# 2016 Annual Town Gown Report

Institution Name: Hult International Business School

FTEs<sup>1</sup> (if available):

Number of Cambridge Residents Employed at Cambridge Facilities:

Report for Time Period (e. g., S	Spring '15 sen	nester or 2	2014-201	5 term): _	2016-20	017 Term
Date Submitted: December 1,	2016					
	I. EXIST	ING CO	NDITIO	NS		
Please provide the following i Cambridge campus. Add cla				condition	s and pop	oulation at your
A. FACULTY & STAFF <sup>1</sup>						
Cambridge-based Staff	2012				2016	(projected)
Head Count:	_35	_37_	_61	_60	60_	_75
FTEs <sup>2</sup> (if available):						
Cambridge-based Faculty						
Head Count:	6	6	13	13	16	20

Page 1 December 1, 2016

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

<sup>&</sup>lt;sup>2</sup> "FTE" refers to Full Time Equivalent employees, which treats part-time workers as a fraction of a full time position based on the number of hours worked per week.

B. STUDENT BODY <sup>3</sup>	2012	2013	2014	2015	2016	2026 (projected)		
Please provide the following statistics about your Cambridge-based student body:								
Total Undergraduate Students:	N/A					*		
Day:								
Evening:								
Full Time:								
Part Time:								
Total Graduate Students:	_277_	_288_	_579_	_720_	_750_	_820_		
Day:	_277_	_288_	_579_	_720_	_750_	_820_		
Evening:								
Full Time:	_277_	_288_	_579_	_720_	_750_	_820_		
Part Time:								
Non-Degree Students:	N/A							
Day:								
Evening:								
Total Students Attending Classes in Cambridge (inclusive of all categories above)	_277_	_288_	_579_	_720_	_750_	_820_		
Post-Doctoral Scholars	_N/A							

<sup>\*</sup> Hult has recently been approved to open an undergraduate campus in Massachusetts. We are still in the very early planning stages, but will keep the city informed as we have more information to share.

Page 2 December 1, 2016

<sup>&</sup>lt;sup>3</sup> Include all non-degree students enrolled in day or evening classes, such as persons taking Harvard Extension classes.

C. STUDENT RESIDENCES	2012	2013	2014	2015	2016	2026 (projected)
Number of Undergraduate Students	residing	in Cambr	idge:			
In dormitories:						*
Number with cars garaged in Cambridge <sup>4</sup> :						
In off campus affiliate housing <sup>5</sup> :						
In off campus non-affiliate housing	:					
Number of Graduate Students resid	ling in Ca	mbridge:				
In dormitories:						
Number with cars garaged in Cambridge <sup>4</sup> :						
In off campus affiliate housing <sup>6</sup> :						
In off campus non-affiliate housing	: _277_	_288_	_579_	_720_	265**	290**

Page 3 December 1, 2016

<sup>\*</sup> Hult has recently been approved to open an undergraduate campus in Massachusetts. We are still in the very early planning stages, but will keep the city informed as we have more information to share.

<sup>\*\*</sup> As our population consists of mainly international non-U.S. citizens who come to the Cambridge campus for a short period of time, the Student Services team reaches out to students as soon as they have confirmed admittance to the school to help them select local housing to suit their budget/needs. In past years, we have assumed that the majority of the students live in Cambridge. However, we recently conducted a student housing survey which showed that only about 35% of students live in Cambridge. Many also live in Boston, Charlestown, Somerville, Malden and Medford, among other nearby cities and towns.

<sup>&</sup>lt;sup>4</sup> Cars Garaged in Cambridge refers to any car kept in Cambridge by a student residing in a college or university dormitory

<sup>&</sup>lt;sup>5</sup> For the purpose of this report, affiliate housing is defined as other housing owned by the institution that is available only to members of the academic community. Affiliate housing does not include either dormitories or housing available for rent to persons who are not affiliated with the institution.

<sup>&</sup>lt;sup>6</sup> For the purpose of this report, affiliate housing is defined as other housing owned by the institution that is available only to members of the academic community. Affiliate housing does not include either dormitories or housing available for rent to persons who are not affiliated with the institution.

