the schools that were
2 reporting at that time -- included Cambridge College,
3 Harvard University, Lesley College, and Lesley College and
4 MIT.

5 Brief timeline: In '98 Lesley merged with the Art
6 Institute of Boston. In 2000 it became Lesley University.
7 In 2014, the Hult International School of Business joined
8 the Town Gown Reporting process voluntarily.

9 In 2016, the last report was by Cambridge College
10 prior to their move to Charlestown. And here we are today
11 with the 2022 report, the twenty-sixth Annual Report.

12 Starting with the land owned by the universities,
13 in total it's increased from 441 acres to 490. 344 nontaxed
14 acres to 322. The nontaxed acres peaked a few years ago, in
15 2008 and 2011 roughly. And they declined a little bit since
16 then.

17 This does not include Volpe and does not -- I'm
18 not sure that it includes all property where a ground lease
19 is the only; the only thing that's known as a ground lease.
20 So there may be some minor tweaks around the edges there.

21 So just looking at where it is, this is the map in
22 2006. I'm just flipping through a map in 2022. Let's go

1 back and forth again. Not a lot of huge changes. Not a lot
2 of.

3 We notice a few things: You can see that Lesley
4 has expanded into the former Episcopal Divinity School
5 Campus west of Harvard Square. Hult, their buildings and
6 facilities are shown here. They're owned by EF Corporation,
7 and they're used by Hult.

8 There's been some expansion by MIT Investment
9 Property in the Lower Cambridgeport. Those are probably the
10 most notable ones. There's been other minor changes along
11 the edges. But, you know, overall, the campuses roughly are
12 where they were a few years ago.

13 In terms of gross floor area, there's been a
14 steady increase -- about 600,000 square feet per year on
15 average from 25- to 38 million square feet. It's hard to
16 pull apart tax and nontax, because a number of buildings
17 have both uses in there. So I did not attempt to do that
18 here. But, you know, the bulk of this is probably nontaxed.

19 So payments to the City: So I'm showing recession
20 years in gray. And they'll turn up in a couple other
21 charts. So it's been a story of steady increases from
22 roughly 23 million to 127 million dollars in 2022.

1 So the volume now has grown by more than five
2 times. 7.7 percent compoundable rate. Really not affected
3 by recessions much, if at all. A little bit from the Great
4 Recession in 2008 or so, but even there it was not a dip,
5 just really a slowdown.

6 The lion's share of the funds come from MIT; of
7 the \$124 million, \$104 million come from MIT in the past
8 year.

9 Staff and faculty employed: So here the numbers
10 are full-time equivalents, just to ease comparability
11 between different employers. So it's not exactly head
12 count, but it will be close.

13 But overall, the trend is -- you'll see a rise
14 from 16- to 22.5 thousand employees. Currently about 22.5,
15 about 1000 less than the peak in 2019. Absolute growth of
16 that period of about 6600 or 300 a year. 91 percent of the
17 growth was Staff.

18 A little long-lasting effect of recessions are
19 outsourcing. We tend to see those effects actually after
20 the recession occurs than during the recession,
21 interestingly. Even during the Great Recession, we didn't
22 see a dip until 2010 to 2011.

1 So Staff and faculty residing in Cambridge: So
2 the change over the period is about 2700 -- about 125 a
3 year, roughly doubling. Now, most of that happened in the
4 earlier period -- you know, up through 2008. And at that
5 point, things really plateaued.

6 And then 2019 -- 2018 so they really began to
7 decline by a reflection of housing costs.

8 Surprisingly to me, we saw an increase of 500
9 workers living in Cambridge from 2021 to 2022. I'm not
10 quite sure what to make of that. Just not -- definitely not
11 something I expected overall.

12 But worth noting that 3.3 percent of the overall
13 population in 2000 were institutional employees and, you
14 know, a little bit less in 2020.

15 So looking at postsecondary students by school,
16 the gain over the period is about 10,000 or about 460 a
17 year. There was a pretty rapid rise in 2010. And then it's
18 been relatively stable since then and in the 44- to 46
19 thousand range. Currently down a little bit, but that may
20 have to do with an anomaly in counting I'll talk about
21 later.

22 The biggest growth is at Harvard -- about 6600

1 students: a 32 percent increase over the period. I think o
2 that's mostly Extension students, but by no means all. The
3 highest rate of increase is Hult, which grew from 200 to
4 roughly 1500 students or a seven times increase, about 8.8
5 percent compounded rate.

6 MIT had the slowest increase over the period --
7 about 1600, about 16 percent. No, I'm sorry. Not nothing,
8 but not comparable to the other schools here.

9 Cambridge College dropping out in 2016 really
10 didn't have much of an effect on the overall trajectory of
11 the student population here.

12 At Lesley, it's worth noting there was a
13 noticeable drop there. Lesley's enrollment in the
14 regranting (sic) problems has been pretty stable all along,
15 even after the merge with the Art Institute of Boston, the
16 numbers are really about the same.

17 The big drop in the past was -- it was a 2300
18 student decrease in nondegree students. And I'm not quite
19 sure why that happened. It may be -- may be -- may be due
20 to some programs migrating online to online fully. There
21 was a lot of turnover in the Staff -- from Lesley's report
22 this year, which -- you know, presented some challenges for

1 them and perhaps they just counted things in a different way
2 as a result.

3 So we're going to look at different kinds of
4 students overall. So again, recession years are shown. You
5 can see how typically in and around a recession, we get an
6 increase in student body.

7 So the biggest number of students are graduate
8 students, sort of belying our reputation as an undergraduate
9 haven -- it's really graduate students that are driving the
10 universities here.

11 Undergrads, you can see -- you know, roughly
12 stable. Some decline in recent years, decline in recent
13 years, but then it's popped back up.

14 And that will be interesting to look at, because
15 as you may know, demographically there's going to be a big
16 drop in the number of people matriculating into college from
17 high school in the coming years, and whether or not that's
18 going to have an effect is going to be interesting to see.

19 Given the reputation of our schools, I tend to
20 think not, but one does not know. The effect may be more on
21 the application side than in the enrollment side. It's hard
22 to know.

1 So, let's see. Over the period, the greatest rate
2 of change is in the grad student population, roughly 6200
3 more grad students, some 38 percent more. Most of the
4 increase took place before 2011. It's been relatively
5 stable since, in the 22,000 range. Though in 2022 it got to
6 the highest number ever; 22,800 graduate students.

7 Nondegree students dropped, as noted, by about
8 4000. So a lot of that was Lesley, but not entirely.
9 Harvard Extension had a very big drop in enrollment as well
10 over the past year.

11 Undergraduates, interestingly, bounced back after
12 the COVID recession and pandemic to their highest level
13 ever, as I mentioned. So.

14 So overall increases since 2000: Nondegree
15 students went up 27 percent, undergraduates 18 percent, and
16 graduate students 38 percent.

17 Okay. Postdocs who are nonstudents, they're
18 employees of the university, though they are in somewhat of
19 a different status than many others. As you can see, the
20 numbers tend to go up and down. The schools have indicated
21 to us that they may bias admissions toward -- you know, I
22 think "admissions"--quote, unquote-- towards postdocs when

1 they're unsure about the longevity of graduate student
2 funding.

3 There's been a big decline in the last couple of
4 years. It's a little bit hard to know, you know, what's
5 driving that. You know, is this a funding issue?

6 This could also be an Immigration question. There
7 was another meeting earlier today where they were talking
8 about population projections for the region, and saying
9 that, you know, the changes at Immigration with the prior
10 administration in Washington really have had a pretty severe
11 impact on our population projection for their coming decade.

12 And this maybe just one aspect of it that we're
13 seeing. I'm sure the schools could answer -- provide more
14 information on that if they were asked.

15 So I want to talk -- turning onto a few slides
16 about students and student housing and students living in
17 Cambridge. So here we've got the three types of housing to
18 look at -- dormitory housing, off-campus housing and
19 affiliate housing. So you can see into the numbers of each
20 of these, they're tracking by themselves. This doesn't
21 really tell you a whole lot.

22 And overall the numbers of dorms increased by 11

1 percent over the period. Off-campus housing doubled
2 roughly, and affiliate housing is at 37 percent increase.

3 But it's hard to make sense of this without
4 context, so let's start to add some context. So here
5 stacking the lines together. So you can see that in total
6 there was -- there were about 24,000 students living in
7 Cambridge in 2022. In 2000, there were about 18,000 so an
8 increase of roughly 6000, 32 percent over the period.

9 But again, it's a little bit hard to know what to
10 make of this without seeing the total enrollment, so let's
11 add that.

12 So there's total enrollment of degree-seeking
13 students. I'm not including non-degree students here,
14 because I wouldn't expect them to [indiscernible] interest
15 in living in Cambridge.

16 So overall, it sort of looks like the growth in
17 students living in Cambridge is tracking the growth in
18 degree-seeking students. But let's look a little more
19 closely and start looking at the rates of change of these
20 different groups.

21 So here, looking -- I've normalized rate of change
22 for the different types of housing to the rate of change in

1 the overall number of degree-seeking students. So the black
2 line, which is flat, is the number of degree-seeking
3 students. Whether that one is trending up or down doesn't
4 really matter.

5 In our case, it is trending up. We're just going
6 to look at how the people -- how -- change in relation to
7 the number of people that are seeking degrees here.

8 So looking at dormitories, we can say that they
9 have been feeling a bit behind. And that could be -- if you
10 look at the rate of growth, the rate of growth for people
11 living in dorms: 18 percent less than the rate of growth --
12 rate of change, I should say, is 18 percent less than the
13 rate of change for degree-seeking students.

14 Affiliate housing, stepping down, it's roughly
15 tracked currently, the number of degree-seeking students.
16 And by the way, you know, these lower numbers here are 2021
17 pandemic year; we all know what happened. It was an unusual
18 set of circumstances.

19 But you can see how the number of people living
20 off campus really has been increasing much faster than the
21 number of degree-seeking students overall.

22 So here going back to this, so I want to make a

1 few points here. So we're housing more students than we did
2 in the past, and you can see that just by the way these
3 lines are trending up as you move to the right.

4 A substantial number of students are not housed
5 here who might want to be. And that number has increased.
6 So roughly 11,000 at the beginning of the period; probably
7 13.5- now. What we don't know is how many of these students
8 would have an interest in living here. We don't know what
9 the unmet demand is.

10 So -- and then now, you know, but where we are
11 housing more students, what we're doing is we're relying on
12 the market to house them. So here I've combined all the
13 institutional housing, looked at all the numbers -- the
14 numbers that are, again, the number -- if you look at the
15 green line, that's the number that are housed in Cambridge,
16 roughly tracking the growth in degree-seeking students.

17 But the number that are living in institutional
18 housing has been falling behind, and the number living off-
19 campus has been increasingly picking up again. So.

20 And that's where I'm going to leave it. Just some
21 food for thought there. So.

22 And Madam Chair, I'll turn it back to you.

1 MARY FLYNN: Okay. Thank you, cliff. That was a
2 very interesting presentation, and I'm sure will be
3 questions later on.

4 Now we're going to turn to the first of the
5 university presentations, and that is going to be Harvard
6 University. The presentation will be led by Purnima Kapur.
7 We ask that you keep your presentation to 20 minutes, and
8 please intro the other speakers on your team. I will turn
9 it over to you.

10 PURNIMA KAPUR: Thank you, Madam Chair. Good
11 evening, Madam Chair and members of the Planning Board. My
12 name is Purnima Kapur and I'm the Chief of Planning and
13 Design for Harvard University.

14 We are very pleased to be here tonight to present
15 Harvard University's Town Gown Report. It is always a great
16 opportunity to share updates on Harvard's campuses, as well
17 as learn about initiatives from our neighborhood
18 institutions.

19 I am joined tonight by several Harvard colleagues,
20 who will be presenting: Alexandra Offiong, who's the
21 Director of Campus Planning Services; Heather Henriksen,
22 Chief of Sustainability; Dr. Sherri Charleston, Chief Equity

1 and Inclusion Officer; and Tom Lucey, Director of Community
2 Relations.

3 Tonight's presentation will touch on Campus
4 Planning and Projects, Campus Sustainability, Equity
5 Inclusion, Diversity and Belonging and Harvard's engagement
6 in the community, in that order.

7 Harvard's physical campus is closely aligned with
8 the university's academic and research mission. We view our
9 campus as a critical resource in furthering research and
10 innovation that seeks to address global challenges and to
11 advance new ideas for the common good, both locally and
12 globally.

13 As Harvard's recently named President-elect,
14 Claudine Gay, has stated, Harvard has a duty to be in
15 service to the world. In that spirit, our campus must be
16 connected, resilient, dynamic and foster academic excellence
17 and innovation that are the products of interdisciplinary
18 collaboration -- collaborative learning and research.

19 Amongst the foremost and critical global
20 challenges we face today is combating climate change, which
21 Harvard advances through our teaching and research, and our
22 sustainable campus buildings and operations.

1 Harvard is historically a residential community,
2 where the physical campus and community connections are
3 central to our teaching and to our research mission.

4 To support this, we are investing both in our
5 existing housing facilities as well as building new housing
6 capacity. Harvard's greatest asset is its people.

7 A university's commitment to an inclusive campus
8 involves policies, programs and physical changes to ensure
9 our visual culture reflects our diversity, and that our
10 campus is accessible and welcoming to all.

11 Harvard is also deeply invested in our local
12 community. As you all know, we are engaged in a myriad of
13 programs in Cambridge as a good neighbor, and as a community
14 supportive partner. We really value that partnership, and
15 continue to work to further it, as we support our academic
16 and research mission.

17 Through tonight's presentation, you will see how
18 our campus is a dynamic hub that continues to adapt to meet
19 the university's evolving needs and priorities.

20 With that, I'm going to turn it over to Alexandra
21 Offiong for an update on the Campus Planning and Projects.

22 ALEXANDRA OFFIONG: Thank you. Thank you,

1 Purnima. Good evening, everyone. I'm Alexandra Offiong.
2 I'm from Harvard University Planning and Design.

3 And I'm going to walk you through a snapshot of
4 Harvard's campus in Cambridge is of course where Harvard was
5 originally founded nearly four centuries ago. It's our
6 central hub and home to many of our schools and programs.
7 And it's also a core component of Harvard's regional
8 presence together with other campus areas in Boston.

9 Harvard's population in Cambridge is approximately
10 40,000 affiliates, and students make up more than two-thirds
11 of our population. We have about 21,000 degree candidates.
12 And Harvard continues to be the largest employer in the city
13 of Cambridge with over 12,000 Cambridge-based employees.

14 So we have a significant physical plant -- nearly
15 400 buildings that represent more than 16 million square
16 feet of space. This space is divided roughly into thirds
17 between academic space, residential space and support space.

18 So tonight I'm going to show you a few highlights
19 of our current university projects, and these represent
20 academic projects, housing projects and campus life.

21 So starting with our academic projects, Harvard is
22 currently renovating 60 Oxford Street. This is for the

1 Harvard Quantum Initiative in Science and Engineering.

2 This project will establish a new center for
3 Quantum Science teaching and research, and it will focus on
4 computing, communications, and sensing technologies. This
5 project is -- it's a highly sustainable reuse, and we are
6 targeting certification that is well beyond LEED Gold.

7 We are planning to renovate the undergraduate
8 teaching labs at the Science Center. So many of these labs
9 have been in service for 50 years, and just need to be
10 upgraded for best practices in teaching and lab safety.

11 So this project will prioritize hands-on (sic)
12 teaching, and it will reimagine spaces adjacent to the labs
13 to promote collaboration across the scientific discipline.
14 So this renovation is targeting LEED Gold.

15 So recently, Harvard completed a multiyear
16 reroofing project at Memorial Hall. And as you can see in
17 the photo, this building has a very distinctive and ornate,
18 multicolored slate roof.

19 The original tile pattern was very carefully
20 maintained through the project, and we were also able to
21 restore the cresting on the roof of Annenberg Hall, which
22 was an original building feature, but it was removed

1 actually in 1940.

2 So as a residential campus, Harvard houses nearly
3 all of our undergraduates on campus for four years. And we
4 are continuing our House Renewal Initiative to maintain and
5 improve those undergraduate dormitories.

6 Harvard also has an extensive portfolio of housing
7 for graduate students and other affiliates to provide
8 additional capacity and to take pressure off of the local
9 market, Harvard has several projects underway locally in
10 Cambridge and Allston that will add more than 500 beds to
11 this portfolio within the next few years.

12 So you can see all of the red buildings shown in
13 this map represent housing facilities on campus. So you can
14 see how much of our campus is actually devoted to
15 residential. It's about 37 percent of facilities.

16 The House Renewal Program is continuing at Adams
17 house in Harvard Square. This spring, we are finishing the
18 renovation of Randolph Hall, which is the second phase, and
19 we are gearing up to begin the third and final phase this
20 summer of Westmorly Court, which you can see in the photo,
21 and Russell Hall.

22 So these renovations, they exemplify Harvard's

1 historic preservation approach. The project also will
2 incorporate full accessibility to buildings and include
3 significant sustainability upgrades. And they will be
4 targeting LEED Gold.

5 We have nearly completed the reuse and renovation
6 of two new residential buildings for graduate students and
7 other affiliates at 13 Kirkland Place and 5 Sacramento
8 Street.

9 So both of these buildings will offer larger-sized
10 units for roommates or families and both of these projects
11 are super sustainable. They've been renovated to Passive
12 House standards.

13 So the University's also investing in the broader
14 life of the campus, including in the renewal of the Weld
15 Boathouse. So this project restores the building's historic
16 exterior. It also fully replaces the docks and improves the
17 overall accessibility and upgrades the training facilities
18 that support the rowing programs.

19 Just a few weeks ago, Harvard announced that Arrow
20 Street Arts, a new Cambridge non-profit, will renovate and
21 operate the arts spaces at 2 Arrow Street, which is
22 university-owned building in Harvard Square.

1 So this venue will have a black box theater, and a
2 street front studio. And these will be used for
3 performances and special events for theater and dance and
4 music and other arts events.

