

# **HULT INTERNATIONAL BUSINESS SCHOOL 2017 Annual Town Gown Report**



*Prepared for the City of Cambridge, December 2017*

## 2017 Annual Town Gown Report

Institution Name: Hult International Business School

Report for Time Period (e. g., Spring '16 semester or 2015-2016 term): 2017-2018 Term

Date Submitted: December 15, 2017

### 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 & STAFF<sup>1</sup>

<i>Cambridge-based Staff</i>	2013	2014	2015	2016	2017	Projection <sup>2</sup> (2026)
Head Count:	37	61	60	60	63	79
FTEs <sup>3</sup> (if available):	_____	_____	_____	_____	_____	_____
<i>Cambridge-based Faculty</i>						
Head Count:	6	13	13	16	16	20
FTEs <sup>1</sup> (if available):	_____	_____	_____	_____	_____	_____
Number of Cambridge Residents Employed at Cambridge Facilities:	3	6	6	6	6	8

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

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

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

<b>B. STUDENT BODY<sup>4</sup></b>	2013	2014	2015	2016	2017	Projection <sup>5</sup> (2026)
<i>Please provide the following statistics about your Cambridge-based student body:</i>						
Total Undergraduate Students:	N/A	_____	_____	_____	_____	*
Day:	_____	_____	_____	_____	_____	
Evening:	_____	_____	_____	_____	_____	
Full Time:	_____	_____	_____	_____	_____	
Part Time:	_____	_____	_____	_____	_____	
Total Graduate Students:	288	579	720	750	1018	1200
Day:	288	579	720	750	1018	1200
Evening:	N/A	N/A	N/A	N/A		
Full Time:	288	579	720	750	1018	1200
Part Time:	_____	_____	_____	_____	_____	
Non-Degree Students:	N/A	_____	_____	_____	_____	_____
Day:	_____	_____	_____	_____	_____	
Evening:	_____	_____	_____	_____	_____	
Total Students Attending Classes in Cambridge (inclusive of all categories above)	288	579	720	750	1018	*
Post-Doctoral Scholars	N/A	_____	_____	_____	_____	_____

\* Hult has recently been approved to open an undergraduate campus in Massachusetts. The plans to launch our undergraduate program for the academic year of 2018-19 are underway. Total student enrollment projections are still very much preliminary at this time; however we anticipate approximately 1,000 students within 7- 10 years.

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

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

<b>C. STUDENT RESIDENCES</b>	2013	2014	2015	2016	2017	Projection <sup>6</sup> (year)
<i>Number of Undergraduate Students residing in Cambridge:</i>						
In dormitories:	_____	_____	_____	_____	_____	*
Number with cars garaged in Cambridge <sup>7</sup> :	**					
In off campus affiliate housing <sup>8</sup> :	_____	_____	_____	_____	_____	_____
In off campus non-affiliate housing:	_____	_____	_____	_____	_____	
<i>Number of Graduate Students residing in Cambridge:</i>						
In dormitories:	_____	_____	_____	_____	_____	*
Number with cars garaged in Cambridge <sup>4</sup> :	**					
In off campus affiliate housing <sup>9</sup> :	_____	_____	_____	_____	_____	_____
In off campus non-affiliate housing:	_____	_____	_____	_____	_____	

\*As part of the EF III Project, approximately 450 student beds will be available for Hult’s undergraduate and graduate students. Our goal is to fill 450 beds upon occupancy of EF III (summer 2019), which will allow graduate students to live there until the undergraduate program increases. We do not yet know the breakdown of graduate and undergraduate occupancy of the housing.

\*\*Hult undergraduate and graduate students are not permitted to park cars on campus. Purchasing vehicles is not common practice since students are international and typically rotate between Hult’s campus in Cambridge and Hult’s other global campuses throughout the year.

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

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

<sup>8</sup> *For the purpose of this report*, affiliate housing is defined as other housing owned 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>9</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**

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:

	2013	2014	2015	2016	2017	Projection <sup>10</sup> (2026)
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	14583	94947	88,812	88,812	88,812	113,812*
Student Activities/Athletic	_____	_____	_____	_____	_____	30,000**
Dormitory/Nontaxable Residential	_____	_____	_____	_____	_____	165,200**
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.
- 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.
- Since October 1, 2015, Hult amended the lease to include a total of 88,812 square feet.

\*The additional planned space to be leased by Hult will include the 25,000-SF building located at 17 Monsignor O’Brien Highway (EF IV), which is currently being renovated into classrooms. Hult anticipates leasing this space by summer 2018.

\*\* Upon completion of EF III, Hult will lease approximately 30,000-SF of space for student activities and cafeteria space and approximately 165,200-SF of student residential space. Hult anticipates leasing this space by summer 2019.

<sup>10</sup> Provide a projection of facilities using whatever time period your institution employs for this purpose. Specify the target year.