## D. FACILITIES & LAND OWNED

	2012	2013	2014	2015	2016	2026
Acres:						(projected)
Tax Exempt						
Taxable						
Number of Buildings: (include both taxable and tax exempt b	ouildings)					
Dormitories:						
Number of Buildings:						
Number of Beds:						
Size of Buildings (gross floor area):						
Institutional/Academic	14583	14583	94947	94947	94947	94947
Student Activities/Athletic						
Dormitory/Nontaxable Residential						
Commercial						
Taxable Residential						

Between academic year 2003-2004 and June 1, 2014, Hult International Business School leased from Efekta Schools, Inc. 14,583 square feet at One Education St. in Cambridge, MA, to run campus services.

Since June 1, 2014, Hult entered into a lease with Efekta Schools Inc. for 94,947 square feet at One Education St in Cambridge, MA, to facilitate growth planned for the school.

Page 4 December 1, 2016

# **Parking**

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

Number of parking spaces maintained for		
students (include resident and commuter parking):	0	
Number of parking spaces maintained for faculty, staff and visitors:	40	

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

2012	Tax Exempt - Affiliate Housing <sup>4</sup>	Taxable - Affiliate Housing <sup>4</sup>	Tax Exempt - Other Housing	Taxable - Other Housing
Number				
of Units:	N/A			
Number of				
Buildings:	N/A			

2013	Tax Exempt - Affiliate Housing <sup>4</sup>	Taxable - Affiliate Housing <sup>4</sup>	Tax Exempt - Other Housing	Taxable - Other Housing
2013	Allinate Housing	Affiliate Housing	Other Housing	Other Housing
Number				
of Units:	N/A			
Number of				
Buildings:	N/A			

	Tax Exempt -	Taxable -	Tax Exempt -	Taxable -
2014	Affiliate Housing <sup>4</sup>	Affiliate Housing <sup>4</sup>	Other Housing	Other Housing
Number	N/A			
of Units:				
Number of				
Buildings:	N/A			

Page 5 December 1, 2016

<sup>\*</sup>Since over 90% of Hult students are international, they choose not to drive, but rather walk, take public transportation or cycle to campus; we do not need to provide spaces or allow students to park in the building. The vast majority of students do not have international driving license, and their driving licenses are not transferable to the U.S. Our Student Services estimates that less than 10% of the student population are even eligible to hire/drive cars based on the amount of questions they get about Zipcar and other car hire programs, particularly compared to the amount of questions they get about car share programs such as Uber and Lyft.

	Tax Exempt -	Taxable -	Tax Exempt -	Taxable -
2015	Affiliate Housing <sup>4</sup>	Affiliate Housing <sup>4</sup>	Other Housing	Other Housing
Number				
of Units:	N/A			
Number of				
Buildings:	N/A			

	Tax Exempt -	Taxable -	Tax Exempt -	Taxable -
2016	Affiliate Housing <sup>4</sup>	Affiliate Housing <sup>4</sup>	Other Housing	Other Housing
Number				
of Units:	N/A			
Number of	N/A			
Buildings:				

2026	Tax Exempt -	Taxable -	Tax Exempt -	Taxable -
Projected	Affiliate Housing <sup>4</sup>	Affiliate Housing <sup>4</sup>	Other Housing	Other Housing
Number	N/A			
of Units:				
Number of	N/A			
Buildings:				

**Property Transfers: N/A** 

Page 6 December 1, 2016

## E. REAL ESTATE LEASED

Hult International Business School leases 94,947 SF from Efekta Schools, Inc. at One Education Street, Cambridge, MA 02141, for institutional/academic use only.

Hult uses this space to conduct its main university operations. The use is institutional and academic with student activity areas, including a ground-floor restaurant. The space includes 8 classrooms, 60 meeting rooms and lounges.

If plans to add an undergraduate program move forward, Hult will potentially explore leasing additional space for office, academic and residential uses.