5 This will also be the home for Moonbox
6 Productions, which is an award-winning local theater. So
7 Harvard is just really thrilled that this new use will
8 continue the OBERON Legacy of contributing to the local art
9 scene in Harvard Square.

10 The -- looking at transportation, the travel
11 pattern of Harvard's commuting population are continuing to
12 evolve. Last fall, we conducted a survey of our commuters.
13 And the results showed that 37 percent are continuing to
14 telecommute. Another 52 percent were taking sustainable
15 modes to campus, such as walking, transit, biking. Only 11
16 percent were driving alone. So that's quite notable.

17 So our extensive commuter choice programs promote
18 think of sustainable commuting, and we are in the process of
19 tweaking those programs to provide more flexible options for
20 a dynamic workforce.

21 So across the River on the Allston campus, the
22 Science and Engineering Complex, the SCC as we call it, is

1 now fully up and running. You can see it in the lower right
2 corner of this photo.

3 This complex has been recognized as one of the
4 healthiest and most sustainable lab buildings in the world.
5 The opening of this building has allowed the much-needed
6 decompression of academic and research programs located in
7 the Science and Engineering buildings in Cambridge.

8 Harvard is in the permitting phase for a
9 developmental project in Barry's Corner that has two
10 components: Housing and the American Repertory Theater.

11 The proposed residential building is a 14-story
12 facility. It's -- as you can see, if you see the rendering
13 on the slide, it's the taller brick building. This
14 residential building will provide about 480 beds for
15 graduate students and other affiliates. And this is all
16 within walking distance to Harvard Square.

17 The proposed new home for the ART will be a
18 conveyance state-of-the-art facility with two new
19 performance spaces. And as the planning progresses for the
20 new ART in Allston, Harvard will be studying new academic
21 uses for the Loeb Drama Center in Cambridge.

22 Harvard's Enterprise Research Campus received

1 approvals last summer for its first phase of mixed-use
2 development. And that is slated to go to construction later
3 this spring.

4 The ERC will include residential space, office,
5 lab, a conference center, a hotel, as well as restaurant and
6 retail. So this is intended as a campus both to drive
7 innovation and as an inclusive and sustainable place to
8 live, work, and visit.

9 The Commonwealth of Massachusetts through its
10 Department of Transportation, Mass DOT, is continuing to
11 lead the I-90 Allston Interchange Project.

12 And Harvard is collaborating on this with the
13 state and city and many other stakeholders. This project is
14 envisioned as one that will improve regional mobility across
15 multiple modes, and it offers new opportunities to enhance
16 livability, connectivity and open space for the area.

17 So one of the critical transportation elements is
18 West Station, which Harvard strongly supports as part of the
19 overall planning.

20 So I think with that, that covers the high notes
21 on the campus. And I am going to hand it over to Heather
22 Henriksen to provide an update on Campus Sustainability.

1 HEATHER HENRIKSEN: Thank you, Alexandra. I'm
2 Heather Henriksen, Harvard's Chief Sustainability Officer.
3 And pleased to be with you this evening to provide the
4 Sustainability update.

5 So I'll start by just saying, tied to our mission,
6 we are working with our faculty and students on our
7 institutional sustainability strategy and vision, which is a
8 holistic and multidisciplinary approach to sustainability.
9 In short, our vision is to use the campus as a test bed for
10 solutions that lead to a more equitable society, with
11 healthier people and a healthier planet.

12 Our approach is to accelerate action and solutions
13 at the intersection of climate, equity and health. As an
14 example, our faculty advised us to have fossil fuel-free
15 goals, instead of carbon-free goals so we could focus
16 solutions on carbon, air and other pollution and equity
17 issues all caused by fossil fuels.

18 Goal Zero is our fossil fuel-free goal set in
19 February 2018 to address fossil fuel usage that is driving
20 climate change. These four buckets show how we get to Zero,
21 to Goal Zero. We are actively planning for Zero fossil
22 fuels powering our district energy system.

1 Secondly, 100 percent new renewable electricity.

2 Third, that we also have -- get zero fossil fuels
3 in our buildings, with fossil fuel infrastructure -- things
4 like boilers or kitchens, and 100 percent electric vehicles
5 for our fleet, which we are well on our way to, with a third
6 of our buses also being EV, as of 2021.

7 Our neutrality goal is a bridge goal to zero. We
8 will zero out our emissions by investing in new, renewable
9 energy and other projects that offset our carbon and health
10 impacts from fossil fuel use.

11 How we build is also through a holistic lens and
12 done very much with faculty and student advisors, as our
13 approach serves as a blueprint to establish how to address
14 climate as well as health, resilience and equity for a
15 holistic built environment.

16 Launched in 2016 with faculty from four graduate
17 schools, we defined, how do you address climate, health and
18 equity in the buildings? And then we have focused on our
19 supply chain to send a market signal grounded in science to
20 create safer products for all people in the planet.

21 Ultimately, this works seeks, for instance, to
22 create healthier spaces and address the real harms from

1 pollution created upstream, where for instance chemical of
2 concern like PFAS are created and put into building
3 materials as well as everyday consumer products that have
4 polluted our water and air.

5 And this academy is trying, again, to address
6 those issues holistically in our supply chain.

7 Next is Scope 3, our supply value chain emissions,
8 where in addition to help, we are very focused in particular
9 on embodied carbon for construction.

10 And again, this is a holistic approach that
11 focuses on working with, for instance, many stakeholders
12 like manufacturers, concrete mixers, structural engineers,
13 to source in that case concrete, for instance, that is
14 addressing large the embodied carbon, but isn't sacrificing
15 health.

16 Ironically, lower carbon is often achieved
17 currently with replacement materials generated from burning
18 fossil fuels. So again, we're trying to look holistically
19 at solutions to reduce our emissions in all of these
20 priority categories, and in particular in embodied carbon in
21 our built environment.

22 Harvard has a total of 31 solar voltaic -- solar

1 PD, photovoltaic projects. This amounts to 3 MW of
2 installed PD capacity that is producing the electricity
3 equivalent to 250 American homes for an entire year.

4 And lastly, I'll just end where I began, which is
5 our mission of research and teaching for global solutions on
6 Climate and Sustainability.

7 Last fall, Harvard launched the new Salata
8 Institute for Climate Sustainability with a \$200 million-
9 dollar gift focused on catalyzing research programs across
10 Harvard's 12 schools, and a vast community of scholars,
11 students, practitioners, and staff.

12 The Office for Sustainability in the Salata
13 Institute are collaborating in a number of ways. And this
14 is a tremendous new resource -- not just to Harvard, but
15 beyond to the City and others to really advise on local
16 solutions for global impact. Thank you.

17 I'm turning it over now to Dr. Charleston.

18 SHERRI CHARLESTON: Thank you. Hello, everyone.
19 It's wonderful to be back with you all this year to talk --
20 to speak with you during what I hope is a more -- a less
21 disruptive phase of COVID.

22 As you've already heard this evening, Harvard's

1 greatest resource and asset is really our human assets and
2 resources -- members of our community. And as such, we've
3 remained committed to championing and supporting inclusive
4 excellence. And by that, we mean fostering a campus culture
5 where everyone can thrive.

6 When we talk about inclusive excellence at
7 Harvard, it really means that we're working to create and
8 maintain a community that draws on the widest possible pool
9 of talent, to unify excellence and diversity -- one that
10 fully embraces all individuals.

11 We have an incredibly diverse community, and our
12 aspiration to achieve inclusive excellence moves beyond the
13 goal of simple, simply not discriminating, and toward an
14 embrace of the value that really flows from bringing the
15 diversity of experience and thought to campus, and all of
16 the rich forms of excellence that actually can flow from
17 that diversity.

18 Time today will not permit me to go into detail;
19 the about many of the things that we've been working on over
20 the course of the last few years.

21 But I will say in high-level summary, given our
22 structure, our team, the Office of Equity, Diversity,

1 Inclusion and Belonging, works in partnership with
2 University leadership and local university -- local school
3 leads, embedded with each of the schools, to advance our
4 overall core mission of research, teaching and learning.

5 The way that we do this is to try to facilitate
6 partnerships, connections, with the goal of serving as a
7 catalyst for our broader -- for our broader Diversity and
8 Inclusion initiatives, serving as a community builder, and
9 really working to embed Equity, Diversity, Inclusion and
10 Belonging goals into the fabric of the institution.

11 A few core initiatives that I'll talk about that
12 may be of interest: we are continuing with our inclusive
13 hiring initiative, which we launched a couple of years ago
14 in partnership with our colleagues in Harvard Human
15 Resources.

16 This inclusive hiring working group has been
17 working to develop sustainable guidelines and trainings on
18 compliant and inclusive hiring practices.

19 Secondly, we've launched a supplier, diversity
20 initiative. Working with Harvard Strategic Procurement and
21 University Construction Management Council, we are working
22 with purposefully considered BIPOC and female-owned firms in

1 external spending, procurement, and capital projects.

2 Of course, we've continued our Presidential
3 initiative on Harvard and the legacy of slavery. The
4 report that was issued last year has spawned a series of
5 recommendations.

6 We've now hired a new Vice Provost for Special
7 Projects, Dr. Sarah Bleich, who will be overseeing the work
8 going forward.

9 Of interest, last year we hosted a walking tour
10 through the Cambridge area, which included several Cambridge
11 landmarks and provided a wonderful opportunity to develop
12 connections with the broader Cambridge community.

13 These are just a few of the things that we've been
14 working on. And we've also, of course, launched the annual
15 Dr. Martin Luther King commemorative lecture. Last year, we
16 hosted Dr. Freeman Hrabowski.

17 This year we'll host Attorney -- former Attorney
18 General Loretta Lynch, and we'll be working to establish
19 partnerships with Cambridge area schools to think about how
20 we might bring members of the community into those spaces.

21 That being said, I'm going to stop there and cede
22 the floor to my colleague, Tom Lucey, who's going to talk a

1 little bit more about Harvard in the community.

2 TOM LUCEY: Great. Thank you, Dr. Charleston.

3 Good evening. My name's Tom Lucey and I'm pleased to join
4 you tonight to share a portion of Harvard's annual Town Gown
5 Report.

6 As my colleagues have said, we are proud to
7 collaborate with the City on key priorities that we share --
8 priorities such as equity, housing affordability, health,
9 food security, climate change, sustainability, and of course
10 education including teaching, learning and research.

11 Next slide, please?

12 Harvard maintains a series of long-term
13 engagements and partnerships with the City. Tonight we will
14 provide you with highlights of these efforts in the areas of
15 support for the Cambridge Public Schools, affordable
16 housing, and support of diversity and equity efforts.

17 Next slide, please?

18 Supporting Cambridge public schools is a priority
19 were found Harvard. We working with Cambridge public school
20 leaders to ensure that all students have opportunities to
21 achieve academic succeed, and in doing so, together we give
22 Cambridge students unique opportunities and experiences that

1 students would not otherwise have.

2 Harvard programs are in every single Cambridge
3 public school. Programs range from curriculum-based
4 programs that benefit all students at various grade levels
5 to the high school summer school, to internships in Harvard
6 labs, to programs that address the achievement gap.

7 Specific highlights include our Project Teach
8 program, which is an example of a curriculum-based effort
9 that is based on the research from our Graduate School of
10 Education. It is a key element in the CPS College and
11 Correct Awareness Curriculum and is focused on middle school
12 students.

13 During our normal school year, this program brings
14 every CPS seventh grader to campus for a full day of
15 interaction with our faculty and students. Students select
16 from a variety of offerings in areas of interest such as
17 science, history or arts, and attend sessions led by Harvard
18 faculty and students.

19 Another college awareness program is Education
20 Day. This year, all CPS sixth graders came to campus to
21 attend the Harvard Women's hockey game, and they had the
22 chance to talk with our scholar athletes from a variety of

1 sports about what it's like to attend college.

2 Harvard's Museum of Natural History supplements
3 CPS Science curriculum by welcoming multiple field trips
4 from various grades to give hundreds of CPS students
5 experiential learning opportunities with projects and
6 exhibitions.

7 For CRLS students, we offer a variety of programs
8 to enhance our educational experience for both in and out of
9 school time. For example, in the summer we are the largest
10 provider of summer jobs and internships for CPS students.
11 This past year, we introduced an event called, "Work in
12 Progress," which was created to provide students with
13 postsecondary career planning.

14 Students were able to meet with representatives
15 from various unions and technology career programs, as well
16 as to take personality and aptitude assessments to help them
17 consider best fit career options.

18 Another offering is the Harvard Crimson Summer
19 Academy, which is rigorous enrichment program that provides
20 academically talented but financially challenged high school
21 students with the skills, mentoring and financial support to
22 excel in college.

1 Students receive a laptop, a stipend so they can
2 attend summer academic sessions and do not have to work, as
3 well as a scholarship to offset the cost of higher
4 education.

5 We're also proud of the access to the Harvard
6 College for Cambridge students. During the past academic
7 year, 28 students from Cambridge were accepted. Cambridge
8 schools have historically been a pipeline to Harvard, as 108
9 Cambridge residents were admitted during last five years.

10 In addition to support for students, Harvard
11 creates opportunities for CPS educators to access free and
12 reduced professional development, as well as programs and
13 worksheets for parents and families.

14 Next slide, please?

15 Harvard has a comprehensive approach to housing.
16 In addition to the efforts outlined by my colleagues that
17 will create approximately 500 new graduate student beds,
18 Harvard works with the City to create and preserve
19 affordable housing units.

20 We have a longstanding collaboration with the
21 Cambridge Housing Authority. Recently, this collaboration
22 enabled the renovation of the St. Paul's Rectory located at

1 the corner of Mount Auburn and DeWolf Street, which now
2 includes 19 units, including two for use as single-room
3 occupancy to prevent homelessness.

4 We recently recommitted \$20 million dollars to a
5 program called, "The Harvard Local Housing Collaborative."
6 This is a revolving loan program that provides funding to
7 the City's Affordable Housing Trust for local community
8 development corporations.

9 The initial iteration of this program led to the
10 creation and preservation of more than 7000 units of
11 affordable housing in Boston, Cambridge and Somerville.
12 1600 of those units were in Cambridge, spread through every
13 Cambridge neighborhood. We expect similar success and
14 results as this updated program is implemented.

15 Next slide, please?

16 Harvard continues to support and collaborate with
17 various social justice, diversity, equity and inclusion
18 initiatives across the region. Examples include our
19 partnership with the Cambridge-based Food for Free to
20 address the chronic hunger in Cambridge and Greater Boston.

21 Harvard donates food from its dining halls to Food
22 for Free, which then distributes it to local families. In a

1 typical week during the academic year, Harvard donates
2 approximately 2000 nutritious meals to families in need.
3 Harvard also provides Food for Free with financial support
4 to ensure they have the capacity to distribute these meals.

5 Harvard maintains an ongoing commitment to support
6 diverse businesses in the Harvard Square Center. This
7 commitment is reflected in our leases with 25 businesses in
8 the Square, half of which are minority- or woman-owned. In
9 addition, we work with the Cambridge/Somerville Black
10 Business Network to host retail popup events throughout the
11 year on our campus.

12 Harvard Law School serves the community through
13 in-house clinics and student-run volunteer groups. HLS
14 students provide free legal help to residents on issues
15 ranging from housing, family law, domestic violence, taxes,
16 consumer protection, government benefits, criminal defense,
17 and immigration.

18 On average, approximately 700 Cambridge residents
19 receive pro bono legal assistance on an annual.

20 Another effort was our commitment to be a founding
21 supporter of the City's guaranteed-income pilot initiative,
22 which is providing critical support to Cambridge residents

1 in need. The initiatives offer a \$500 no strings attached
2 monthly payment to \$125 eligible single-caretaker households
3 with single-caretaker households over a 19-month period.

4 Next slide, please, Alexandra?

5 While there are many, more collaborations and
6 programs, time limits -- our ability to share them all. I
7 encourage interested parties to access the website you see
8 listed on the slide for more information, or to reach out to
9 me directly.

10 Thank you very much. And that concludes our
11 presentation.

12 MARY FLYNN: Wonderful. Well, thank you all very
13 much. It's nice to see so many faces that we've seen
14 previously come back to Harvard and hear about all the
15 program that you're making. Thank you.

16 The next group that we will hear from is the
17 Massachusetts Institute of Technology. The presentation
18 will be led by Glen Shor. And Mr. Shor, if you would please
19 try to keep your presentation to 20 minutes --

20 GLEN SHOR: Sure.

21 MARY FLYNN: -- and introduce the other speakers
22 on your team as well.

1 GLEN SHOR: Will do. So can we move to the next
2 slide? Okay. Good evening, members of the Planning Board,
3 City Staff, and the public.

4 I'm Glen Shor, executive Vice-President and
5 Treasurer at MIT. It's a pleasure to be back with all of
6 you for our annual Town Gown evening.

7 I'm joined tonight by several leaders from across
8 the Institute, and we're delighted to present highlights
9 from our 2022 Town Gown Report.

10 My colleagues include Joe Higgins, Vice-President
11 from Campus Services and Stewardship. Joe's going to discuss
12 current campus planning and capital renewal efforts.

13 Julie Newman, our Director of Sustainability, is
14 joining us. Julie's going to provide an update on MIT's
15 Climate and Sustainability comments and actions.

16 Michael Owu is here. Michael is our Vice-
17 President of Real Estate, who will share progress on the
18 Kendall Square Initiative, Volpe, and other investment
19 projects.

20 And of course we're joined by Sarah Gallop, our
21 Director of Government and Community Relations. Sarah is
22 going to discuss someone MIT's work in support of Cambridge

1 community.

2 Excuse me. I'll be joining my colleagues and here
3 for the entirety of our presentation, including their parts.
4 I do need to leave afterwards, but they'll remain on for
5 questions.

6 Next slide, please?

7 I'd like to start by saying a few words about
8 MIT's new value statement. The Institute has long been
9 guided by a mission statement to advance knowledge and
10 educate students in science, technology, and other areas of
11 scholarship that will best serve the nation and the world in
12 st
13 the 21 -century.