**Parking**

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

Number of parking spaces maintained for students (include resident and commuter parking): 0

Number of parking spaces maintained for faculty, staff and visitors: 40\*

\*With the addition of EF III and EF IV, additional parking will be available for Hult faculty and staff. Current plans anticipate all of the EF IV parking (20 spaces) to be used for Hult and a portion (not yet known) of the EF III parking (110 total spaces) to be used for Hult. We will provide more details once EF III and EF IV are occupied.

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

n/a

**Property Transfers:**

N/A

**E. REAL ESTATE LEASED**

Hult International Business School leases 88,812 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.

Hult anticipates increasing its leased space to include a portion of EF III (dormitory and student activities space in June 2019) and EF IV (institutional/academic space in June 2018) to accommodate the planned growth for its undergraduate and graduate programs. Since plans are still preliminary, Hult will provide more detail on these leases once they are finalized in future Town Gown reports.

**F. PAYMENTS TO CITY OF CAMBRIDGE:**<sup>11</sup>

	FY 13	FY 14	FY 15	FY 16	FY 17
Real Estate Taxes Paid	\$	\$	\$	\$	\$
Payment in Lieu of Taxes (PILOT)	\$157,911	\$170,015	\$539,624	\$555,674	\$560,584
Water & Sewer Fees Paid	\$14,653	\$11,646	\$35,323	\$45,994	\$43,845
Other Fees & Permits Paid	\$	\$	\$	\$	\$

\* 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.

<sup>11</sup> Fiscal Years for the City of Cambridge begin on July 1 and end on June 30 of the following year. For example, FY 17 for the City of Cambridge includes the period from July 1, 2016 through June 30, 2017.

## 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 NEASC-accredited Institution in 2005, Huron University USA-in-London.

In each location, students earn a NEASC, AACSB 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.



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.

## **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.

## **PRECINCT AND SITE SPECIFIC PLANS**

***Please see attached map and plans showing EF III (site of future Hult housing); plans for EF IV are not yet finalized.***

### III. LIST OF PROJECTS

- EF III, Hult student residential space and student services
- EF IV, Hult classroom space (renovating former Cambridge College building)

### IV. MAPPING REQUIREMENTS

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

- Map of real estate leased
  - EF I (only current leased space)
  - EF III (future leased space)
  - EF IV (future leased space)





Map of all regularly scheduled campus shuttle and transit routes.



## **V. 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.

## **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. Hult also has a bicycle repair station on-site. With the development of EF III and EF IV, there will be a total of 342 long-term and 83 short-term bike parking spaces on campus.

## **VIII. ANTENNA INSTALLATIONS**

There are not any antennas on the building.

## **IX. TREE RESOURCES**

The Hult campus is located adjacent to DCR's North Point Park and along the Charles River waterfront. Because of these factors, Hult and its landlord EF Education First have taken great pride in sustaining a beautiful park-like campus complete with many trees and as much green space as possible. With the development of EF III and EF IV (both of which will be used by Hult), more than two acres of new public green/park space will be developed. In particular, EF III was formerly a paved maintenance facility with no vegetation. EF will be landscaping the EF III site heavily and incorporating a number of new plantings. (Please see Special Permit materials for further detail).

## X. 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 future enrollment projections.**

For graduate degree programs, we have evolved the Masters of Business Administration (MBA) and Master of International Business (MIB) to four programs (MBA, MIB, Master of International Marketing (MIM) and Master of Finance (MFIN)).

Our long term vision for the next decade is to continue to improve and enhance our programs. In addition, Hult has recently been approved for an undergraduate program here in Massachusetts, and this will be an important focus of ours in the years to come.

- 3. Following the completion of the EF3 and EF4 buildings, provide an update on any future expected facilities needs for Hult and/or EF.**

There are currently no future plans to expand the Hult (or EF) campus in Cambridge after the development of EF 3 and EF 4.

- 4. Discuss impacts of institutional growth on the housing market and how the institution can help offset these effects through housing creation, such as the EF3 student housing project. Also comment on other 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.

With the addition of EF III, Hult will have approximately 450 new student beds on campus, which will help house students and minimize the impact on Cambridge residents.

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

Currently 17 Monsignor O'Brien Highway (now known as EF IV) is undergoing interior renovations to make way for new classrooms, which will be used by Hult. The renovated building will have a total of 7 classrooms, a number of meeting rooms, study space and staff faculty offices.

**6. Provide an update on plans to add an undergraduate program, including accreditation status and housing plans.**

The plans to launch our undergraduate program for the academic year of 2018-19 are underway. The Massachusetts Department of higher education has recently approved the Bachelor of Business Administration Program.

In terms of housing, we will work with enrolled students to find off-campus housing located in close proximity to the campus. As soon as EF III is built, we will advise all our new and returning students to live in the new student residences here.

**Hult International School of Business**

**2017 Town Gown Report**

**Errata Sheet**

**1/10/17**

Page 5 of the report should indicate that 339 Hult International School of Business graduate students live off campus in Cambridge.