

HULT International Business School



Town Gown Report to the City of Cambridge 2014

2014 Annual Town Gown Report

Institution Name: Hult International Business School

Report for Time Period (e. g., Spring '13 semester or 2012-2013 term): 2014-2015

Date Submitted: December 5, 2014

I. EXISTING CONDITIONS

Please provide the following information about the current conditions and population at your Cambridge campus. Add clarifying comments as needed.

A. FACULTY & STAFF¹

<i>Cambridge-based Staff</i>	2010	2011	2012	2013	2014	2024 (projected)
Head Count:	35	39	35	37	61	75
FTEs ² (if available):	_____	_____	_____	_____	_____	_____
<i>Cambridge-based Faculty*</i>						
Head Count:	5	5	6	6	13	20
FTEs ¹ (if available):	_____	_____	_____	_____	_____	_____
Number of Cambridge Residents						
Employed at Cambridge Facilities**:	1	1	1	3	6	8

* Faculty travel from their home location, all over the world, to teach in each of the 5 campuses. On average, Hult hosts the above faculty head count on the Cambridge campus per semester.

** 70% of all staff live within a 10 mile radius (Charlestown, Somerville and Boston) of the campus.

¹ Post-doctoral scholars are counted in the "Student Body" section. Do not include them in the "Faculty & Staff" section.

² "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.

C. STUDENT RESIDENCES 2010 2011 2012 2013 2014 2024
 (projected)

Number of Undergraduate Students residing in Cambridge:

In dormitories:	NA
Number with cars garaged in Cambridge:	NA
In off campus affiliate housing ⁴ :	NA
In off campus non-affiliate housing:	NA

Number of Graduate Students residing in Cambridge:

In dormitories:	NA
Number with cars garaged in Cambridge:	NA
In off campus affiliate housing ⁵ :	NA
In off campus non-affiliate housing:	-- -- -- -- 206 --

As our population consists of mainly international non-U.S citizens who come to the Cambridge campus for a short period of time, the vast majority live in and around Cambridge. 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.

As students typically study here for only 8 months, most prefer to live within walking and/or biking distance of campus.

⁴ 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.*

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D. FACILITIES & LAND OWNED

The following facilities and land information should be provided for the campus as a whole as well as for sub-areas/precincts of the campus. For example:

- Harvard University for the North Campus, Law School, Radcliffe Quad, Harvard Yard, etc.
- MIT for the East Campus, West Campus, Sloan School, Investment holdings, etc.
- Lesley University for the Main Campus, Porter Square Campus and Brattle Campus

	2010	2011	2012	2013	2014	2024 (projected)
Acres:						
Tax Exempt	_____	_____	_____	_____	_____	_____
Taxable	_____	_____	_____	_____	_____	_____
Number of Buildings: (include both taxable and tax exempt buildings)	_____	_____	_____	_____	_____	_____
Dormitories:						
Number of Buildings:	_____	_____	_____	_____	_____	_____
Number of Beds:	_____	_____	_____	_____	_____	_____
Size of Buildings (gross floor area):	_____	_____	_____	_____	_____	_____
Institutional/Academic	_____	_____	_____	14,583*	94,947	94,947
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 from 288 students to 912 students per year by 2015-2016.

Parking

This section refers to parking spaces maintained in Cambridge only. Provide figures for the Campus as a whole. 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

*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.

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

2010	Tax Exempt - Affiliate Housing ⁴	Taxable - Affiliate Housing ⁴	Tax Exempt - Other Housing	Taxable - Other Housing
Number of Units:	NA			
Number of Buildings:	NA			

2011	Tax Exempt - Affiliate Housing ⁴	Taxable - Affiliate Housing ⁴	Tax Exempt - Other Housing	Taxable - Other Housing
Number of Units:	NA			
Number of Buildings:	NA			

2012	Tax Exempt - Affiliate Housing ⁴	Taxable - Affiliate Housing ⁴	Tax Exempt - Other Housing	Taxable - Other Housing
Number of Units:	NA			
Number of Buildings:	NA			

2014 Annual Town Gown Report

2013	Tax Exempt - Affiliate Housing ⁴	Taxable - Affiliate Housing ⁴	Tax Exempt - Other Housing	Taxable - Other Housing
Number of Units:	NA			
Number of Buildings:	NA			