14 Responding to thoughtful input from our community,
15 MIT engaged in a comprehensive effort to develop a statement
16 of shared values, which was introduced in 2022, and is
17 featured in this year's Town Gown Report. As you can see,
18 the values are expressed through three overarching themes:
19 Excellence and Curiosity, Openness and Respect, and
20 Belonging and Community.

21 Through a variety of short and long-term
22 strategies, the MIT community is in the process of building

1 the value statement into its institutional habits, rhythms,
2 rituals, and communications.

3 We believe that the values are also evident in the
4 Institute's Planning and Development initiatives, and in the
5 way that we interact with the community of Cambridge and
6 beyond.

7 Next slide, please?

8 You may have heard that Sally Kornbluth started as
9 MIT's new President on January 1, taking over for Rafael
10 Reif, who led the Institute for 10 years. President
11 Kornbluth comes to us from Duke, where she served as Provost
12 for the past eight years. She is highly regarded as a
13 transformational leader and creative problem-solver who
14 partners exceptionally well with faculty, Staff, and
15 students alike.

16 An accomplished scientist, she's an expert in the
17 field of carcinogenesis and degenerative disorders.
18 President Kornbluth is in the midst of an intensive
19 listening tour to become better acquainted with members of
20 our Institute community.

21 As she recently said, "I am eager to soak in the
22 MIT culture, listen, draw out the best from everyone, and do

1 my part to encourage the Institute to grow even better."

2 We have been delighted to welcome President
3 Kornbluth to campus and look forward to arranging an
4 opportunity for Cambridge officials to meet and talk with
5 her.

6 Next slide?

7 Finally, I'd like to take a moment to celebrate
8 the near completion of something that we all had a hand in;
9 the new gateway to MIT at Kendall Square. You can see many
10 of its components on the slide here, including the shared
11 open space, the MIT Museum, the Graduate Student Housing,
12 and the Welcome Center. And the new MBTA Kendall/MIT
13 Headhouse is scheduled to open next month.

14 If you haven't had a chance to come down to check
15 it all out, I encourage you to do so. The gateway truly
16 represents the fulfillment of our shared ideas and
17 aspirations, and we thank you very much for your
18 collaboration.

19 I'm going to turn it over now to Joe Higgins.
20 Joe?

21 JOE HIGGINS: Thank you, Glen. And good evening,
22 everyone. My name is Joe Higgins. I'm the Vice-President

1 for Campus Services and Stewardship. And tonight I'll touch
2 upon a few projects that are currently under construction or
3 in the phases of design and planning on MIT's campus.

4 So next slide, please?

5 So let's start with some of the projects that are
6 under construction? So a new music building designed by
7 Sejima and Nishizawa and Associates will house a state-of-
8 the-art space for music performance, rehearsals, and
9 recording spaces, as well as an in or out performance lab.
10 This is one of the largest of its kind in North America.

11 The project is targeting completion in 2024. Next
12 is MIT's Building 54, the headquarters of our Department of
13 Earth, Atmospheric and Planetary Sciences. Here we are
14 updating the building's infrastructure, renovating primary
15 lecture hall, and creating a very new Earth and Environment
16 Pavilion entrance.

17 The new pavilion is designed by Anmahian Winton
18 Architects, a local Cambridge firm. This new atrium gateway
19 will add meeting locations, classrooms and study areas for
20 the programs focused most on Climate, Earth and
21 Environmental Sciences. The construction is expected to
22 conclude later this year.

1 Next, we're starting very soon on a new
2 improvement project for our Stratton Student Center in
3 April, where we will be updating the building's
4 infrastructure and improve accessibility.

5 Programmatic additions will also include a new
6 wellbeing lab for our students, multipurpose rooms to
7 accommodate dance and movement activities, a new lounge
8 network that creates flexible spaces throughout the building
9 for informal gatherings and collaborations.

10 And the centerpiece of this project will be a new
11 central stairway atrium that will provide a referral more
12 open and welcoming experience for our community members and
13 visitors alike.

14 Now moving out onto Vassar Street, the West Campus
15 graduate student dormitory is designed by KieranTimberlake.
16 It incorporates a publicly accessible plaza and walkway
17 between the two buildings, which leads across the Grand
18 Junction Tracks to the Fort Washington Park. The dorm is
19 scheduled to open in 2024, adding 676 new beds.

20 And lastly, along Vassar Street, the central spine
21 of our campus, we're also well underway with the adaptive
22 reuse of the Metropolitan Storage Warehouse for the School

1 of Architecture and Planning, the Morningside Academy of
2 Design, and project Manus, our largest maker space on
3 campus.

4 This project is aiming for a completion in 2025.
5 The design is by Diller Scofidio + Renfro, and the project
6 will preserve the character of this historic structure,
7 while bringing new life to this section of Vassar Street and
8 Massachusetts Avenue.

9 And lastly, the construction on Vassar Street, is
10 the MIT Stephen A. Schwarzman College of Computing. This is
11 designed by Skidmore, Owings & Merrill, and it includes a
12 landscaped, multimodal walkway that will enhance pedestrian
13 and bicycle access to the future Grand Junction Multi-use
14 Path.

15 This project is targeting completion at the end of
16 the summer of this year.

17 Next slide, please?

18 So looking at some of the projects that are in
19 design and plan: To ensure that MIT's facilities able to
20 support the education, research, and student life
21 activities, we continue to pursue programs of renovation,
22 renewal and comprehensive care.

1 A significant renewal project currently in the
2 design phase is the East Campus Undergraduate residence.
3 This is the second oldest dormitory on campus, currently
4 housing more than 350 students in 2, five-story buildings.

5 The residence is being evaluated for a
6 comprehensive renovation to renew its infrastructure, update
7 the life safety systems and accessibility, and the
8 preservation of the building envelope.

9 Improvements for the students who live here will
10 include and launch floor lounges, kitchen areas, upgraded
11 bathrooms, laundry, music areas, and exercise spaces, and
12 also greatly improve maker space on the ground floor.

13 So this project's pending internal reviews, but we
14 are aiming for construction to start later this year.

15 We are also currently examining other areas, as we
16 plan for our future needs. The relocation of the School of
17 Architecture and Planning to the Met Warehouse provides a
18 very unique opportunity for the reconfiguration of some of
19 our historic main group buildings.

20 This bold move would allow for infrastructure
21 system renewals, consolidation of programs that would
22 benefit greatly from closer proximity, and the expansion of

1 our programs for research and education. So this planning
2 work is just getting underway.

3 MIT also has a number of academically valuable,
4 high-intensity research buildings that are just north of the
5 main group. We are planning for the renewal of these core
6 research buildings over the next decade.

7 And on the housing front, in addition to the
8 residential projects we've already reviewed today, we are
9 exploring the priorities and sequence for the future renewal
10 of further undergraduate and graduate residences on the west
11 side of our campus.

12 We're identifying also priority areas for open
13 space renewal, including hardscapes, landscapes, wayfinding
14 and other aesthetic improvements on our West Campus and e
15 astern McDermott courts.

16 The guiding principle for these major landscape
17 projects include creating accessible community spaces that
18 are welcoming, engaging, resilient, and reflective of MIT's
19 unique spirit.

20 We are working to define the scope and sequence of
21 all of these multiyear projects across all the areas in the
22 coming years.

1 And now our Director of Sustainability, Julie
2 Newman, will provide an update on our Climate and
3 Sustainability commitments and actions.

4 Julie?

5 JULIE NEWMAN: All right. Thank you so much, Joe.
6 And good to be with everyone again, Madam Chair and members
7 of the Board. Last February, when we presented our annual
8 update to you, we were less than a year in to organizing the
9 implementation of our Fast Forward Climate Action Plan for
10 decade. And we've since embraced the all-in moment at MIT.
11 It's terribly exciting.

12 And we're moving toward -- forward at an
13 accelerated pace to implement our 14 campus climate
14 commitments that also include setting additional goals for
15 food, water, and waste in the coming year.

16 The actions that I will very briefly share with
17 you today you will find in our 2022 Town Gown Report reflect
18 MIT's deep-rooted commitment to responding to the climate
19 crisis.

20 And I will primarily provide an update on our
21 Climate Mitigation and Resiliency commitments. However,
22 please note that we are also tackling consumption, waste

1 reduction and disposal, driven by our Design Out Waste
2 framework, sustainable food systems and food insecurity, and
3 we call that to assess and inform commuter choice.

4 Additionally, we continue to sit on and
5 participate in many of the City Climate and Sustainability
6 committees throughout the year.

7 Next slide, please?

8 As you are aware, commitment to a zero-emission
9 future in an effort to decelerate the rate of our changing
10 climate is aligned for MIT, the City of Cambridge, the state
11 of Massachusetts, and at the federal level.

12 So we are tracking the evolution of new climate
13 policies at each of these scales, the projection of the
14 evolution of the grid, and the implications of the Inflation
15 Reduction Act, all of which inform our efforts today.

16 And as noted here, we are organized around three
17 time frames of implementation: 2014 to present, as you can
18 see here, preparing for our 2026 commitment of Net Zero, and
19 the commitment of eliminating MIT's direct emissions by
20 2050.

21 So just a few highlights from each period: Since
22 2014, we've achieved over 300 energy conservation projects

1 across campus, as well as series of energy-efficient design
2 solutions.

3 And so, by 2026 we will have continued to
4 celebrate reduction through deep energy retrofits. You'll
5 start to hear about our increase of solar installation by
6 400 percent, and we'll be able to come back to around the
7 transition of our electric fleet vehicles and
8 infrastructure.

9 And then looking out to 2050, we're actually on
10 the cusp of developing pathways to evolve our district
11 energy system via leading technologies and strategies, and
12 of course involving faculty, Staff, students alike.

13 Next slide, please?

14 Joe and Mike have provided a broad overview of our
15 building projects cast in the future. However, I want to
16 bring one project to your attention that Joe just mentioned
17 in greater detail. And this is the renovation of the met
18 Warehouse, as you can see her.

19 So aligned with our Sustainability and Climate
20 commitments, this building is being designed with an eye to
21 the future of the next energy era, and will be MIT's first
22 major renovation deploying electric heat pumps as the main

1 heating and supplemental cooling source.

2 And the unique aspect of the design is that our
3 internal group of engineers and construction teams are
4 working hand in hand with the designers of the School of
5 Architecture and Planning faculty to design this project.
6 Once complete, the solution will move excess heat from the
7 district energy infrastructure and nearby facilities to
8 supply the heat pump system resulting in fewer carbon
9 emissions.

10 So this is, as you've heard -- over many years
11 from us this is a true example of how we're leveraging the
12 campus as a test bed, and there are many additional
13 examples.

14 Next slide, please?

15 MIT's partnership with the City of Cambridge
16 continues to remain a vital condition for addressing
17 collective urban and regional scale climate challenges of
18 flooding heat risks. And I think as of this week we can add
19 deep freezes.

20 Two examples of progress since we last presented
21 include a study of projected flooding on subsurface
22 basements across campus, as well as the impact of heat. And

1 we initiated a first step towards the development of our
2 Climate Resiliency and Adaptation roadmap, which we can't
3 wait to share with you.

4 Next slide, please?

5 Our ongoing work with the Division of Student Life
6 -- or excuse me, shifting from just the focus on climate, we
7 just want to bring one example of something else we've been
8 working on climate. We just want to bring one example of
9 something else we've been working on.

10 And this is our ongoing work with the Division of
11 Student Life, dining vendors and other campus partners, to
12 advance a more sustainable, affordable and equitable food
13 system, which has led to an increase in access to low-cost
14 groceries and food options on and around campus.

15 As illustrated in this slide here, this past year
16 saw the launch of the food-startup incubator in the Stratton
17 Student Center, referred to as, "The Launchpad" offers the
18 MIT community more variety and healthy food options while
19 supporting, diverse, local startup food businesses that
20 create a more just, equitable and sustainable food economy.

21 So please stop by and grab yourself some lunch
22 there someday.

1 So with that said, I'd like to pass onto Michael
2 Owu, who will provide highlights to MIT's real estate
3 project. So thank you again.

4 MICHAEL OWU: Thank you, Julie, and good evening,
5 everyone. Again, my name is Michael Owu. And I'll be
6 giving you an update on what we've accomplished in 2022 and
7 some of the major commercial projects our office is
8 currently working on.

9 Next slide, please?

10 So first, the completed projects. The research
11 and office space at 238 Main Street is fully occupied by
12 Bayer Pharmaceuticals, Beam Therapeutics, LabCentral and
13 BlueRock Therapeutics.

14 And I'm very excited to say that the CVS Pharmacy
15 opened in December on the ground floor of the building.
16 This fulfills MIT's commitment to bring two of the most
17 requested services to Kendall Square, the other being a
18 grocery store.

19 We are planning for more retailers to open later
20 this year in this building, including the return of the
21 popular Flat Top Johnny's, the pool hall that closed in
22 2020. At 165 Main Street, that's a 300-unit residential

1 building that we completed in June of last year.

2 The building, which includes 54 affordable units
3 and nine middle-income units, was fully leased within five
4 months of completion, demonstrating the strong demand for
5 people wanting to live in Kendall Square.

6 Up the street on Main Street is 737 50 (sic) Main
7 Street. That was completed in October, 2022 -- is the
8 redevelopment of a former Polaroid manufacturing site, with
9 office and lab space in the upper floors and retail on the
10 ground floor. The primary tenant is The Engine, which is an
11 MIT top-tech accelerator supporting over 35 startups.

12 This project is a great example of the rehab of a
13 long-term vacant building resulting in the revitalization of
14 this entire block of Main Street.

15 Next slide?

16 Currently under construction adjacent to the MIT
17 Sloan School of Management is 200 Main Street -- another
18 office and lab building designed by Elkus Manfredi
19 Architects.

20 Over the past year, we completed demolition of the
21 East Gate Tower that formerly occupied the site and are
22 underway with construction of the building foundations and

1 the low-grade parking garage that will serve the new
2 building.

3 On the right is the Volpe Transportation Center
4 construction of this facility being designed by SOM. It's
5 on schedule for completion this year. Government employees
6 will begin to move into their new space in the summer, with
7 final completion of the project on target for the end of the
8 year.

9 Next slide?

10 After the GSA accept the new building and the
11 Volpe Staff completely vacate the existing buildings and
12 move into the new facility, we'll close on the transfer of
13 the balance of the sites and be in a position to commence
14 with demolition and site prep for the first phase of MIT's
15 development.

16 Last summer, we launched the design process for
17 the three residential buildings and three commercial
18 buildings in the southern portion of the site between Potter
19 Street and Broadway.

20 We have been busy working with the architects on
21 the design of these buildings, together with the adjacent
22 open spaces and below-grade parking garage.

1 Three weeks ago, the Board granted a minor
2 amendment to our Volpe special permit related to the phasing
3 of the development. We appreciate the Board's support on
4 that matter and look forward to being back before you
5 shortly as we launch the Design Review process for the three
6 Phase 1 buildings and adjacent open spaces.

7 During the special permit process, you'll recall
8 we shared our commitment to incorporate DR principles in our
9 development process for the Volpe parcel. We started with
10 the selection of design teams. And I'm pleased to say we've
11 assembled a diverse group of very talented architects and
12 engineers for the various projects.

13 The Phase 1 teams that will be coming before you
14 in the next few months include NBBJ, in partnership with
15 Green Collaborative on Commercial Building C1, Stantec in
16 partnership with Jonathan Garland Enterprises on the
17 residential building R1, Elkus Manfredi Architects in
18 partnership with Moody Nolan on Commercial Building C3, and
19 Reed Hilderbrand in partnership with G2 collaborative
20 Merritt Chase and Grayscale on the three parks south of
21 Potter Street.

22 I'll now hand it over to Sarah Gallop to highlight

1 some of MIT's activities in Cambridge.

2 SARAH GALLOP: Thank you, Michael. Our last
3 section we'll touch on our K-12 work, the Kendall MIT Open
4 Space and the Job Connector. This image is from one of our
5 Community Nights in the Open Space.

6 Next slide, please?

7 As you know, MIT is engaged with the Cambridge
8 Public Schools through dozens of academic enrichment
9 opportunities. I'd like to highlight just three efforts,
10 coordinated by our K-12 lead Rohan Kundargi, that I hope
11 will convey the strength of MIT's commitment to young people
12 in Cambridge.

13 This past year, the MIT Media Lab served as a
14 field site for the Mayor's Summer Youth Employment program,
15 connecting students with MIT's Personal Robots group and
16 another group called, "Responsible AI for Social Empowerment
17 and Education."

18 Over the course of six weeks, the teens, shown
19 here with Mayor Siddiqui, learned about data activism and
20 how to use coding and programming skills to address social
21 injustices.

22 Educators from the MIT Museum teamed up with

1 Cambridge science teachers to teach middle school students
2 how to use a powerful scanning electron microscope
3 nicknamed, "Scanny" which magnifies objects up to 2000
4 times.

5 Over the course of 15 classroom visits, nearly 300
6 students were able to explore the smallest details of the
7 world around them. CRLS also hosted Scanny onsite for an
8 eight-week residency.

9 MIT Impact Scholarships are awarded annually to 10
10 college-bound Cambridge students. The \$10,000 gifts are
11 given on the basis of the students' personal impact that
12 they bring to the people and the communities around them.

13 Over the past six years, the program has awarded
14 \$600,000 in scholarships to 60 Impact Scholars attending
15 colleges across the country. We'll be announcing the
16 seventh cohort of Impact Scholars this spring.

17 Next slide, please?

18 The Open Space Programming Team, led by Jeff
19 Smith, continues to present events geared towards the
20 Cambridge/MIT and Kendall Square communities.

21 The images on the slides give you a sense of the
22 programs -- Community Nights, lunchtime performances,

1 networking activities, and Saturday morning workshops for
2 families. Last year, 4800 people attended more than 60
3 events.