Page 7 December 1, 2016

## F. PAYMENTS TO CITY OF CAMBRIDGE: 7

	FY 12	FY 13	FY 14	FY 15	FY 16
Real Estate Taxes Paid*	\$	\$	\$	\$	\$
Payment in Lieu of Taxes (PILOT)	\$152, 741	\$157, 911	\$170, 015	\$539, 624	\$555, 674
Water & Sewer Fees Paid	\$13, 319	\$14, 653	\$11,646	\$35, 323	\$45, 994
Other Fees & Permits Paid	\$	\$	\$	\$	\$

<sup>\*</sup> Hult International Business School has a landlord / tenant relationship with Efekta Schools, Inc. who pays all taxes, services and all other associated fees.

#### G. INSTITUTIONAL SHUTTLE INFORMATION

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

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

Page 8 December 1, 2016

<sup>&</sup>lt;sup>7</sup> Fiscal Years for the City of Cambridge begin on July 1 and end on June 30 of the following year. For example, FY 16 for the City of Cambridge includes the period from July 1, 2015 through June 30, 2016.

#### II. FUTURE PLANS NARRATIVE

#### HISTORICAL CONTEXT

Established in 1964 in Cambridge, Massachusetts as the Arthur D. Little School of Management, the school initially served as an extension of Arthur D. Little's consulting business to train managers in developing countries. In 1976, the school earned accreditation from the New England Association of Schools and Colleges ("NEASC") and became the first NEASC-accredited corporate degree program in America.

Despite being an autonomous Section 501(c)(3) organization, the school was financially dependent on the Arthur D. Little consulting firm. With the demise of Arthur D. Little in 2003, school leadership sought more sound financial footing and approached Mr. Bertil Hult, founder of the world's largest privately held education company, EF Education First, whose U.S. headquarters is in Cambridge, MA.

Mr. Hult agreed to support the school and it was renamed "Hult International Business School." Mr. Hult committed to making the school financially viable on a standalone basis by injecting capital into the institution, establishing a dedicated worldwide recruitment capability and providing teaching space for the school within EF's U.S. headquarters.

Renaming the school Hult International Business School meant that it initially had no brand awareness amongst MBA students or employers. Furthermore, its historic niche of educating international managers was subject to intense competition as other U.S. business schools began focusing on foreign students as a source of growth. Even the historic uniqueness of a one-year U.S. MBA degree was being eroded by the introduction of competing programs from schools such as Babson, Kellogg, Cornell and the University of Southern California, among others.

In 2007, the school's leadership team embarked on a bold strategy of establishing Hult as the world's first truly global business school. This strategy was aimed at differentiating the school relative to its competitors and carving out a position that built on its historical Arthur D. Little legacy of educating international managers.

Over the past nine years, the school has expanded from its origins in Cambridge, Massachusetts, to include campuses in London, Dubai, San Francisco and Shanghai. These locations were chosen as being pivotal centers of the global economy and therefore of interest to business students. All of these campuses were built from the ground up, with the sole exception of London, which was created by the acquisition of a failing AMBA-accredited Institution in 2005, Huron University USA-in-London.

In each location, students earn a NEASC and an AMBA-accredited degree. The school tries to provide as consistent an educational experience as possible across locations. Key policies and procedures are identical across all campuses. Organizational structures, cultural diversity, campus design and key ratios, such as students/faculty, students/staff, students/breakout room, etc., are all kept to similar levels. Furthermore, to maintain consistency of teaching quality, many faculty members routinely teach at multiple campuses over the course of a year.

Page 9 December 1, 2016

Having campuses around the world has enabled the school to offer students a unique value proposition: the ability to study in multiple locations during the course of their studies. All Hult programs enable students to begin their studies in one campus and to then "rotate" to up to two others during the course of their study. This enables Hult students to witness first-hand major developments in key emerging markets and industrialized economies, and provides them with an unparalleled platform from which to launch their international business careers. Surveys indicate that 75% of students choose Hult because of this unique proposition. Around half of all Hult students ultimately rotate to at least one other campus during their course.

We also significantly strengthened the teaching of leadership, teamwork and collaboration, with so-called "soft skills." Stemming from research with business leaders, this new program has been well received, earning the Innovation Award from the AMBA, and supporting our goal of not only being the most global program, but the most globally *relevant* program in the world.