2014	Tax Exempt - Affiliate Housing ⁴	Taxable - Affiliate Housing ⁴	Tax Exempt - Other Housing	Taxable - Other Housing
Number of Units:	NA			
Number of Buildings:	NA			

2024 Projected	Tax Exempt - Affiliate Housing ⁴	Taxable - Affiliate Housing ⁴	Tax Exempt - Other Housing	Taxable - Other Housing
Number of Units:	NA			
Number of Buildings:	NA			

Property Transfers:

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

N/A _____

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

N/A _____

Please describe any planned dispositions or acquisitions:

N/A _____

E. REAL ESTATE LEASED

Please attach to the report a table listing of all real estate leased by your educational institution within the City of Cambridge. Include the following for each lease:

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

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

Hult International Business School leases 94,947 SF from Efekta House, 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.

F. PAYMENTS TO CITY OF CAMBRIDGE:⁶

	FY 10	FY 11	FY 12	FY 13	FY 14
Real Estate Taxes Paid*	\$	\$	\$	\$	\$
Payment in Lieu of Taxes (PILOT)	\$147,746	\$145, 503	\$152,741	\$ 157,911	\$170,015
Water & Sewer Fees Paid	\$10,090	\$13,127	\$13,319	\$14,653	\$11,646
Other Fees & Permits Paid	\$	\$	\$	\$	\$

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

⁶ Fiscal Years for the City of Cambridge begin on July 1 and end on June 30 of the following year. For example, FY 14 for the City of Cambridge includes the period from July 1, 2013 through June 30, 2014.

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.

II. FUTURE PLANS NARRATIVE

Historical Context

Hult International Business School has developed a distinguished record for educating international business leaders. 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.

Global Vision and Strategy

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 seven 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 routinely teach at multiple campuses over the course of a year.

The strategy of 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.

As a result of the popularity of campus rotation, the school has expanded beyond its original focus on just MBAs, to now offer six additional degree programs, three of which are presently offered on the Cambridge campus (MBA, MIB, MIM):

- Bachelor of Business Administration (BBA)
- Executive MBA
- Master of Social Entrepreneurship (MSE)
- Master of International Marketing (MIM)
- Master of Finance (MFIN)
- Master of International Business (MIB)

Along with our sound range of business programs and global campus rotations, Hult also focuses on experiential learning. The highlight of this experience has been our Action Projects, whereby Masters students work with prominent local companies to solve a real business problem they are facing over six weeks. These include Cambridge based firms such as Sanofi Aventis and Merrimack Pharmaceuticals, whilst other corporate engagement in the Cambridge area includes the Johnson & Johnson Innovation Center, Akamai, and the Microsoft NERD Center. This year we enhanced the program with our MBA students by making their engagement longer and more varied across three different tracts, corporate (IBM, Unilever, Phillips), social enterprise (ie, Hult Prize), and entrepreneurship with a strong association with MassChallenge.

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.

Hult’s Global Philanthropy

Hult is innovative not only in academics, but in the area of social justice and enterprise. Our lead program in this area is the Hult Prize, in partnership with the Clinton Global Initiative (CGI). Hult Prize is an annual case competition open to all schools globally. This case challenge is created by the CGI and generally focuses on improving conditions in slums. Typically, 200 colleges compete globally, with 45 competing in the northeast region; this regional competition is held in Cambridge and at the Museum of Science in March of each year. As part of the crowdsourcing to find the best ideas, we reach out to global top ranked business schools such as Harvard and MIT who have had teams since the beginning of the competition; MIT were finalists in 2013.



In addition, the school helps students and staff engage in philanthropy in the Cambridge area -- roughly one in five students engages in some sort of philanthropy locally. One successful charity event was with Birthday Wishes, an organization that brings birthday parties to homeless children in Cambridge and surrounding areas. Nationally, our student body has rallied behind a number of events, such as “Movember,” which helps raise awareness for Prostate Cancer.

A final example is the Glocal Challenge, a month-long, action-based learning project at Cambridge Rindge and Latin School sponsored by EF Education First and modeled after the Hult Prize. Hult International Business School students volunteer as mentors to help Cambridge students identify a local environmental issue and create an actionable project that could be implemented locally.

Cambridge Campus

Over the past five years, the student body on the Cambridge campus has remained relatively stable at roughly 275 students studying in two core programs, Master of Business Administration and Master of International Business. These students typically came from over 50 different countries leading to an average 95% of students studying here from countries other than the U.S. The average age of our MBA student was 28 with over 3 years of work experience. The average age of the MIB student was 24 with less than one year of business experience on average. Classes were typically held on the fifth floor of the main EF Education First building on One Education Street, across from the Museum of Science.