4 The team coproduces its programs with Community
5 Partners, more than 40 last year. A few examples include
6 stargazing with the MIT Astrogazers, an accessible movement
7 class, a performance with the Cambridge HipHop Collective,
8 and an outdoor movie night presented in collaboration with
9 the One School, One Story program at CRLS.

10 The programs are year-round. Do you remember how
11 we talked about the importance of that? So accordingly, you
12 are all invited to Winter Family Day on Saturday, February
13 25. There will be brass band and lion dance performances an
14 installation by MathTalk, hands-on STEAM activities, and
15 naturally a robot dog demo.

16 All of these events are free and open to the
17 public.

18 Next slide, please?

19 As you know, the Job Connector by MIT is a free
20 Workforce Development hub that provides comprehensive
21 support to Cambridge job seekers. Since its opening in
22 2019, the Job Connector has supported more than 600 clients

1 through skill training programs, career development
2 workshops, hiring fairs and individual counseling.

3 The Job Connector team -- Junardy Jean-Charles,
4 Hector Acevedo, and Ted Downing -- assist Cambridge
5 residents with resume and cover letter writing, networking,
6 interview preparation, and job success coaching through
7 partnerships with local organizations, including Homowners
8 Rehab Inc., My Brother's Keeper, Cambridge Housing
9 Authority, Just-A-Start, Cambridge Police Department,
10 Margaret Fuller Neighborhood House, and the Cambridge Office
11 of Workforce Development.

12 The Job Connector strives to meet clients where
13 they are on their workforce journeys.

14 Next slide, please?

15 That concludes our presentation. And we'll be
16 happy to answer any questions you might have when the time
17 is right. Thank you.

18 MARY FLYNN: Thank you, Sarah, and to all the
19 members of the MIT team. Thank you very much. It was a
20 really comprehensive presentation. Much appreciated.

21 Our next presentation is going to be by Lesley
22 University. It will be led by Joanne Kossuth.

1 Joanne, we ask that you keep your presentation to
2 20 minutes, and if you would begin by introducing the others
3 speakers on your team, we'd appreciate it. Thank you.

4 JOHN SULLIVAN: Sure. I'm John Sullivan. Let me
5 go ahead and jump ahead here for one second, and then I'm
6 going to see if can enlarge these slides a little bit for
7 you. One second.

8 But -- so I am joined, as you mentioned -- by
9 Joanne Kossuth. She is the Chief Operating -- Operations
10 Officer, and she'll be taking you through the majority of
11 the -- of the presentation, sorry. Okay. That should be
12 good.

13 As you perhaps noticed in our formal Town Gown
14 Report -- oh, and I'm Director of External Relations. I
15 should probably mention that.

16 As you perhaps noticed in our formal Town Gown
17 Report, and as you'll see in some detail tonight, 2020 was a
18 year of post pandemic renewal as well as dramatic changes in
19 the University's physical footprint in the evolution of our
20 social justice-informed mission to meet the needs of the
21 twenty-first-century.

22 While much was accomplished in 2022, a number of

1 our goals set forth in our Strategic framework and previous
2 campus plans are still in development, having been delayed
3 in some cases by labor and supply chain issues springing
4 from the pandemic.

5 Nevertheless, the University is fully reopened to
6 in-person activities, with many of our arts offerings again
7 open to the public.

8 The next one of those is Gina Rollo White as part
9 of our Thought Leadership series at Lesley University -- she
10 is the founder of Mindful Junkies, which offers mindfulness
11 workshops and other services to law enforcement and other
12 First Responders. So that is at 7:00 Thursday night up in
13 the University Hall Amphitheater. Hope to see you there.

14 Students and employees have already returned to
15 campus on a more regular basis, though the university still
16 observes a hybrid model for both work and academic life.

17 While the University has come a long way in a
18 short time, there are -- as Robert Frost said -- "miles to
19 go before we sleep." Realizing that our time in front of you
20 is brief, allow me to pass over to Joanne before -- who will
21 take you through the rest of the presentation.

22 But before I do that -- let me advance the slide

1 here -- forgive me, switching the screen -- I'm not going to
2 attempt the Latin, but I just wanted to remind you of our
3 motto. Latin is a dead language, so why add insult to
4 injury by me trying to go through this?

5 But it translates roughly to, "I would have
6 perished had I not persisted." And I think we can all agree
7 that the last couple of years has required an extra measure
8 of persistence.

9 And with that, I'll turn give you to Joanne.

10 JOANNE KOSSUTH: Thank you, John. Thank you,
11 everyone, for letting us join you this evening. This is our
12 Table of Contents. So I'm going to quickly go through some
13 slides and review the recent projects and transportation,
14 sustainability, our strategic framework, our Equity,
15 Diversity, Inclusion and Justice efforts, and community
16 engagement.

17 Next slide, John?

18 So change for the better. This past year has been
19 an exciting year with a lot of positive, transformative
20 change for Lesley University. We're actively building on
21 our mission to educate the ranks of teachers.

22 In fact, just last Saturday, Cambridge's Mayor and

1 School Committee members joined us to celebrate 14 new
2 teachers, all of whom were Cambridge Public School Power
3 Professionals taking advantage of earning their Master's
4 Degree as part of our, "Innovative Pathways for Power
5 Professionals"' partnership with the City.

6 And of course, we continue to educate social
7 workers, mental health and wellness professionals and
8 artists, all of whom are making a difference in the world
9 and who are really sorely needed post pandemic.

10 Next slide, please?

11 Lesley, as I said, is a leader in educating
12 teachers, artists and healers, including those mental
13 health, wellness, expressive therapists and social workers.

14 These folks provide nurturing care and a lot of
15 human connections for the community in Cambridge and
16 communities across the United States and internationally.

17 Our current profile reflects the fact that we were
18 impacted by the pandemic, particularly with our nondegree
19 programs, and we had to go remote with those. And we're
20 seeing now an increase in enrollments and in applications to
21 our programs, both undergraduate and graduate, and looking
22 forward to continuing that trend.

1 You might recall that Lesley actually has three
2 campuses in Cambridge. And currently we have 51 buildings
3 on three campuses with a little less acreage than we had the
4 last time we presented, so about 14.39 acres.

5 And you can see the description of the space. In
6 the past year, we sold nine of our properties, and we'll be
7 selling more of our properties as we move forward with
8 right-sizing the campus and investing those proceeds into
9 the reinvigoration and development of the EDS campus and our
10 Porter Square properties.

11 Next slide?

12 So the properties that were sold in this first
13 tranche of real estate were 1627 Massachusetts Avenue, which
14 is our Visitor Services building, and we chose to partner
15 with Homeowners Rehabilitation Incorporated, as opposed to
16 seeking the highest price for the building in order to
17 support affordable community housing, as opposed to another
18 type of housing.

19 So we understand the City's eagerness for more
20 affordable housing stock, and have provided it. We sold
21 houses on Mellon Street, and those are being used all for
22 housing.

1 And as we met with the Baldwin and Porter Square
2 Associations over the last year and shared our planning for
3 these sales as well as the future ones, we were received
4 very positively.

5 Next slide, John?

6 So campus projects that were recently completed:
7 So Ava's Kitchen and the McKenna Student Center on the Doble
8 Campus got additional food service stations like sauté and
9 make-your-own stations, which are very popular with our
10 students. They also have all new paint, carpeting and
11 furniture.

12 Furniture has been a big hit. They love the S-
13 shaped banquettes, and they love all the bright colors. And
14 it's really focused a lot of collaborative efforts there.

15 We also built out 23 Mellon Street, or our
16 Schwartz Center, with the Riverside Outpatient Care. And
17 we'll talk about that a little bit more. And that's the
18 photo that you see on the screen. But essentially, we've
19 partnered with Riverside Community Care to provide services
20 to our students and to look at growing those services in the
21 future.

22 Our kitchen and commuter pantry in Whitehall was

1 also developed, and Food for Free is something we'll talk
2 under our Community Engagement a little bit later on.

3 And in addition, as with most other institutions,
4 we developed high-flex classrooms, and we also built out
5 landscaping on our south campus, the EDS Campus. And on
6 that campus, we now have ping-pong tables and bocci ball
7 courts, all universal design type of activities, with swing-
8 schedule for the spring and students have been really doing
9 a good job of utilizing that space.

10 Thanks, John.

11 JOHN SULLIVAN: Thanks, Sarah.

12 SARAH GALLOP: We also have some renovations
13 currently underway on the South Campus, with our Kidder Hall
14 and Rousmaniere Hall upgrades. Those are residence halls.
15 All new plumbing, all new electrical -- all new soft refresh
16 in terms of furniture, paint, carpeting.

17 Lawrence Hall: Similar to some of our colleague
18 institutions here is new kitchen, new laundry room, and
19 upgraded amenities in the building.

20 Our next big project is Reed Hall, which has been
21 approved by the Cambridge Historic Commission, as has its
22 adjoining building, Burnham Hall. And those two buildings

1 are scheduled to start at the end of May in terms of the
2 construction.

3 And what will happen is we'll be restoring that
4 building to its former glory in terms of its structures and
5 function. The first floor will be a concierge/student
6 center to triage Student Services and leadership offices on
7 the second floor, and a conference room that is amazing in
8 terms of taking advantage of the arches and architecture in
9 the building.

10 The building will also be made fully accessible,
11 with the elevator, a pedestrian bridge and improvements in
12 the landscaping. St. John's Chapel is approved to be the
13 next project beyond that. That's scheduled for
14 approximately a July start.

15 That's been approved, and the St. John's Chapel is
16 going to be transformed into a performance space, so that
17 we'll be able to host dinners, theater-in-the-round,
18 acoustical performances, choral exhibitions, weddings, green
19 screen work and development, and we'll have a state-of-the-
20 art audio-visual and lighting systems that can be taken
21 advantage of for both internal and external events.

22 Another big component of our campus projects is

1 Art Everywhere. And Art Everywhere is something where we
2 want to see art inside and outside. And frankly, we're
3 still developing how we manage and plan that.

4 But we'll also be having our connective fabric,
5 which is how we refer to the connecting of the three
6 campuses, that will take advantage of plantings, exterior
7 lighting, wireless connectivity, furniture and gaming
8 options throughout campus to be able to create a connected
9 and strictly Lesley environment so folks will really
10 identify they're on our campus.

11 Thank you, John.

12 In terms of transportation, we did our last
13 parking study this November and December. No surprise,
14 we're actually still trying to figure out what this exactly
15 looks like, as we're in a hybrid work environment and we've
16 done a number of studies to try to do that.

17 On average, we're using about 60 percent of the
18 parking, compared to 85 percent of the parking that was
19 utilized prior to the pandemic.

20 We've partnered with DPV for shuttle services
21 running between the campuses. We've upgraded our shuttle
22 capacity, and the same time reduced the number of vans that

1 we've had running around the campus in Cambridge by more
2 than half, and we now have real-time tracking apps and
3 continue to invest in our Bike Repair and bicycles and
4 alternative transportation activities.

5 Sustainability is a focus in conjunction with our
6 campus plan and Stimson architects. We're focused on native
7 plantings as we pursue our campus plan and actively reducing
8 water consumption on campus, as well as implementing new
9 water drainage and storage initiatives.

10 We've also partnered with Lesley faculty and Staff
11 on celebrating Earth Day with particular plantings and
12 engagement in the campus plan by our community. We've been
13 meeting with all of our vendors under our new initiatives to
14 keep our eye on opportunities for greater sustainability
15 initiatives in partnership with those organizations.

16 And we continue to focus on our sustainability in
17 terms of as we renovate buildings and focus on energy,
18 including creating a centralized loop on the South Campus,
19 which is the EDS campus, to be able to balance temperatures
20 between the buildings and to reduce our overall energy
21 usage.

22 Next slide, John? We've also fully divested from

1 fossil fuels that were direct holdings in 2015, and we're
2 now divesting from indirect fuel investments.

3 And as we move forward, we've taken advantage of
4 lighting efficiencies, retrofitting our buildings in terms
5 of HVAC or Heat, Ventilation and Air conditioning.

6 We've also been converting our oil boilers to
7 natural gas boilers and offering additional online learning
8 options and reducing airline travel by our students and
9 Staff.

10 And we basically have since 2018 -- have an
11 electric contract containing 100 percent renewable energy
12 certificates, or RECs. We know we have around 332 trees and
13 1228 large plants on campus, and 37 distinct planting beds.

14 And we track all those in GIS, and it's about to
15 get a lot bigger as we, like, continue with our campus plan
16 initiatives, with lots of new trees and looking at three
17 layers, tree canopy, midlevel and ground cover.

18 So connecting to our future in terms of our
19 strategic plan, you already know a lot about Lesley, right?
20 We're the preeminent educator or teachers, mental health
21 practitioners, artists, expressive art therapists, who serve
22 on the front lines of critical human fields that improve

1 people's lives, challenge in equity, heal communities and
2 promote human connections.

3 You'll see our alumni servings as heads of
4 Alzheimer's care units and other hospital officials. Our
5 graduates are well-represented in classrooms and the ranks
6 of leadership and school districts, and Special education.
7 Our artists' work is actually displayed everywhere from
8 Cambridge storefronts to the garden, to Boston City Hall
9 Plaza and the Greenway, and oftentimes on city sidewalks.

10 Many of our early education settings are staffed
11 by our threshold of neurodiverse program graduates, and our
12 creative writing and alumni and faculty are on the best-
13 seller list at other places of distinction. And as John
14 said, we invite you to join us for our Thought Leadership
15 series.

16 Based on our foundation of work, we're creating a
17 new university model on active partnerships between
18 educators and employers, support for students and alumni
19 over the entire arc of their careers, and community
20 development in our physical campus and virtual space, so we
21 have an ecosystem of systematic change that will allow us to
22 diversify the fields for which we prefer -- prepare, rather,

1 our students.

2 We harness Lesley's long-standing strengths in the
3 human connection arts, and our values we seek to develop:
4 faculty, Staff and student employee inquiry and scholarship
5 that will advance human potential on the front lines of
6 practice.

7 Next slide, John?

8 Partnerships: So we have legacy of partnerships
9 with schools, civic organizations, non-profits and
10 companies. And as we move forward, we established an Office
11 of Partnerships reporting to the President, so that we can
12 engage with and manage relationships with all the
13 organizations across the university, including the Threshold
14 program.

15 The partnerships created in concert with our
16 faculty will provide multiple benefits to students to find
17 career pathways, to employers to recruit and retain in a
18 better developed and more diverse workforce, and to the
19 community and access to needed resources through our
20 cocurricular engagements.

21 And so, as we move forward, we're looking forward
22 to the Riverside Outpatient Center at Cambridge continuing

1 our historic partnership.

2 As we discussed, it's housed at 23 Mellon. It was
3 launched on November 18, and it's unique in the fact that it
4 leverages our university's expertise in educating mental
5 health providers in response to the increased level of
6 anxiety, stress, suicide, addiction and other -- ADHD among
7 young adults.

8 As a result of this, Lesley's current counseling
9 center now is able to have the capacity to expand its
10 wellness programming and focus on advancing the field.
11 We've also been offering suicide prevention training and
12 certificates in conjunction with Riverside, and that has
13 been a hit. It was sold out in Round One, sold out in Round
14 Two, and so, you can expect to see more coming from there.

15 Serving more than 40,000 people a year in
16 Massachusetts, Riverside offers a wide range of mental
17 health, developmental and brain injury services, and
18 programs.

19 One immediate advantage of our partnership is
20 students who would need consistent, longer-term care such as
21 weekly therapy and psychopharmacology, now have access to
22 Riverside's extensive network, and broad areas of

1 specialization.

2 And students who are patients of the Riverside
3 Center can rely on this network of counselors with their
4 expertise to meet their specific needs.

5 Of additional interest to Cambridge residents is
6 that Riverside is planning to expand services to local
7 residents when it has appropriate staff and systems in
8 place.

9 Most universities, as you know, often have to
10 refer students outside their own systems for this level of
11 support. And their current networks of mental health
12 providers are fractured and often insufficient, leaving a
13 gap in care.

14 And with Riverside and Lesley, we're aligned
15 around the goals of providing that care and making those
16 services easily accessible.

17 Next slide?

18 We also have partnerships around professional
19 licensure, and we've actually enrolled our second cohort for
20 the Master's Degree program for paraprofessionals in the
21 Cambridge Public Schools. We talked about earlier that the
22 first cohort just received their degrees. We've also

1 expanded the program to Framingham Public Schools. It's a
2 great career development pathway for paraprofessionals, and
3 we're happy to make it possible.

4 Next slide?

5 Another partnership is with Minuteman High School.
6 Lesley now has home games and home teams up at Minuteman
7 High School in terms of our athletic facilities.

8 We're working through partnership on a lot of
9 different levels, but the athletic one is the first level of
10 our partnership, and all of our sports are supported there.
11 And we're developing a community spirit at Lesley around our
12 athletics, with the opportunity to really define our own
13 space, as opposed to going to multiple different spaces for
14 those.

15 So we have created a strategic framework
16 [indiscernible] strategic plan. It's going to be
17 challenging and get stuck on a shelf. But a framework is a
18 living document with goals.

19 And we're wanting -- want to create a learning
20 environment that takes advantage of both our location, our
21 community connections, and supports us as we move forward
22 with our unique educational vision and revitalize our

1 historic buildings and grounds, improve our accessibility
2 and sustainability, and continue to foster those community
3 connections.

4 So to accomplish this, we've got a plan to invest
5 significantly in capital improvements over the next three to
6 five years. The EDS Campus is one of those, as we talked
7 about our earlier projects, as well as some of the smaller
8 projects on both Doble and an upcoming project on "The old
9 Sears building" -- quote, unquote -- in Porter Square.

10 We want to consolidate our footprint to rightsize
11 the university, and to yield more usable space for Lesley
12 students, employees, and the community, as well as align our
13 three campuses.

14 Next slide?

15 Some of you may remember this from some of our
16 presentations over the last year about how we're
17 transforming the Connect to Campus. So this discuss South
18 Campus, which is the old EDS Campus, the Doble Campus, and
19 the Porter Campus.