#### STRATEGIC AND LONG TERM PLANNING

Hult International Business School has developed a distinguished record for educating international business leaders. For decades, Hult has provided students and executives from around the world with the opportunity to forge careers that are not limited by borders or tradition. Strong relationships with the world's leading companies and an approach to experiential business education that utilizes the world as its campus mean that Hult has a history – and a future – unlike any other business school.

We strive to be the most relevant business school in the world. By using our global reach and always being creative, entrepreneurial, and on the cutting edge, our aim is to have a positive impact on individuals and organizations by transforming their management practices. In so doing, we hope to be the business school of choice for existing and aspiring leaders. We will contribute to sustainable growth, helping leaders to integrate commercial success and societal well-being.

Our strength lies in translating ground-breaking thinking into the practices that underpin our programs, to help organizations perform at the highest level and stay ahead of the game. We work closely with our clients and partners to conduct research that informs and improves the practice of management. By grounding our research in the everyday practices of leaders, we ensure that our research has relevance and value both for organizations and for leaders

## **CAMBRIDGE CAMPUS VISION & STRATEGY**

Consistent with the global growth strategy, the vision for the Cambridge campus has been to expand the program offers and serve as the institution's lead campus. Over the past four years we have grown from offering two programs, Masters of Business Administration (MBA) and Master of International Business (MIB), to 250 students to currently offering four programs (MBA, MIB, Master of International Marketing (MIM) and Master of Finance (MFIN)) to 750 students.

Our long term vision for the next decade is to maintain our student body at this level while continuing to improve and enhance our programs. For the 2017-2018 academic year we will expand our program offering to include the Master of International Banking degree. We have also recently received

Page 10 December 1, 2016

approval to offer an undergraduate program in Massachusetts. The Bachelor of Business Administration program (currently offered at our London and San Francisco campuses) is potentially planned to launch in Cambridge in the fall of 2018 or 2019.

#### PLANNING OBJECTIVES & STRATEGIC GOALS

Our strategic goal from a facilities standpoint is to provide world class modern education facilities that provide a safe learning environment and support our goals in sustainability, technology, and comfort. To properly meet this growth, the landlord embarked on a renovation of the present leased space in March of 2014. EF Education First built a new building at Eight Education Street next to One Education Street and moved in July 2014. The renovation of three floors at One Education Street was completed in November of 2014, providing enough space to handle the expansion. As it currently stands, Hult will be able to accommodate its growth within One Education St. for the next three years without issue. If the plans to start an undergraduate program move forward, Hult is considering the potential to lease additional space for office, academic and residential. Please see Section IX for more information.

#### **SUSTAINABILTY**

Our philosophy regarding sustainability is threefold: 1) sustainability is critically important to the health and welfare of our students, faculty, staff, and society as a whole; 2) we define it beyond harvesting resources without harming the environment to include social and health benefits as well; 3) rather than one focused sustainability project, we embed this philosophy throughout the campus, from academic classes and clubs, to building operations and student services. Our students and staff expect our sustainability efforts to be sincere, long lasting and make a difference. Some of the key aspects of our sustainability program on campus include:

#### **Facilities**

- Our bathrooms are equipped with Excel hand driers, eliminating the use of paper towels, and saving 667 kilojoules of energy per hand dry compared to paper towels; moreover, our bathrooms have auto stop faucets, and minimal water use toilets.
- Our building accentuates natural lighting with large bright windows to reduce the need for
  electrical lighting and to provide natural heat. All our lights are LED and on sensors that
  go off automatically when the room is empty. Most of the light fixtures within 15 feet of
  the exterior wall have daylight harvesting feature built in or connected to a sensor which
  reduces the amount of energy used.
- We have glazed wall partitions in breakout rooms and conference rooms. These glazed
  walls allow natural light to filter into the core of the building and helps reduce the amount
  of artificial lights required which in turn reduces the amount of energy used.