Cambridge Campus Vision and Strategy

Consistent with the global growth strategy, the vision for the Cambridge campus is to expand the number of programs offered from 2 (MBA and MIB) to 4 (MBA, MIB, plus Master of Finance, and Master of International Marketing), with a corresponding growth of the student body to 912 students. We have expanded during the 2014-2015 school year to 579 students and expect to complete the expansion to 912 students in the 2015-2016 term. Correspondingly, we increased our staffing to 61 this year from 37, with a going level of 75 by 2024. 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.

Planning Objectives and 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, Hult embarked on a renovation of the present building 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 this year, providing enough space to handle the expansion next year.

Sustainability

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.
- 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 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 bikeshare 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. LIST OF PROJECTS

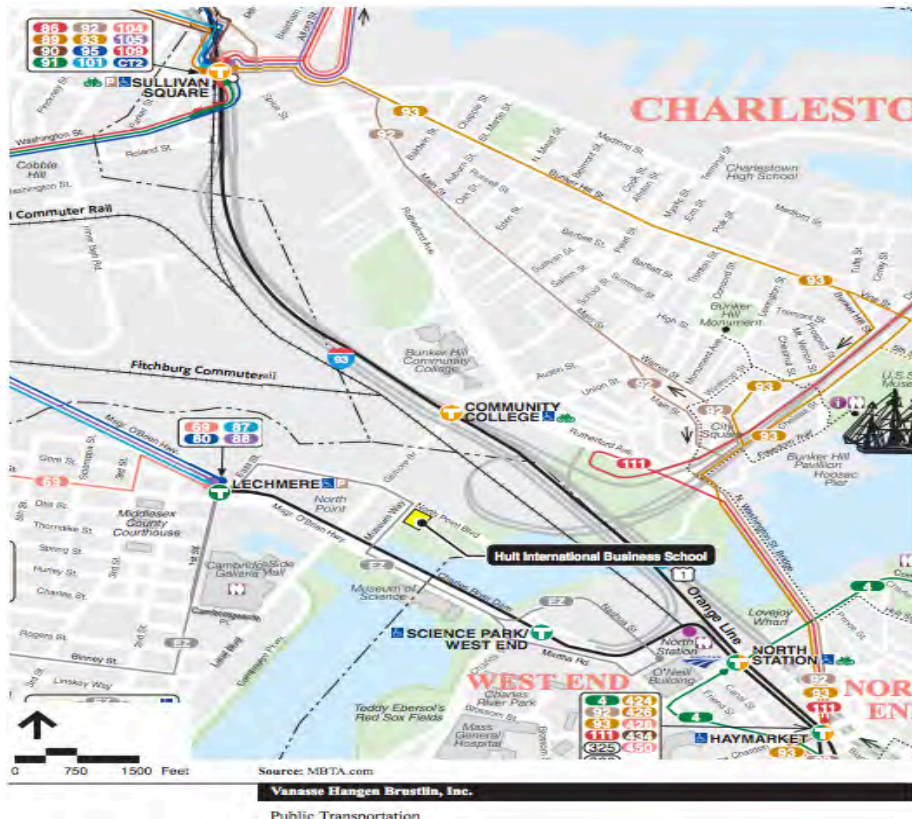
List all development and public improvement/infrastructure projects completed within the past year, currently in construction or which will require City permits or approvals during the next three years (coordinate with Map 3 in Section IV);

- Renovation of building at One Education Street to be completed February 2015
 - Lobby renovations
 - Creation of new classrooms and meeting space on floors 6/7/8

IV. MAPPING REQUIREMENTS

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

1. Map of real estate leased. Categorize properties by use as appropriate (e. g., institutional/academic, student activities/athletic, housing). This map can be combined with the one above.
2. Map of all regularly scheduled campus shuttle and transit routes.



V. TRANSPORTATION DEMAND MANAGEMENT

In research with students and staff we have determined that 65% of our faculty and staff drive to campus and 35% of faculty and staff walk or take public transportation. We have determined that roughly 95% of our students walk or take public transportation to the campus, less than 5% drive and have arranged parking at local providers. Faculty, staff and students that live in Cambridge 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 will be extended to those 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.

VI. ANTENNA INSTALLATIONS

We do not have any antennas on the building.