20 The South Campus is going to be the traditional
21 collegiate experience when new students become adults,
22 college scholars, and will enliven that space as we talked

1 about with a number of projects.

2 Doble is going to become the learning by doing
3 campus, where we spark learning by dealing with local
4 partners hands on, and continue to build community
5 relationships.

6 Porter is going to still remain the hub of Lesley,
7 where students are immersed in their academic endeavors
8 between the University Hall and the Lunder Arts Center.

9 Next slide? Some of the initial projects on the
10 South Campus that you'll see here, they're identified with
11 those numeric values.

12 But essentially what we're trying to do is really
13 connect our spaces with wayfinding, as well as to clarify
14 points of entry and exit at the Lesley Campus with
15 landscaping and improving spaces for both formal and
16 informal gatherings.

17 We talked about the renovations to St. John's and
18 to Reed and Burnham. Cheryl Hall, which is our library, is
19 going to undergo renovations on its second phase.
20 Previously, the basement and first floor were done.

21 The second and third floors will be transforming
22 into more of a Student Center approach for the South Campus

1 to be able to provide students on that campus with their
2 tutoring, advising and other needs as we move forward.

3 We're still looking at clarifying some of the
4 circulation paths here, but we figure the students will help
5 us out by going where they normally go the way they want to.

6 Next slide?

7 On the Doble Campus, again we're talking about
8 augmenting or entranceway, identifying the entranceway. The
9 orange describes the buildings that were sold in the first
10 tranche of real estate.

11 And they were, again, changing, the landscape
12 around the various entrances, and still had conversations
13 about partners and how the other buildings will be used on
14 the Doble Campus moving forward.

15 Next slide?

16 On the Porter campus, again, we're looking at how
17 do we really enhance the experience in front of the Lunder
18 Arts Center with plantings and furniture? Again,
19 wayfinding.

20 And then in University Hall, our renovations
21 include the first floor, making a Concierge Center on this
22 campus for students, and student services, a Welcome Center,

1 and then the ability to still leave in place the restaurants
2 that are so popular in the neighborhood there.

3 I will also be building an outdoor terrace and a
4 commuter lounge to more focus on our students who commute
5 and our graduate students are often there for low-residency
6 programs during the course of various weeks in January and
7 in the summer.

8 Next slide?

9 And in Porter Square, here's a rendering of the
10 Lunder Arts Center and Plaza with trees and furniture. And
11 so, that will be something you can look forward to seeing.
12 In addition to that, we're going to -- you're going to see
13 us actually leverage -- 1663 used to be the High-Rise Bakery
14 on Massachusetts Avenue.

15 We're thrilled that we've signed on with Dudley
16 Café. They're in the space, and they're renovating that
17 space, and we'll see them sometime in the spring to, again,
18 enliven that environment.

19 We're also looking at -- here are University Hall
20 we've already redone a lot of the banners and utilized
21 actual student artwork on our banners and student designs.
22 And this is another way of providing that pedestrian

1 entrance to the building, along with some places to sit.

2 And ways to separate the traffic on Mass Ave from the actual
3 building.

4 Next slide?

5 So university wide, we've talked about the
6 connective fabric, indoor and outdoor art, art everywhere.
7 You already see it on our shuttlesbuses, our banners, our
8 alumni work.

9 And this is on South Campus outside of the Kidder
10 Residence Hall. You can see the brightly colored furniture,
11 and some are ping-pong tables and that, but you can come and
12 utilize those this spring, once it's a little less chilly
13 out.

14 And our goal is really to connect all the threads
15 of our campuses and produce a unified experience and
16 enhanced experience for our students. This is also a very
17 popular space on the South Campus for the Cambridge
18 community to come, for folks to gather to utilize with their
19 children, to have picnics, to have walking their dogs, to
20 have our connections with the Longfellow House right next
21 door in terms of shared programming, which is another thing
22 that we're working on moving forward.

1 Next slide?

2 So we want to talk a little bit about equity,
3 diversity, inclusion and justice. We've hired a new Vice-
4 President and expanded our Title IX Office. Our Urban
5 Scholars Program started in 2013 to support first-generation
6 undergraduates. We partner with community organizations to
7 recruit local students, and we offer them scholarships and
8 academic coaching and mentoring.

9 It's a wrap-around approach that's been very
10 effective. The graduation rate for the USI students is 90
11 percent, and we're expanding our recruitment pipeline to
12 schools and financial and mentoring supports in order to be
13 able to accommodate more students and broaden their access
14 and provide them with the career pathways.

15 Next slide?

16 In terms of community engagement, I want to just
17 touch briefly on our many activities that we have. So our
18 STEAM learning lab is called "the Wonder Lab" supporting
19 STEAM educators as well as offering STEAM programs for
20 students in grades 1-6, and three partnerships that we
21 launched this year that talked about the kinds of pathways
22 or talk to the kinds of pathways that we've promoted at

1 Lesley.

2 We launched the Early College Pilot and welcomed
3 48 Cambridge Rindge and Latin students to campus for dual
4 high school and college credit. Lesley faculty are teaching
5 the early college courses, which are designed along career-
6 oriented pathways. And this term the students are taking,
7 "Essentials of Health", "Intro to Social Work," and a Design
8 Workshop."

9 It's a state initiative designed for students who
10 might otherwise not have gone onto college. And we thank
11 Mayor for championing it and inviting Lesley to be the
12 district's partner.

13 We're also partnering with Loop Lab workforce
14 development programs for their graduates to attend Lesley's
15 digital filmmaking program and earn 30 credits towards a
16 Bachelor's Degree.

17 With that, I want to say thank you for giving us
18 the opportunity to share our vision. We look forward to
19 further opportunities to engage in our plans as they take
20 shape. We hope this has given you a broader view of Lesley,
21 and we'll be happy to answer a few questions at the
22 appropriate time.

1 MARY FLYNN: Wonderful. Thank you very much.
2 Lesley's doing great work. I did learn a lot about Lesley
3 tonight, so thank you. Let's see. So our final
4 presentation this evening is going to be from the Hult
5 International School of Business.

6 The presentation is going to be led by Lauren
7 Piontkoski. And if you would try to keep your presentation
8 to 20 minutes and introduce the other members of your team,
9 you may proceed.

10 LAUREN PIONTKOSKI: Thank you Chairwoman, the
11 Planning Board, and the public for having us. On behalf of
12 Hult International Business School, we are pleased to
13 provide the insight of Hult to the City of Cambridge and
14 also our campus and our Town Gown highlights.

15 And joining me on this presentation is Mary
16 Dutkiewicz, our Senior Associate Dean, who has eight years
17 of tenure at Hult, and also 35 years in the higher education
18 field, and myself -- Lauren Piontkoski, Vice-President of
19 Global Operations, nine years with Hult, and also 15 years
20 in the higher education field.

21 Hult International Business School, for some of
22 you who do not know, and then those that do: We are located

1 in the NorthPoint area of Cambridge. And we have been
2 operating and scaling from a 200-student population to our
3 current population of 1470 steadily over the past decade.

4 We are an internationally diverse school with
5 students from over 160 plus countries, and our motto is,
6 "For those made to do." To provide a little bit more about
7 who we are, and our academic programmatic information, I
8 welcome Mary to kick us off.

9 MARY DUTKIEWICZ: Great, Lauren, thanks. And Good
10 evening, everybody. And I have to say this is my first time
11 at this meeting, and I have learned a ton from just
12 listening to all of our colleagues' schools, so it's been
13 wonderful.

14 You know, as I listened to the presentations, I
15 thought sort of how similar we are, and how we're a little
16 bit different than some of the other schools that we work
17 with. We're similar in that we all offer terrific academic
18 programs.

19 But if you ask me how I think we're different, it
20 would be our global and international reach as a business
21 school. So we're running four different campuses around the
22 word with a unified curriculum at the same time on the same

1 academic calendar. And 95 percent of our students in
2 Cambridge come from outside the US.

3 So this global diversity means that our students
4 have the opportunity to forge careers that aren't limited by
5 borders, and their ability to build networks all over the
6 world.

7 So Lauren just talked a little bit about sort of,
8 you know, the 4000 students and the 160 nationalities. But
9 sometimes, like, we hear that people have never heard about
10 Hult. So that when you give them these figures -- you know,
11 4000 students, four campuses, 160 nationalities, their eyes
12 get really big.

13 And when you think about the Cambridge Campus, we
14 have over 100 countries on our Cambridge Campus alone. And
15 that number, when you think about it, is more countries than
16 either the Winter or the Summer Olympics. So it's really
17 fun to be in a building where there's that much sort of
18 global diversity happening every single day.

19 Another thing I think that's fun about our
20 programs is that students are on one campus for fall and
21 spring, and then have the ability to go to another campus
22 for the summer term.

1 And I think that the ability to rotate is one of
2 the key parts of our value proposition to students. You
3 spend one year on a campus, and then you can go to up to two
4 other campuses over the summer.

5 So it allows our students to spend a good -- you
6 know, chunk of time in another city and get involved in
7 events and all the opportunities that exist out there.

8 So Lauren just put up this slide about the four
9 campuses: Cambridge, London, San Fran, Dubai, and the
10 rotation campus in New York. And they're all very
11 strategically located as major centers of business
12 innovation around the world.

13 And New York is a very popular summer campus,
14 because it's close to Cambridge and Boston. And it's always
15 one of the cities that international students want to visit.
16 Now, personally I love to visit New York, but I'm always
17 really glad to return to Cambridge and Boston. And then
18 Cambridge becomes a very popular rotation campus for us in
19 the summer, with people wanting to come to our campus.

20 So Lauren's going to go into a lot of detail in a
21 minute. But our Cambridge campus is the biggest campus by
22 far. And I think we're the biggest campus because people

1 want to come to Cambridge. They want to come to Boston.
2 They love the cities, they want to work here in internships
3 and jobs, and they consider Cambridge their second home,
4 which I love, although I think it was Julie that talked
5 about the cold snap.

6 We had a lot of students reconsidering that value
7 proposition of wanting to live here full-time. But they got
8 through it over the weekend, like we all did.

9 So in the fall of 2022, sort of Hult launched a
10 new curriculum for the Bachelor's program, which is really
11 focused on developing core skills and learning through
12 practical, challenge-based projects.

13 And then postgraduate curriculum has also been
14 redesigned. We offer the full range of programs, from
15 Master's programs to MBAs, and then qualified students then
16 can apply for a second degree, which allows them to complete
17 another a full Master's within a year, constantly updating
18 our curriculum to meet the changing needs of business.

19 So as Lauren said in my introduction, I'm in my
20 eighth year at Hult. Every year, there have been changes to
21 the curriculum. But all of them are aimed at making our
22 students better prepared and job ready on day one after

1 graduation.

2 And I think this is really important. Because
3 part of our mission is to be as applied and relevant as
4 possible. But the goal for all of our students is to go out
5 and make an impact, no matter where they do it and how they
6 do it.

7 So Lauren's put up a slide now about the different
8 programs that we have. The Bachelor's degree was added to
9 the Cambridge campus in 2018, and are really traditional age
10 students. Our Ph.D. programs range from students just out
11 of undergrad to MBA students with seven to 10 plus years of
12 experience.

13 And we're also now seeing a strong interest in our
14 Global Online program, which Lauren, I think, is going to
15 talk about.

16 I think another really interesting thing as a
17 business school is that we are triple accredited. So EQUIS
18 is the European accreditation; AACSB is the Big Business
19 School Accreditation, and AMBA.

20 And it's important that we share that with you
21 because only one percent of all of the business schools
22 globally have this achievement. And I think there's only

1 three schools in the U.S. that share this achievement.

2 The other thing I would say about our programs is
3 because of the diversity in global nature, our faculty --
4 we're able to fly them in from other campuses to teach. And
5 the students love this, because it represents -- they
6 represent the diversity of our student body, which I think
7 is wonderful.

8 So the last slide that sort of Lauren is going on
9 show up is really a terrific story, and one that we're
10 really proud of. When you look at this slide, within seven
11 years, we're going to double the amount of students on the
12 Cambridge campus. And academically, I believe the best is
13 yet to come.

14 So with that, I will turn it over to Lauren to
15 continue our conversations with you. And happy to answer
16 any questions at the end. So thank you, Lauren, and I'll
17 turn it back to you.

18 LAUREN PIONTKOSKI: Thank you so much, Mary, for
19 framing that. Now diving a little bit more into our
20 Cambridge campus specifically, earlier this evening Cliff
21 showed a visual or where all the neighboring campuses are,
22 and also our institutions in the City of Cambridge.

1 We had mentioned we're in the NorthPoint area, and
2 as an overview and an aerial view here, it's a beautiful
3 space, and one that encompasses our newest residence hall
4 that was opened in 2019; one of our two academic buildings,
5 called, "Hult Point" which is on 4 Museum Way; and lastly
6 our major academic center building, which is named, "Hult
7 Center."

8 We are uniquely positioned within the city as well
9 too, where we have public access to transportation
10 surrounding our campus. We have the Green Line, Orange
11 Line, Commuter Rail and many bus stops that also empower our
12 community, which we'll talk about later today that students
13 want to and faculty and Staff commute to campus by public
14 transport or by bike.

15 And so, we'll show some data on that.

16 In addition to not only our buildings that we
17 lease, we have two public spaces here that are living. We
18 have the aqueduct bath wall and tennis dual-purpose courts,
19 and also a turf field, which has become the most exciting
20 thing in the neighborhood for the public, and also our
21 institutions.

22 So the turf field is scheduled, and people can

1 register to use the field by reservation. And so, we often
2 see the preschool nearby utilizing the space.

3 We have soccer teams, clubs, under youth 10, so
4 the public is really adapting to utilizing the space, and
5 also becoming more aware of who Hult is as well through the
6 reservation process.

7 In addition, there was an introduction to
8 Bluebikes, and I know that's City-based, but it was
9 implemented on our campus within the last year, and so, we
10 also are seeing an uptick in our community utilizing this
11 amenity.

12 As we think about public amenities as well, we
13 have our -- within our residence hall and main academic
14 buildings our lobbies and amenities are available to the
15 public.

16 I'm excited to highlight that we have a restaurant
17 called "Lingo Café and Bar," TILT Gym, which is a decrease
18 partnership with CrossFit, and an airstream -- a 1969
19 airstream physically in one of our lobbies that kind of
20 showcases us as a café and also for snacks and Grab and Go
21 items.

22 And I mentioned a little bit in this last slide

1 that the turf field is a highly sought out and utilized
2 piece of our community.

3 As we consider to impact of housing efforts within
4 the City of Cambridge, we're also looking internally at how
5 we can make sure the student experience is there through
6 residential.

7 We opened a 500-bed residence hall at the start of
8 the pandemic. And as you can imagine, it's had its
9 challenges. But we have created a steady infrastructure and
10 utility of the building to produce steady growth in its use.

11 So you'll see our numbers from 2019 all the way
12 thorough this current academic year and we've hit capacity,
13 which is fantastic.

14 We are proud to have this building as the core of
15 our community for programming food services and offer the
16 variance of the two-person rooms, studios, and apartment
17 offerings as well too.

18 Yearly just for context, for those listening as
19 well, we see a rough average of a two- to four percent
20 increase on cost of living, and we benchmark amongst other
21 private housing in the area of NorthPoint and Cambridge, and
22 our other partner institution.

1 Comparative data for housing of our own student
2 population of 1470 students: Our students, and I'm sure
3 many of us have seen that financial ability post COVID has a
4 ripple effect on where students or a community may live.
5 Our students represent roughly the 44 percent living in
6 Cambridge -- that's including our residence hall and then
7 the 10 percent renting apartments, and then the others in
8 surrounding cities and towns.

9 It's very important to note here that our
10 institutional academic cycle is very unique. Our students
11 register to be here in the fall and the spring terms, which
12 is September through May, and that's a really nine-month
13 time frame.

14 And then June through August, students have that
15 option to rotate to all of those other campuses. So when
16 they come here, they're often looking to lease for less than
17 a year.

18 As we think about our strategic and long-term
19 planning, one of our major kind of pieces here is our
20 expansion of the Cambridge campus in an academic meeting,
21 not a development meeting.

22 We are trying to grow our Bachelor's program from

1 612 students to 1000 by next year. And now you may be
2 thinking, "Are you at capacity and will you need to grow and
3 develop and create more space to make this happen?"

4 We have the ability to and uniquely with our
5 school to migrate some of our graduate programs to be hosted
6 out of a different campus.

7 So that allows us to alleviate any capacity or
8 pressure to grow this population, and if needed we would
9 activate or consider the idea to adapt more classroom space
10 or also utilize some of the free space we have within our
11 current buildings to create alterations or development
12 options.

13 Mary had mentioned in a previous slide we also
14 jumped into the world of online. I think that COVID helped
15 us do all of that. But more so having the accessibility of
16 the online programs. We have launched this in spring of
17 2022 looking to grow it, but also not our main priority as
18 far as program offering, just making sure that we're
19 diversified.

20 And our other goal is also just to make sure that
21 we are bringing an equally balanced kind of campus of
22 undergraduate and postgraduate. We often see that these

1 communities really help grow, develop, and mentor one
2 another as well too.

3 As we think about our continued components of
4 energy and environmental sustainability through building
5 design, we continue to be proud of our residence hall that
6 was opened in 2019 with LEED v4, or excuse me -- v4 Gold
7 Standard.

8 We are also very proud to share that we have over
9 420 bike spaces available within our community and our
10 campus. And our overall global goal, in partnership with
11 education first, is to achieve carbon neutrality by the year
12 2031.

13 I highlighted it earlier, and I'm going to
14 highlight it again: We are beyond proud that our community
15 members utilize public transportation and/or find ways to
16 utilize the grounds around us, whether that's bike parking,
17 the trails around us, the past to and from our area of
18 NorthPoint, and also Cambridge Crossing, to access the main
19 means of coming and going to our institution.

20 As we think about Hult in the community, since
21 2013 there's been an annual program facilitated by EF and
22 Education First with -- sorry, Education First -- in the

1 city of Cambridge with Cambridge Rindge and Latin called,
2 "The Go Local Challenge."