Page 11 December 1, 2016

- Each of our 8 classrooms and 60 breakout rooms is equipped with global video conferencing capabilities to reduce transportation costs and emissions; Skype calls are the norm.
- Our cafeteria uses bio degradable napkins and no paper cups to encourage use of re-useable water containers; our water coolers on each floor utilize reverse osmosis filtering.
- Our staff are located in two large common rooms, using open space desks, to reduce heating/cooling and lighting requirements of private rooms. Real houseplants are maintained throughout the building.
- We operate a 'paperless' system with a strong reliance on digital and face to face communications; we discourage copying and printing by charging fully loaded fees. We do not have personal trash cans but we have team trash areas (paper, recyclables, batteries, confidential waste) located outside of team and staff rooms at a rate of one trash/recycling point for each group of 24.
- Our four elevators employ Otis Smart Dispatch systems to efficiently route elevators in the most economical manner. This energy-saving features of smart dispatch help achieve Building Research Establishment Environmental Assessment Method (BREEAM) certification and Leadership in Energy and Environmental Design (LEED) certification.
- Our Tretford carpet is made from natural composition. The carpet itself performs as an air
  filter (Asthma Friendly), reduces airborne dust and allergens, and improves indoor air
  quality (IAQ) while promoting energy savings, and facilitates excellent indoor acoustics.
  Manufactured chemical free, it is also made from sustainable, natural Cashmere goat fibers.
  Tretford says that it produces exemplary environmental protections and pollution
  reductions.
  - We reuse existing material including doors, door hardware, existing wood frames and existing ceiling tiles helps to reduce waste. The K-13 acoustical spray material used in the Atrium and open ceilings spaces have a 20% recycled content along with low VOC content.

# **Academics/Student Life**

- We discourage printed textbooks and cases; 94% of these materials are available electronically.
- The Hult campus is surrounded by public transportation, pedestrian and bicycle infrastructure and facilities. Hult is located within a half-mile walk of the MBTA Green Line (Lechmere and Science Park) and Orange Line (Community College) stations, MBTA bus lines, and the Charles River TMA EZ Ride Shuttle.
- Hult will continue to provide its employees and students with a customized shuttle service
  to the MBTA stations that are in highest demand to further enhance the opportunity for its
  employees and students to utilize public transportation. Pedestrian and bicycle access to

Page 12 December 1, 2016

the site will be provided via Museum Way and North Point Boulevard which contain sidewalks, crosswalks, bike lanes, and bulb-outs.

- The site is located within close proximity to a multi-use community path, which runs through North Point Park and in the future will connect to Somerville. The North Bank Bridge provides bicycle and pedestrian access between Charlestown and the North Point Park with a bridge that travels over the MBTA railway and under the Zakim Bridge. EF sponsors the Hubway bike share station located at North Point Park, which provides up to 22 bicycles for rent and Hult students have full access to this service.
- We recommend staff and students use the stairs; we offer incentives such as smoothies and healthy living talks; all of our students were given pedometers to help them compete between each other to do more steps daily.
- All gowns and regalia we use for graduation are made from recycled materials.
- Our Hult Prize focuses on social entrepreneurship, particularly issues of nutrition, health and education in slums.
- Our new MBA curriculum focuses on social entrepreneurship and sustainability, working with leading companies such as Unilever, Phillips, IBM and MassChallenge
- Our top student clubs among the 48 on campus include Sustainability Club, Energy Club, Social Enterprise Club, and Entrepreneurship Club.

## III. RELATIONSHIP WITH CAMBRIDGE PUBLIC SCHOOLS

Hult is innovative not only in academics, but in the area of social justice and enterprise. Hult students and staff engage in philanthropy in the Cambridge area -- roughly one in five students engages in some sort of philanthropy locally. One example of a student-led successful charity event was with Birthday Wishes, an organization that brings birthday parties to homeless children in Cambridge and surrounding areas.

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

Page 13 December 1, 2016

# IV. LIST OF PROJECTS

Over the past year, Hult completed a small scale renovation to the leased space at One Education Street, including renovations to the Lobby, the student café, "Little Lingo", and classrooms and meeting space on floors 6, 7 and 8.

# V. MAPPING REQUIREMENTS

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

• Map of real estate leased.



Page 14 December 1, 2016

• Map of all regularly scheduled campus shuttle and transit routes.