3 And this extremely was an opportunity for students
4 in Cambridge to gain twenty-first-century skills and
5 confidence around STEM. And Hult students volunteer as
6 mentors for this for the students of Cambridge, and also our
7 faculty LEED training sessions and seminars for participants
8 of this program on our campus.

9 In addition, from the 2019 and 2020 academic year,
10 and we have also noted this in that yearly Town Gown Report,
11 Hult Undergraduate Program launched the Hult Scholar Grant
12 Program, which offers full tuition scholarships for high-
13 achieving students that have significant financial need.

14 And so, we work with the public and also charter
15 schools in Cambridge to identify those students and seniors,
16 who might be interested in pursuing the degree in Business
17 with us at our school and help them with the admissions
18 process as well.

19 And kind of looking forward in our community
20 engagement goals, again: We are small but very mighty, and
21 we're very much looking to build our footprint within the
22 community. And we're really going to start with dedicating

1 ourselves to putting more into the Hult Scholar Recipient
2 Program.

3 When we look at our numbers and data of how many
4 Cambridge high school students, whether in public or charter
5 schools, we would love to recruit and help support more to
6 come towards our school. So our goal for the future is to
7 increase that number.

8 And then lastly, we have something unique, which
9 is also the space that we host. We have between
10 auditoriums, classrooms, conference space, we really want to
11 take an effort to partner more with our area colleges, host
12 clubs, organizations, non-profit groups, non-profit
13 companies, but more so, we have the brand-new area of
14 Cambridge Crossing, which I'm sure everybody here on this
15 Board has been a part of for the last three to five years.

16 With the growth of Divco West running and managing
17 that project management part of it, we've established a
18 relationship with them for use of our own campus, but then
19 also how can we collaborate with partners of businesses in
20 the Cambridge Crossing area.

21 So becoming a very tight community over there of
22 resource sharing, and also finding a best way to support the

1 needs of those around us.

2 We would like to thank you on behalf of Hult again
3 for listening to our story, our history, and where we're
4 going. And I refer to the appendices for some data, and
5 also open to questions that I'm sure the Board will be
6 asking.

7 So thank you so much for having us.

8 MARY FLYNN: Thank you. Your presentation is much
9 appreciated. It's nice to hear about all the things that
10 are going on up in NorthPoint.

11 That wraps up the presentation portion. And our
12 next -- our next piece will be public comment. So I'm going
13 to suggest that we take public comment, and then take a --
14 the Board can take a brief break before we start our
15 discussions.

16 Let's move to public comment now. Any member of
17 the public who wishes to speak should now click the button
18 that says, "Raise hand." If you're calling in by phone, you
19 can raise your hand by pressing *9.

20 I'll now ask Staff to unmute the speakers one at a
21 time. Speakers should begin by saying your name and
22 address, and Staff will confirm that we can hear you. And

1 after that you'll have up to three minutes to speak until I
2 ask you to wrap up. So let's see.

3 DANIEL MESSPLAY: It looks like we have a couple
4 of speakers.

5 MARY FLYNN: Mm-hm. Thank you, Daniel.

6 DANIEL MESSPLAY: Just do one quick last call.
7 Anyone who would like to provide comments on the Town Gown
8 presentations, please use the "Raise hand" function.

9 MARY FLYNN: Mm-hm.

10 DANIEL MESSPLAY: Our first speaker is Jay Wilson
11 (sic), followed by Rabbi Yoni. So Jay, please unmute
12 yourself and begin by giving your name and address.

13 JAMES WILLIAMSON: Can you hear me?

14 MARY FLYNN: Mm-hm.

15 DANIEL MESSPLAY: Yes, please go ahead.

16 JAMES WILLIAMSON: So it's actually James
17 Williamson, Churchill Ave in North Cambridge now. First of
18 all, I was -- I continue to wish that we had a Town Gown
19 evening that is actually the town talking about our
20 perspectives in relation to the universities, our interests,
21 our -- what we appreciate, what we'd like to see them do,
22 what we'd like to -- what we might like to see them change.

1 I don't know why we don't do that in Cambridge.
2 It's sort of mostly broadcast and not a big opportunity for
3 the community to talk about what we -- how we see it and
4 what we'd like to see.

5 On Harvard, I commend Harvard for 28 -- I'm
6 surprised to hear the number is 28, it used to be something
7 closer to 10. Of course, it was a few years ago when MIT,
8 the number for MIT was 0.

9 I notice that there was no number for MIT. I'd be
10 interested to hear. I think we'd all like to know how many
11 students from Cambridge are admitted to MIT, and we'd like
12 to see -- I'd like to see that number be pretty good.

13 I continue to be really disappointed with what
14 ended up being done with Holyoke Center Plaza. I think it's
15 kind of a catastrophe.

16 The problem there, which I would hope Harvard will
17 evenly come around to correcting, is they put the built-in
18 chess tables right through the middle of what used by the
19 seating area. And basically, it's made it impossible for
20 people to enjoy it as a seating area, other than if you're
21 playing chess. And I think that's something that can and
22 should be corrected. I hope they'll come around to agreeing

1 eventually.

2 I also hope that Harvard will eventually see the
3 wisdom of removing the name, "Sackler" from their Art
4 Museum. I don't think they've done that yet. Other
5 universities have. We heard about their interest in serving
6 the global humanity. We've had hundreds of thousands of
7 deaths in this country from OxyContin, and I think some of
8 you will be aware of the Sackler family's role in that and
9 Purdue Pharma in particular.

10 Both MIT and Harvard basically -- contrary to some
11 of what's been said I think are still engaged in forms of
12 lockdown to the community. You can't get into public events
13 at the Harvard Law School without special provision for
14 people waiting at the doors. I think that that's still the
15 case at MIT. In fact, it was controversial not too long
16 ago.

17 Maybe people remember some back and forth public -
18 - publicly about some of that -- people from MIT complaining
19 about it. I think both these universities ought to return
20 to when they were more open and truly hospitable to people
21 from the community. People who are going to steal are going
22 to get in one way or -- you know, they're going to get in

1 anyway.

2 I would just like to -- you know, I'd like to hope
3 that the university -- MIT is as accessible to the people
4 who live in Cambridge as they were when they warmly greeted
5 Mohammed bin Salman with the previous President.

6 Finally on housing, stop externalizing your
7 housing costs on Cambridge and, you know, if they're going
8 to -- you're going to -- and I'm wrapping up here, you're
9 going to amend the -- you know, we're hearing about amending
10 the AHO; why don't we get the universities to really house
11 all of their students and make a commitment to do that, so
12 that the burden doesn't continue to fall on Cambridge?

13 MARY FLYNN: Yeah, please --

14 JAMES WILLIAMSON: Thank you.

15 MARY FLYNN: -- please wrap up. Thank you.

16 DANIEL MESSPLAY: Thank you. The next speaker is
17 Rabbi Yoni. So Rabbi, please begin by unmuting yourself and
18 giving your name and address.

19 RABBI YONI: Sure. Thank you. I'm in Central
20 Square in Cambridge. And I -- I wish to echo a number of
21 the points that the previous speaker just spoke about, that
22 I think it's important for both Harvard and MIT to show a

1 preference for local residents, both in terms of clear
2 admission, as well as the reversal of the much less
3 hospitable nature during the lockdowns, which, to my
4 knowledge, also continues to this day.

5 And it's very unfortunate that what made MIT great
6 in the past was its ability to integrate with the community
7 and to collaborate with other people and to -- and to
8 benefit what they can bring and offer what it brings.

9 The other issue is that in the pandemic, we saw
10 that in 2020 the housing costs in Cambridge suddenly became
11 reasonable. It became possible to -- for friends of mine to
12 move in and to have reasonably affordable housing.

13 That all reversed when the universities' request
14 brought students back into in-person, which really just
15 dramatizes what the previous speaker mentioned, that the
16 housing costs have been externalized to the city of
17 Cambridge and to the residents of Cambridge, both from the
18 Learning Program, and also through the laboratories and
19 other spinoffs that, while it's great that they create jobs,
20 they put a burden on the housing situation in Cambridge.

21 And I'd like to see both MIT and Harvard in
22 particular put a clear focus on providing for and

1 strengthening the ability of Cambridge provide for
2 affordable housing -- both market rate and inclusionary
3 housing to meet the actual demand that's here, before
4 putting additional pressure on the residents.

5 And again, to open up and to be more welcoming to
6 local residents in -- both in Admissions and in just casual
7 interactions and learnings and cross-pollinations.

8 Thank you very much for listening. Have a great
9 night.

10 DANIEL MESSPLAY: Thank you. Chair Flynn, that
11 concludes the speakers on the list, so I will turn it back
12 to you.

13 MARY FLYNN: All right. Thank you very much. All
14 right. So as I mentioned, we're going to just take a very
15 quick break. It's 8:39 now. If people want to just take a
16 five-minute break, come back around 8:44 and we will start
17 with questions from the Planning Board for the universities.
18 Thank you.

19 (BREAK)

20 MARY FLYNN: All right. If I can get the Planning
21 Board members to return. I see several of us are back
22 already. We just need I guess Tom. I'm sure he'll join us

1 in a moment. So now we're going to do questions and then
2 discussion.

3 And I think it might be best if we take questions
4 for a particular school, and then have the institution
5 answer those questions, then we can move on to the next
6 University.

7 But before we get to the schools, does anyone from
8 the Planning Board have any questions for Cliff Cook from
9 the CDD?

10 Ted?

11 H THEODORE COHEN: Yeah. Thank you. It may have
12 been in the report and I missed it, but in his charts, he
13 showed the number of people -- of students who resided not
14 in university housing or affiliated with housing. And I was
15 wondering whether that number was not -- students who
16 resided in -- just in Cambridge, or it was outside of
17 Cambridge too?

18 CLIFF COOK: That number included just those who
19 resided in Cambridge, but off campus, and not in affiliate
20 housing.

21 H THEODORE COHEN: Okay, great. Thank you.

22 MARY FLYNN: Okay. Any other questions for Cliff?

1 [Pause]

2 All right. Seeing none, let's move on to Harvard
3 University. Do we have questions for any members of their
4 team?

5 Ashley?

6 ASHLEY TAN: Thank you. Quick question, just a
7 clarifying question. I know someone mentioned earlier that
8 there was a -- there is going to be 500 new beds over the
9 next few years. I was just wondering is that like a net
10 new, is that entirely replacing some ones that were taken
11 offline?

12 So thank you.

13 MARY FLYNN: Okay. Thank you. And Hugh? You
14 have a question for Robert?

15 HUGH RUSSELL: I actually have two questions for
16 Harvard. And one of those questions is actually for all
17 four locations. But -- so I'll follow up with Ashley's just
18 -- and Ted just talked about, which is the graduate student
19 housing question.

20 MIT did a study I guess starting about 10 years
21 ago and tried to figure out how many grad students really
22 wanted to have housing from the institution and set about to

1 achieve that goal, and our -- you know, on construction and
2 doing it, you know, that's the way they work. But I'm
3 wondering really from each institution, how do you set your
4 goal for graduate student housing?

5 And doesn't it move over 10 years in a city where
6 there's incredible inflation of housing costs? It's just
7 very important to me that you know what kind of housing --
8 perhaps not the kind, not -- you know, not dormitories. If
9 you just ask them if they want to live in a dormitory,
10 that's one way to live.

11 But there are other ways to live. I think each
12 institution has to -- to do that research and come up with a
13 plan.

14 So Harvard in particular seems to be, you know,
15 poking along doing a little bit here, a little bit there,
16 and -- you know, so that's -- my second point for Harvard is
17 a fairly obscure point coming out their Bicycle Network Plan
18 in the report.

19 And it shows the university has -- working with
20 the City, have come up with a path consistent with -- a
21 bicycle path -- that is enhanced and separated going 20 Bow
22 Street to Wolf Street, and the Harvard map shows that going

1 across Weeks Bridge.

2 And I'm -- I did that just last fall, and Weeks
3 Bridge has never been much of a barrier, but you may have
4 had to get your bicycle for a few steps to either end. I'm
5 not sure if that's been fixed.

6 But when you get to the other side of Weeks
7 Bridge, you've got Storrow Drive, you've got a completely
8 inaccessible bridge that no vehicle can go over simply.
9 It's awkward -- I mean I carried my bicycle over it last
10 September, so I'm aware that -- and it's like saying how
11 hard would it be for Harvard to build some ramp to make that
12 whole route accessible for people not only on bicycles, but
13 on other wheeled vehicles for, you know, whether they're
14 strollers or wheelchairs or whatever.

15 So that's just sort of a question: Have you put
16 that on the radar? And as long as: I'm not berating
17 Harvard or challenging Harvard: I'll make a personal note:
18 If one of your plans is to rework the first two floors of
19 labs and science Center, which are the Physics Lab and the
20 chemistry labs, and so you may not know that I spent four
21 years of my life working for the architect of that building,
22 and getting that building built. It was 50 years ago.

1 And I -- I take great pride in what I've done. I
2 learned an enormous amount.

3 Just as a note on the lab: The Chem Lab had
4 really smart and bright people in chemistry, who were --
5 really rethought what they were going to try to do with the
6 labs. They had gotten a consultant who is up to that, and
7 they were quite interested.

8 The Physics Department hired an employee, who was
9 sort of their facilities guy, who had some kind of
10 background, who told us exactly how to do their
11 laboratories, which were essentially exactly the way they'd
12 be when I was a student 10 years ago, just in a different
13 building.

14 So, you know, there's a real opportunity to make
15 the physics labs better. And there's a real opportunity to
16 update 50 years in terms of the safety and the environmental
17 consciousness, and indeed the whole teaching program.

18 So the Science Center is a building that's kind of
19 built like the lab wing; it's built like a barn. There
20 aren't any columns in it, it's four stories tall, and it's
21 designed to be modified and to change. I don't think a lot
22 of that happened, but I'm -- you know, I think that's a

1 great project.

2 The outside of the building has suffered from two
3 sets of renovations that are very unsympathetic to the
4 design principles of the building.

5 I don't think the lab project is going to do much
6 to the outside, and I would caution you to make that a basic
7 principle of, "Don't change the outside, because you --"
8 it's a difficult problem. And I'd be happy to talk to the -
9 - whoever's in charge of the Planning Office about detail
10 why it's so hard to deal with that building on the outside
11 and relatively easy to deal with it on the inside.

12 Anyway, so not really a question, it's just a
13 comment. I hate to see the building trashed more when it's
14 a wonderful building.

15 MARY FLYNN: All right, thank you. Tom, you have
16 a question?

17 TOM SIENIEWICZ: Yeah, a couple -- I think quick
18 questions for Harvard.

19 MARY FLYNN: Yep.

20 TOM SIENIEWICZ: Maybe they're trick questions. I
21 hope not. If so, I know as you're closing in on the renewal
22 of the residence halls, you had earmarked the hotel for the

1 last half a decade or so as, "Swing space" for the residents
2 at 1201 Mass Ave.

3 The report, candidly, says, "Well, we don't know
4 what we're going to do with it in the future."

5 It is now, you know, clearly institutional, and it
6 wasn't before. And so, that's a change in that corner of
7 Mass Ave. And I was wondering if you could help us
8 speculate a little bit on how -- what the future of that
9 site might be, and whether or not you'll need to keep it
10 institutional. That's question 1.

11 Question 2 is harder, and I'm going to ask it of
12 each institution, which is there -- this is yes, planning's
13 physical, but it's also economic. And we've certainly
14 talked about the effects of the economics on housing.

15 But I wonder about the purchasing power of Harvard
16 University, and how that might affect our community if we
17 got conscious about it, or you got conscious about it and
18 said, "Okay, well, we could really -- I imagine it's
19 significant -- we can really change this community, and who
20 does business here by steering the significant purchasing
21 power of Harvard to do good in our community."

22 So it's the beginning I think of a conversation

1 I'd love to get into over the next year or years with the
2 institutions about being conscious about where we're
3 spending our money.

4 MARY FLYNN: Okay. Thank you. Any other Board
5 members with questions? Not seeing any hands. I did have a
6 couple myself, which was the -- as was mentioned earlier, 28
7 students being accepted is terrific, because I do remember
8 the numbers being lower.

9 But I think it would be helpful if all of the
10 universities would not just tell us the number of people who
11 were accepted or got scholarships, but, you know, what was
12 the general pool of how many applicants were there from
13 Cambridge, so that we can get a sense of, you know, how many
14 were then accepted, and how that compares to the overall
15 population?

16 So if you have any of that information, I would
17 love for you to share it tonight. Otherwise, we can ask for
18 you to give it to us as a follow-up.

19 Also, the Harvard report noted that the Longwood
20 Shuttle is open to the public, and people can travel back
21 and forth between Longwood and Harvard Square or whatever.
22 I was wondering if any of the other shuttles are being

1 considered for possible public use?

2 And then to piggyback on Tom's question about
3 sites that are being looked at for reuse, and maybe going
4 institutional: I think it was mentioned that the Loeb
5 Center is being looked at for academic uses.

6 And first of all, I have to -- I want to just say
7 I am mourning the fact that ART is moving across the River.
8 I do think it's going to have a negative impact on the
9 economy of the Square in terms of nightlife and retail.

10 So I would -- you know, that -- to me, that
11 building is an important public building, and one that's
12 sort of vital to the -- to the -- not just the neighborhood,
13 but to the broader community.

14 So I'd like to just know a little bit more about
15 what the planning is for that building, and if there's any
16 possibility of thinking about a broader range of uses that
17 might serve the community.

18 So with that, I don't know who wants to answer for
19 Harvard, whether that's going to be Tom or one of the other
20 members of the team?

21 TOM LUCEY: I think it'll be a couple of us.

22 MARY FLYNN: Okay.

1 TOM LUCEY: Some will be Planning related, some
2 are not. So --

3 MARY FLYNN: Yeah.

4 TOM LUCEY: I don't know, Alexandra, if you want
5 to kick off on the -- I think the first one was the beds?

6 ALEXANDRA OFFIONG: Sure.

7 MARY FLYNN: Yes.

8 ALEXANDRA OFFIONG: Yes.

9 MARY FLYNN: Okay.

10 ALEXANDRA OFFIONG: So there was a about are these
11 net new beds or not? So the 5 Sacramento was formerly a
12 health facility. So those are all new beds. That's 19 beds
13 in that building. At Kirkland Place, 13 Kirkland Place,
14 that was a former residence, but it was not an institutional
15 use. So those are new to the university.

16 And the 480 beds we referenced in the future new
17 building in Allston, those will all be new beds. So yeah.
18 So most of the beds are completely new to the university.

19 And I would just say in general, we have more than
20 6500 beds for graduate students and affiliates overall.
21 And, you know, just we are doing a lot to make -- those
22 units more attractive, more affordable, improving their

1 condition, improving the amenities we offer, improving the
2 programming that we have, and also making the leasing terms
3 more flexible.

4 And so, in addition to the 500 beds we cited, we
5 also do have projects that we partner with third-party
6 developers to propose other new residential housing in
7 Allston at various locations. So that is -- so there's a
8 lot going on in terms of housing.

9 I would also -- I know there was a question about
10 the former Inn at Harvard, 1201 Mass Ave.

11 MARY FLYNN: Mm-hm.

12 ALEXANDRA OFFIONG: So, as you know, right now it
13 is being used as the swing house for the house renewal.
14 It's where students live when their -- when their dormitory
15 is under renewal, that is kind of the hub of the swing
16 house. It has a dining hall and a lot of student life
17 spaces as well as residential spaces.

18 So we are -- though it looks like we are far in
19 the house renewal program, we are on House 6, and we have
20 quite a ways to go.

21 So I -- right now, our focus is on continuing that
22 use. I know that there's an expectation that it would

1 remain in institutional use, but there hasn't been -- we
2 haven't gotten to that point of determining what its long-
3 term use would be.

4 There was a question about the shuttles.

5 MARY FLYNN: Mm-hm.

6 ALEXANDRA OFFIONG: All community members can use
7 the Harvard shuttle free of charge. So it's not only the
8 Longwood/MG shuttle.

9 MARY FLYNN: Yeah.

10 ALEXANDRA OFFIONG: But it's all of our shuttles.
11 So that's an excellent resource for --

12 MARY FLYNN: Oh, that's wonderful. I didn't know
13 that.

14 ALEXANDRA OFFIONG: -- people in the Cambridge
15 community. And I --

16 TOM LUCEY: Couple of other ones: I heard Hugh's
17 question about the Boston site. Yeah, we were working with
18 the City of Cambridge, and I think our project went up to
19 the River and stopped. It's a good point. I can see if
20 there's been any thought about doing something on the other
21 side of the Weeks Bridge.

22 There was a question about admittance. Just, I'd

1 have to get those stats and see what I can get from our
2 Admissions Office in terms of the percentages and what the
3 yield is and how many and so forth?

4 And then purchasing power, you might have heard in
5 Dr. Charleston's presentation: We are taking a look at
6 that, and we are building our capacity to do just that Tom.
7 It would be an interesting conversation to have.

8 You know, I know our colleagues at MIT are doing
9 it, so I know we talk to them too to -- you know, for best
10 practices and to learn from each other.

11 So yeah. That is something we are taking a very
12 hard look at. And not just taking a hard look at, we're
13 planning and building out systems to support those types of
14 programs for both purchasing and hiring.

15 MARY FLYNN: And then the Loeb Drama Center, can
16 somebody just update on what where you are in planning for
17 that, and if there's any possibility of maybe steering it
18 from academic use to a more public use?

19 ALEXANDRA OFFIONG: I would say the -- we do have
20 the current theater use is going to be there for several
21 more years.

22 MARY FLYNN: Yeah.

1 ALEXANDRA OFFIONG: A number of years. So right
2 now I don't -- the planning I don't think has really
3 advanced too far. But we can -- you know, I think they're -
4 - we're very early in the process. So I don't have any --

5 MARY FLYNN: Okay.

6 TOM LUCEY: Yeah, we can share that feedback --

7 ALEXANDRA OFFIONG: Any feedback to share.

8 TOM LUCEY: -- certainly, though.

9 ALEXANDRA OFFIONG: Yeah.

10 MARY FLYNN: Yes, yeah, that would be great. I
11 mean, I think it would be nice if the -- if the City or
12 community -- I mean, it could be, you know, the Harvard
13 Square neighborhood Association or the Business Association
14 or whatever.

15 But it would be nice I think if you got some
16 public feedback on the use of that site. Because, you know,
17 the garden and everything is very nice.

18 And in terms of the data for Admissions, I --
19 obviously we don't need it tonight, but I think going
20 forward, it would be helpful to put those numbers in the
21 broader context, so we can just understand -- you know, how
22 many, you know, whether students from Cambridge are being

1 accepted at the same percentage rate as other parts --
2 students in other parts of it the country or -- I know
3 there's all sorts of criteria universities try to meet when
4 they determine what types of -- you have a mix of a student
5 body they want. I'm just curious about Cambridge.

6 TOM LUCEY: In general, I'd say this: Given the
7 yield that we get, the number of Cambridge residents -- the
8 percentage -- would be much higher I would think off the top
9 of my head.

10 MARY FLYNN: Okay.

11 TOM LUCEY: But the yields each year are about 3
12 percent.

13 MARY FLYNN: Mm-hm.

14 TOM LUCEY: And so, I can't imagine that we're
15 accepting 28 Cambridge residents. That represents 3 percent
16 of Cambridge residents have applied, just common sense wise.
17 But --

18 MARY FLYNN: Yeah.

19 TOM LUCEY: We can work on footnotes together for
20 next time.

21 MARY FLYNN: Right. Thank you. Lou, do you have
22 a question?

1 LOUIS J. BACCI, JR.: Actually, it's more of a
2 comment to add on to the question that was already asked.
3 Going with the Cambridge residents that are accepted to
4 these schools, it would be nice to know the outcome, and if
5 these children got to finish their studies, just to see how
6 much -- how well this is working. I'd like to see out the
7 outcome. That could be very challenging.

8 TOM LUCEY: So just graduation rates?

9 LOUIS J. BACCI, JR.: So it would be nice.

10 TOM LUCEY: Okay.

11 LOUIS J. BACCI, JR.: It would be nice to know
12 that.

13 TOM LUCEY: Lou, are you talking graduation rates?

14 LOUIS J. BACCI, JR.: Correct.

15 TOM LUCEY: Okay.

16 MARY FLYNN: Mm-hm. Okay. All right. So then
17 let's move on to questions for MIT. We spent a lot of time
18 with MIT in the last couple of years. So we may not have as
19 many questions. Tom?

20 TOM SIENIEWICZ: I have a couple of questions.
21 One, the status of the Multi-modal Pathway on the Grand
22 Junction, we're talking about Vassar Street being the spine

1 of the campus. That certainly would reinforce it. Just I
2 know there's commitments there.

3 MARY FLYNN: Mm-hm.

4 TOM SIENIEWICZ: Just timing on that and where we
5 are. I was also -- second question, page 17 in the Town
6 Gown Report, which is the parking chart.

7 There was a footnoting indicating, you know, the
8 massive jump in cars related to reporting. I'd just like a
9 little more color on that to try to understand what's
10 happening there with those numbers.

11 MARY FLYNN: Okay. Any other questions? No. All
12 right. So -- so in addition to the two questions that were
13 just brought up by Tom, there is that larger context again
14 about housing on campus for grad students and undergrad too,
15 I guess, where appropriate. So who is going to take the
16 lead for MIT on this?

17 JOE HIGGINS: So -- so I can take the lead for MIT
18 on that. So

19 MARY FLYNN: Okay.

20 JOE HIGGINS: As you are all aware, you know, we
21 have been studying extensively our graduate student
22 population and their preferences. A significant study that

1 we did in 2013, one in 2018.

2 And really, it's -- you know, their preference is
3 -- you know, again, you know, we have, you know, a
4 significant portion of singles -- you know, different
5 populations are married with partners --

6 MARY FLYNN: Mm-hm.

7 JOE HIGGINS: -- others have children. There's a
8 variety of needs. And I can say that, you know, back when
9 we did survey, those that were, you know, living kind of off
10 campus, it was about 10 percent said this was way back, they
11 -- you know, if they had the preference, they would like to
12 live on campus. Other than that, they would like to live
13 off campus.

14 And -- and you can use that as sort of our guiding
15 principles from when we added net new beds and our
16 commitment to the City to add, you know, 900 new graduate
17 beds to campus, which we did add approximately 1000 net new
18 beds.

19 So there's a lot of science and data and research.
20 But it's really driven out of the preferences, and
21 understanding that our graduate students want a variety of
22 options. And we've to look at our housing portfolio and

1 stock and say, "Are we keeping up sort of with that
2 portfolio of options, given their sort of life situation,
3 where they want to live and how they want to live?"

4 MARY FLYNN: All right. And then the question
5 from tom about the status of the Multimodal-Pathway on the
6 Grand Junction?

7 JOE HIGGINS: Yes. So we're making some great
8 progress on that --

9 MARY FLYNN: Mm-hm.

10 JOE HIGGINS: -- I think. We're working with the
11 city and, you know, the MIT teams and, you know, a lot of
12 productive working memes there. I think the design has
13 progressed to a very significant, mature state.

14 I think we're at the point now where I think
15 they're looking to get some pricing and constructability and
16 we're looking forward to moving into the, "Let's get some
17 shovels with ground phase." I'd say that's probably within a
18 year's time, if all goes well with supply chain and
19 everything else.

20 MARY FLYNN: Yeah. Fingers crossed. Good? And
21 then the parking question that Tom referred to, the chart on
22 page 17: Commuter Report.

1 JOE HIGGINS: So I don't have the report in front
2 of me. Can you be a little more specific, Tom, what that
3 question is?

4 MARY FLYNN: Yeah.

5 JOE HIGGINS: And I'll try to give an answer.

6 TOM SIENIEWICZ: Just a second here, let me get it
7 up.

8 MARY FLYNN: Yeah. So 17 is actually housing.

9 ASHLEY TAN: Are you talking about the -- I think
10 it goes from number of parking accounts versus number of
11 parking spaces and just --

12 JOE HIGGINS: Oh, right. I gotcha. I gotcha. I
13 guess -- yeah, yeah, so our Parking and Transportation
14 Committee looks at that regularly. So I think what it is is
15 because of COVID, folks didn't know where or when they would
16 need to be coming into campus.

17 So a lot of them opened up parking accounts. And
18 I think what we're really seeing today is of all those
19 accounts, a very significant percentage of them don't even
20 come to campus at all.

21 MARY FLYNN: Mm-hm.

22 JOE HIGGINS: So it's a new world, and people just

1 want flexibility being able to come in one day a month or
2 one day every two months, so they have a parking account.
3 But it doesn't equate into the number of spaces that we
4 have.

5 What we're actually seeing in terms of utilization
6 is we're still at about 65 to 70 percent utilization of all
7 of our parking spaces, just because of -- you know, the new
8 hybrid way of working. So we definitely have more spaces
9 than cars coming into campus.

10 But a lot more people have accounts. So now we
11 need to figure out a way, you know, how we kind of, you
12 know, resolve that.

13 TOM SIENIEWICZ: Okay.

14 JOE HIGGINS: It's the new normal. It's a new
15 ratio now. And --

16 TOM SIENIEWICZ: Well.

17 JOE HIGGINS: -- and how we play up the number of
18 parking spaces we need versus parking accounts.

19 TOM SIENIEWICZ: Well, this planner saw a 750-
20 space jump in the -- in the -- in the account. So it was
21 eye popping. So -- and I've got a reputation for somebody
22 who's got it in for cars.

1 JOE HIGGINS: Thank you, Tom.

2 MARY FLYNN: All right. Any other questions?

3 Yes.

4 SARAH GALLOP: Madam Chair, I can just touch on
5 two others.

6 MARY FLYNN: Sure.

7 SARAH GALLOP: Tom's good comment about purchasing
8 power:

9 MARY FLYNN: Oh, yes. Mm-hm?

10 SARAH GALLOP: I feel like that's something we
11 could add if the -- if the Board would like that, to the
12 reporting each year. It's --

13 MARY FLYNN: Sure.

14 SARAH GALLOP: We -- we touch on it in the report,
15 but I think both -- I think all schools are doing more and
16 more in this way. And -- and, you know, Tom talked about
17 it. And we've been trying to create closer partnerships
18 with the Black Economic Council of Massachusetts, the Gay
19 and Lesbian Chamber of Commerce, and focusing on ways to
20 provide more resources to lift up local suppliers. So it's
21 a real area of focus. And we would love to report in on
22 that more. So we will happily do that.

1 And then just on the students --

2 MARY FLYNN: Mm-hm.

3 SARAH GALLOP: -- on another great topic, and we
4 can certainly provide more detail on that on an annual
5 basis: The only data I had tonight is that we -- that eight
6 Cambridge students were accepted. But I appreciate the
7 other questions -- you know, the matriculation questions.
8 So we can -- we can focus on that more in the future as
9 well.

10 MARY FLYNN: Great. That would be really helpful.
11 Thank you. All right. Any other questions for MIT before
12 we move on to Lesley?

13 [Pause]

14 Okay. Seeing none, are there questions for the
15 team from Lesley University? Other than the ones that are
16 being asked of everybody, which is the Planning for Graduate
17 Student Housing and the purchasing power?

18 I did note in your report, and then Hugh mentioned
19 it tonight, but I missed it and I apologize, but you did
20 mention that you were currently piloting a graduate student
21 project, and were hoping to maybe build on that. So if you
22 could maybe talk about that a little bit as well.

1 But before I turn it over to you, is there anybody
2 else with a question for Lesley?

3 Okay. I will turn it over to you folks. I don't
4 know wants to answer. Oh, wait. I do have another question
5 coming.

6 Lou? Oh, you're muted, Lou. Lou, we can't hear
7 you.

8 LOUIS J. BACCI, JR.: I guess it's the same
9 question of how many Cambridge residents were accepted into
10 Lesley?

11 MARY FLYNN: Okay.

12 JOHN SULLIVAN: Okay. I can speak to that one.
13 We have 52 in this past year. I do not know what the
14 percentage is of all students. But --

15 MARY FLYNN: Okay.

16 JOHN SULLIVAN: -- but 52 Cambridge residents were
17 accepted as undergraduates this past year.

18 MARY FLYNN: Great.

19 JOANNE KOSSUTH: And I can also tell you that in
20 the current year there is 34 that applied and 26 that have
21 been admitted for this next set. And that makes about 10
22 percent of the territory for enrollment in terms of

1 Cambridge students, according to our enrollment team.

2 MARY FLYNN: Hm. Terrific.

3 JOANNE KOSSUTH: In terms of graduate housing, so
4 we did run a pilot this year. So Lesley historically has
5 been a little inverted. We have more graduate students and
6 more commuters than on campus resident students. And so,
7 what we did was send out a survey, and we had quite a bit of
8 interest.

9 And so, then we made some residence halls
10 available to the graduate students focusing, to the point
11 that some made on the committee about not exactly the
12 standard dorm setup with shared, you know, bathrooms and
13 rooms, but actually more suite/apartment kind of style
14 living.

15 MARY FLYNN: Mm-hm.

16 JOANNE KOSSUTH: And we did that, and we have a
17 group of -- we started with 15, we're down to 10 folks that
18 are now currently graduate students that are in one
19 building, and for next semester, we're going to add another
20 building for graduate students in terms of the need.

21 And what we did essentially was send an e-mail out
22 to all the graduate students and say, "We're going to have

1 availability. Who'd like to participate in this pilot?" And
2 then we were doing a debrief with them about what's working,
3 what's not working?

4 And actually for next semester, or rather next --
5 in the fall, be able to move into some of the newly
6 renovated spaces that are going to be more, we think,
7 amenable to graduate students.

8 And one of the challenges that a lot of them have
9 is they have families and pets. And that's not something
10 that we've actually had in terms of building capacity.

11 But listening to what everyone's doing on the call
12 this evening gives us the opportunity to have some
13 conversations I think with some of our colleague
14 institutions, and look at any synergies that we might have
15 moving forward.

16 MARY FLYNN: Great. And then in regards to the
17 purchasing power question that Tom raised, can you just
18 address what Lesley might be doing in that regard?

19 JOANNE KOSSUTH: So I think that when we look at
20 the decisions that we made in terms of the first set of real
21 estate and keeping it, you know, residential and focused on
22 affordable housing.

1 And moving forward, I think we're attempting in
2 our rightsizing of the campus to do good for the community
3 and continue to involve the Neighborhood Associations in
4 conversations as we move forward with our -- with our plan
5 to keep the neighborhoods in the same sort of feel and the
6 same workability of the residential neighborhoods, and look
7 at what opportunities we have to continue to have that sense
8 of community benefit our students and our faculty and Staff.

9 MARY FLYNN: Tom, did you have another follow-up
10 question or a new question?

11 TOM SIENIEWICZ: Yeah, just -- sorry, just
12 quickly, because I'm scanning the report: Lesley has a
13 program, at least I remember, which helps people with
14 developmental disabilities mainstream and gives them life
15 skills. And this is something amazing. They are housed in
16 Cambridge.

17 And I didn't see any reference to that in your
18 Town Gown Report, and it's something that you really should
19 brag about. Because it's really an extraordinary program.
20 I hope it's still there.

21 JOHN SULLIVAN: Yeah. No, we -- it is our
22 threshold program, and we did -- I think it's mentioned in

1 one of the slides, and certainly is mentioned at least a
2 little bit, but perhaps should be highlighted more in our
3 Town Gown Report.

4 It is -- we're closing in on 40 years, as a matter
5 of fact, this year. And -- you know, stay tuned. In May,
6 we're going to plan a -- quite a celebration for it. So --

7 MARY FLYNN: Hm.

8 JOHN SULLIVAN: -- you'll certainly be invited,
9 and, and yeah. We -- we're -- we're really proud of it, and
10 of the program and its permutations and, and growth over the
11 -- over the 40 years.