Page 15 December 1, 2016

#### VI. TRANSPORTATION DEMAND MANAGEMENT

In research with students and staff we have determined that about 35% of our faculty and staff drive to campus and 65% of faculty and staff walk or take public transportation. We have determined that roughly 83% of our students walk or take public transportation to the campus, 7% bike, 7% use a ride share service such as Uber, and only about 3% drive to school on their own. Approximately 35% of Faculty, staff and students live in Cambridge and are generally dispersed equally between East and West Cambridge.

In collaboration with EF, Hult has committed to an extensive Transportation Demand Management (TDM) program, including charging employees for parking; operation of a private shuttle bus circulating from the site to area MBTA stations; participation in the Commuter Choice provision of the Federal Tax Code allowing employees to use pre-tax dollars to purchase transit passes; and the installation of bicycle racks in a sheltered location protected from the elements. Hult includes information about MBTA schedules and transportation options available for faculty and students on the company's website. All of these measures are extended to both employees and students. With the completion of the North Point Park footbridge to Charlestown and the proposed Somerville Community Path the Project will be in an advantageous position with regard to bicycle and pedestrian transportation, and Hult is committed to maximizing these resources for their employees. Hult will continue its longstanding practice of discouraging auto use and encouraging employees to walk, bike and take public transit to work. There have not been any changes in the PTDM plan or strategy since submitting our 2015 Town Gown-report.

#### VII. BICYCLE FACILITIES

Hult International Business School is committed to encouraging the use of sustainable transportation options to staff, faculty and students. We have a Hubway station on site and offer bike parking stations in our parking garage inside the faculty. Hult also has a bicycle repair station in the parking garage.

#### VIII. ANTENNA INSTALLATIONS

There are not any antennas on the building.

Page 16 December 1, 2016

# IX. INSTITUTION SPECIFIC INFORMATION REQUESTS

#### Hult

1. To develop a more complete picture of the institution, provide a listing of the college's education sites located outside of Cambridge.

In addition to Cambridge, Hult currently has education sites in San Francisco, London, Dubai, Shanghai, New York, and Ashridge Estate in the United Kingdom.

2. Provide a discussion of enrollment trends over the past three years and about future enrollment projections.

Over the past four years, we have grown from offering two programs, Masters of Business Administration (MBA) and Master of International Business (MIB), to 250 students to currently offering four programs (MBA, MIB, Master of International Marketing (MIM) and Master of Finance (MFIN)) to 750 students.

Our long term vision for the next decade is to maintain our student body at this level while continuing to improve and enhance our programs. In addition, Hult has recently been approved for an undergraduate program here in Massachusetts. It is still too early to know what effect this will have on enrollment, but we will stay close to the city on this topic as we explore the possibilities of an undergrad campus here in Cambridge.

3. Recognizing that EF and Hult are separate entities, please provide an update for plans for expansion by EF in the North Point area. Will Hult be able to accommodate all planned expansion within its existing facilities?

EF owns the real estate assets at North Point and Hult leases space from EF. EF is currently planning an expansion in the North Point area. One possible use for this expansion would be to provide classrooms, offices, and student residential space, which may allow for a Hult expansion opportunity. As it currently stands, Hult will be able to accommodate its growth within One Education Street for at least the next three years. If EF's expansion moves forward, it would be completed in 2019 and could possibly be available for Hult to use for an undergraduate expansion. This expansion proposal will undergo an extensive public review process and be subject to a Special Permit approval by the Cambridge Planning Board. EF anticipates filing a Special Permit application in Spring 2017.

Page 17 December 1, 2016

4. Discuss impacts of institutional growth on the housing market and how the institution can help offset these effects through housing creation. Are there innovative strategies that could be used to help offset the housing impact of Hult students?

Results from a recently conducted housing survey show that 35% of Hult students live in Cambridge. The remaining students live in nearby cities, such as Allston, Boston, Brighton, Charlestown, Malden, Medford, and Somerville.

In addition, students typically enroll in Hult's academic programs and live locally for one year (or less). Hult student services works diligently to help find housing for students, and many students end up taking over the lease of previous students, leading to less influx on the market.

In addition, Hult is anticipating the EF expansion at North Point to include student residential space to address the housing demand. EF's proposal will be subject to Planning Board review and approval in Spring 2017.

Page 18 December 1, 2016