12 JOANNE KOSSUTH: And John, if I can just jump in
13 for a minute there too, so in the threshold program, there's
14 actually a bridge program and a transition program that
15 followed from the threshold program, so that students start
16 out in the housing environment with live-in housing.

17 The next step for them is to move into a residence
18 hall and have more of a combined Lesley sort of college
19 experience.

20 And then lastly, to move into an apartment, and
21 then we're working on exactly how many transition to what.
22 I think there's between 8 and 11 in the different stages as

1 they move on from the threshold program.

2 MARY FLYNN: Mm-hm.

3 JOHN SULLIVAN: And we also have a first-of-its
4 kind Alumni Center right there on Oxford Street too. So the
5 -- their connection with Lesley doesn't end at the end of
6 their certificate, and after the bridge year. They're
7 really lifelong learners and lifelong Lesley community
8 members.

9 TOM SIENIEWICZ: Thank you for that. And thank
10 you for running that program. It's really, really amazing -
11 -

12 MARY FLYNN: Mm-hm.

13 TOM SIENIEWICZ: -- and much needed.

14 MARY FLYNN: Wonderful. Oh, and then I just have
15 one more question. In regard to the parking lots on Mass
16 Ave across from your main building there, are there plans
17 for that in the future? Or -- go ahead, I can --

18 JOANNE KOSSUTH: No, we -- yeah, there are plans
19 for that in the future. We had a development RFP out to
20 seek out partners for those to build co-living spaces.

21 And so, the -- we're still in discussion and
22 debate, and looking forward to having something to present

1 in the future, in terms of the development of those lots to
2 really help reinvigorate the Porter Square neighborhood.

3 MARY FLYNN: Terrific. Great. Well, we look
4 forward to hearing more about that.

5 JOANNE KOSSUTH: Mm-hm.

6 MARY FLYNN: Interesting. Thank you. Okay. Then
7 I think we're ready to move on to Hult. Do we have
8 questions from the Planning Board for the team from Hult?
9 The Hult International Business School? Hugh?

10 HUGH RUSSELL: So this is kind of a variation on
11 my grad student housing question. There's a -- you've
12 talked about your -- the -- being able to partner or to work
13 with Divco West. Well, Divco West has an incredible
14 opportunity -- resource. They have at least four vacant
15 sites they have to develop as housing.

16 Now, three of them are down at the other end.
17 But, you know, it's a lot closer than Medford. And it seems
18 that if Hult would facilitate that by simply saying they
19 would commit to leasing a portion, perhaps a substantial
20 portion, of more and more residential buildings for their
21 grad students, or an entire building.

22 But they don't actually have to put up the money

1 or the development expertise, they simply have to be the --
2 because when you do a pro forma for housing, the thing you
3 worry about is, well, will people rent these places for the
4 price that we have to charge? And if Hult could step up and
5 say, "Yeah, we could actually be do that."

6 Anyway, have you considered that sort of a
7 partnership? Because I think you're kind of behind the --
8 you're growing so fast that you can't keep up with your
9 demand.

10 LAUREN PIONTKOSKI: Um --

11 MARY FLYNN: Go ahead. No, I -- before we lose
12 track of that question, why don't you go ahead and answer
13 that one.

14 LAUREN PIONTKOSKI: Thank you. You know, Hugh,
15 you bring up such a great opportunity and statement. You
16 know, we just became friends with Divco at early December of
17 this past year. And so, we do have that opportunity to chat
18 about that.

19 We also noted that when we think about how we
20 migrate our students, again, we can shift some of our
21 graduate population to other campuses to make room for our
22 undergraduate as well. So when we look at kind of the

1 flexibility we have for the next two or three years, we're
2 not fully, fully at capacity yet.

3 However, we are going to get ahead. We have
4 meetings with Divco set up for this month of February. So
5 we will take that one to consider some options.

6 The other note here, just so that you're aware:
7 When we look at the properties that Hult are utilizing at
8 the moment, they are lease properties. So Education First
9 owns these.

10 So that conversation and kind of partnership would
11 be Education First partnering with Divco to lease or build
12 that partnership. We would just run and operate what we do
13 with them.

14 MARY FLYNN: Okay. Interesting. In partnerships.
15 Yes, okay. Ashley, you have a question for the Hult team?

16 ASHLEY TAN: Yeah, a very similar question. I
17 notice there was talks about, you know, growing a lot for an
18 undergrad, at least in Cambridge and I guess similar
19 question: Are there thoughts or plans on how to house
20 everyone? Yeah.

21 LAUREN PIONTKOSKI: Sure. And, you know,
22 uniquely again to our type of population, the need looks a

1 little different. And I -- oftentimes we look at when our
2 students come in to find property to either rent or
3 participate in while they're within our program, it's a
4 nine-month stint.

5 So if they cannot find a one-year lease within the
6 community, they also are defaulting to Airbnbs or family,
7 friends, relatives, outside the city where it's a cheaper
8 option.

9 So to your point, how can we find ways to either
10 make sure that our population of 1400, soon to be 2300, have
11 full options for housing? We're still testing that out. We
12 just opened this residence hall in 2019. This is the first
13 year we've seen it at full capacity.

14 We also have one floor within that residence hall
15 that is completely empty, and the ability for us to develop
16 almost 18 more apartments. So that's roughly about 70, 70
17 students or so.

18 So we have some room to play first, before we
19 think bigger picture development moving forward.

20 MARY FLYNN: Well, it's good we have options. And
21 clearly you are thinking about it, so --

22 LAUREN PIONTKOSKI: Mm-hm.

1 MARY FLYNN: -- we'd encourage you to keep doing
2 so. And I think it's that the partnership with Divco could
3 be terrific. The -- one of the -- I just have one specific
4 question about your, the report. You talked about the
5 number of Cambridge employees employed at the Cambridge
6 facilities. And it was just the numbers are up and down in
7 a weird sort of way. So I was just wondering what was going
8 on.

9 So it says in 2020 you had eight Cambridge
10 residents working for the Institution. It went up to 53 in
11 2021, and now it's down to 28 with a long-term projection of
12 28 to 55. I'm just curious as to what's going on with the
13 hiring pattern?

14 LAUREN PIONTKOSKI: It is a wide range for sure,
15 eight to 20 -- eight to 53, and then down to 28. What we've
16 seen over the year of 2020 into 2021: Our junior staff, a
17 younger population of early to mid-20s, occupied a lot of
18 that number when it was at 53 in the -- in the area of
19 Cambridge. It was close to the commuter -- it was close to
20 campus or what not.

21 We've seen that they have since kind of vacated
22 their leases and their agreements to go elsewhere to find it

1 more affordable. So we see that shift just because of our
2 Staff and turnover rate.

3 MARY FLYNN: Mm-hm.

4 LAUREN PIONTKOSKI: Dramatically, I've also
5 included within that "Staff" piece, our faculty. And Mary
6 alluded to this earlier, that we do have that unique piece
7 where we fly and move our faculty to our campuses to teach,
8 instead of employing full-time faculty at each of our
9 campuses. So that also cut down the number of full-time
10 people living in Cambridge, and now they're more mobile
11 globally.

12 So just looking big picture, that dramatic range
13 is going to shift year to year based on what we do with our
14 faculty, and then the yearly kind of out cycling of some of
15 our current Staff.

16 MARY FLYNN: Ok. Got it. Ted, do you have a
17 question for the Hult group?

18 H THEODORE COHEN: A very minor question. And
19 maybe I'm misremembering it. But it seems in the past you
20 talked about having a campus in China, I think maybe
21 Shanghai -- does that no longer exist?

22 LAUREN PIONTKOSKI: Yes, it is correct. We have

1 since closed. And it was considered a rotation center. So
2 we partner with the institution in that city, to then
3 utilize and lease their space for an X amount of time,
4 similar to what we do in New York.

5 So since COVID, we have closed ties with that as a
6 rotation center. We are looking to get back into Asia, and
7 we have targeted Singapore and piloting that this summer
8 with a small group of 40 students. If it takes well, we'll
9 consider that as our second rotation center, moving forward
10 in the next academic year.

11 MARY FLYNN: Very exciting. Okay. Any other
12 questions from the Board? No? Okay. Then are there
13 comments that Board members would like to make about the
14 reports or any information you'd like to see in the future?
15 Hugh?

16 HUGH RUSSELL: Well, the reports show, you know,
17 four amazing institutions doing incredible things; that
18 they're, you know, an enormous value to our city, our
19 country and our world. It's -- I think, you know, we can --
20 we can ask you questions, and nibble away at some of the --
21 some issues. But, you know, you're doing an incredible job.

22 MARY FLYNN: Mm-hm.

1 HUGH RUSSELL: And I for one want to -- to -- to
2 recognize that.

3 MARY FLYNN: Yeah. I think that's felt by many of
4 us. You know, Cambridge is a pretty special place. I'm --
5 you know, a lot of that has to do with history, but a lot of
6 it has to do with the universities too, and the role that
7 they've had, both in the past and the present. So thank
8 you.

9 Tom?

10 TOM SIENIEWICZ: Yeah. Well said, Hugh. I just
11 wanted to reflect on the process that's been, I don't know,
12 almost a decade since I've been reviewing these closely.
13 And it's wonderful to see how they changed.

14 I remember Lesley was the first one with a tree
15 plan, and then that's become adopted as standard practice,
16 and the really beautiful, lengthy descriptions of how
17 important that tree canopy is, both to the campus and the
18 community. I really appreciate that.

19 Also, you know, I've in the past raised issues
20 about the Charles River, and I'm glad to see that Harvard
21 has touched on that in great detail of what they're doing
22 with their project to support the ecology of their front

1 yard. MIT will catch up with them, as they do in the arms
2 race for the Town Gown Report.

3 So I think that's terrific. And so, I guess for
4 me the theme that's emerging -- and I'm delighted to hear
5 from Tom and from Sarah that MIT and Harvard are already
6 collaborating on leveraging their purchase power to make a
7 difference in the business climate locally. I couldn't be
8 more delighted to hear that.

9 I would look forward to next year's reports, where
10 we might put some data and some numbers around that and also
11 ask Lesley and Hult to join that effort.

12 There's going to be hugely significant amounts of
13 capital that's available that really can make a difference
14 to underrepresented businesses and suppliers in our
15 community.

16 So there's always more work to do. But
17 institutions is what makes our community different from
18 other cities. And I'm happy about this process, and really
19 feel privileged to have these neighbors.

20 MARY FLYNN: Thank you for those comments. Any
21 other comments from the Planning Board?

22 [Pause]

1 Okay. Well, I don't think I can say it better
2 than what my colleagues have. Again, contributions that you
3 all make to the city and -- you know, I think this dialogue
4 is important, because, you know, housing continues to be an
5 issue. Everybody's working on it.

6 And so, we appreciate the efforts, and hope that,
7 you know, you continue to analyze your needs as Hugh
8 suggested, and, you know, do as much as possible in the
9 areas of affordable housing and trying to just lessen the
10 impact on the community.

11 But you -- all of the universities bring so much
12 to the community in so many ways, so we do thank you very
13 much for all of that.

14 Do Board members want to send comments to the City
15 Council? Either a summary of the discussion tonight or, you
16 know, highlighting particular points like the graduate
17 student housing issue, Tom's point about purchasing power --
18 again, getting a handle on the -- the number of students
19 accepted, et cetera.

20 Or would you prefer to pass on comments this year?

21 TOM SIENIEWICZ: I think the bullet points that
22 you have outlined, Madam Chair, would be helpful to the City

1 Council. I don't think they have a different -- different
2 pose to strike politically. I don't -- I don't think we
3 need to --

4 MARY FLYNN: Right.

5 TOM SIENIEWICZ: -- send them the Valentine that
6 we just --

7 MARY FLYNN: Right.

8 TOM SIENIEWICZ: -- Yeah.

9 MARY FLYNN: Yeah. I think there was a report
10 last year -- I believe it was last year -- that was sent
11 from the Board that just, you know, kind of highlighted the
12 key issues that were discussed. So are other members
13 interested in adding to that list? Or can -- if so, let me
14 know right now. Yeah.

15 Ted, do you want to add to the list?

16 H THEODORE COHEN: Yeah.

17 MARY FLYNN: Okay.

18 H THEODORE COHEN: I think it would be worthwhile
19 adding to the list, trying to get information about the
20 future of the Loeb Arts Center, and also that the future of
21 the -- I guess it's 1280 Mass Ave that's being used as a
22 swing, realizing that they're a couple of years in the

1 future, but that -- I think we and the City Council should
2 express an interest in them remaining in the public realm,
3 and not necessarily as -- you know, offices or whatever.

4 MARY FLYNN: Yes.

5 H THEODORE COHEN: So I think those are valid
6 points to continue to -- to flash for the City Council.

7 MARY FLYNN: Good. Thank you for that. Okay,
8 Hugh?

9 HUGH RUSSELL: I would just remind my colleague
10 that Loeb Drama Center was built as sort of a undergraduate
11 students -- as a place to learn about and do theater. And
12 indeed it's still used for that purpose. You know, there
13 are several shows a year by the Harvard Dramatic Club. So
14 it's -- it's not just a commercial theater, it's more than
15 that.

16 MARY FLYNN: Thank you for that bit of history. I
17 didn't know that. But I do think that the building and its
18 purpose play a significant role in the community, so. Okay.
19 With that, then, could I have a motion to send a report to
20 the City Council highlighting the points that we've made in
21 this discussion? I think that's it.

22 H THEODORE COHEN: So moved. [Ted.]

1 MARY FLYNN: Ted, okay.

2 STEVEN A. COHEN: Steve, second.

3 MARY FLYNN: Thank you, Steve. Daniel, could we
4 have a roll call vote, please?

5 DANIEL MESSPLAY: Roll call on that motion: Lou
6 Bacci?

7 LOUIS J. BACCI, JR.: Yes.

8 DANIEL MESSPLAY: H Theodore Cohen?

9 H THEODORE COHEN: Yes.

10 DANIEL MESSPLAY: Steve Cohen?

11 STEVEN A. COHEN: Yes.

12 DANIEL MESSPLAY: Tom Sieniewicz?

13 TOM SIENIEWICZ: Yes.

14 DANIEL MESSPLAY: Hugh Russell?

15 HUGH RUSSELL: Yes.

16 DANIEL MESSPLAY: Ashley Tan?

17 ASHLEY TAN: Yes.

18 DANIEL MESSPLAY: Catherine Preston Connolly?

19 CATHERINE PRESTON CONNOLLY: Yes.

20 DANIEL MESSPLAY: And Mary Flynn?

21 MARY FLYNN: Yes.

22 [All vote YES]

1 DANIEL MESSPLAY: That's all members voting in
2 favor.

3 MARY FLYNN: Okay. And I guess we need a motion
4 to conclude the Town Gown Report discussion. Probably
5 should have included that, but should we do a separate
6 motion on that, Daniel?

7 DANIEL MESSPLAY: Yes. That's good housekeeping.
8 Let's do that.

9 MARY FLYNN: Good housekeeping. Okay. So could I
10 have a motion to conclude the discussion?

11 STEVEN A. COHEN: Steve so moved.

12 MARY FLYNN: Thank you.

13 LOUIS J. BACCI, JR.: Louis second.

14 MARY FLYNN: All right. Steve and Louis. Okay,
15 roll call.

16 DANIEL MESSPLAY: On that motion, Lou Bacci?

17 LOUIS J. BACCI, JR.: Yes.

18 DANIEL MESSPLAY: H Theodore Cohen?

19 H THEODORE COHEN: Yes.

20 DANIEL MESSPLAY: Steve Cohen?

21 STEVEN A. COHEN: Yes.

22 DANIEL MESSPLAY: Tom Sieniewicz?

1 TOM SIENIEWICZ: Yes.

2 DANIEL MESSPLAY: Hugh Russell?

3 HUGH RUSSELL: Yes.

4 DANIEL MESSPLAY: Ashley Tan?

5 ASHLEY TAN: Yes.

6 DANIEL MESSPLAY: Catherine Preston Connolly?

7 CATHERINE PRESTON CONNOLLY: Yes.

8 DANIEL MESSPLAY: Mary Flynn?

9 MARY FLYNN: Yes.

10 [All vote YES]

11 DANIEL MESSPLAY: That's all members voting in
12 favor.

13 MARY FLYNN: Great. Thank you. Well, to all of
14 the participants, our thanks. We appreciate all of the work
15 that went into the individual reports, and also having you
16 here tonight. It's always good to see everyone and have
17 these discussions. So much appreciated. Thank you all.

18 SARAH GALLOP: Thank you, everyone.

19 MARY FLYNN: Thanks. That concludes the business
20 on our agenda. Are there any additional comments from
21 Staff?

22 DANIEL MESSPLAY: Nope, not at this time.

1 MARY FLYNN: Not at this time. Okay, Board
2 members? Anything else? No. Okay, then. Well, we are
3 adjourned, then. Thank you all very much.

4 COLLECTIVE: Thank you. Goodnight, everyone.

5 MARY FLYNN: Goodnight, everyone.

6 COLLECTIVE: Goodnight.

7 [09:36 p.m. End of proceedings]

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E R R A T A S H E E T

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I have read the foregoing transcript of the
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as an accurate record of the proceedings.

Name

Date

CERTIFICATE

Commonwealth of Massachusetts

Middlesex, ss.

I, Catherine Burns, Notary Public in and for the Commonwealth of Massachusetts, do hereby certify that the above transcript is a true record, to the best of my ability, of the proceedings.

I further certify that I am neither related to nor employed by any of the parties in or counsel to this action, nor am I financially interested in the outcome of this action.

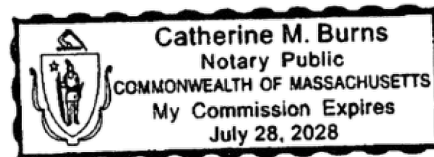
In witness whereof, I have hereunto set my hand this 27th day of February, 2023.



Notary Public

My commission expires:

July 28, 2028



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