



Institutional Master Plan

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I. Introduction & Purpose of the Plan

This Master Plan for the Hult International Business School provides an overview of the School's facilities and programs in San Francisco and projections for future growth. Preparation of the Master Plan satisfies requirements of the Planning Code of the City and County of San Francisco (Section 304.5) that calls for medical and educational institutions to provide the Planning Commission with a long- range development plan.

II. Institutional Overview

Hult is a global business school that provides undergraduate and postgraduate business education to international students. Hult has campuses in Boston, London, Dubai, Shanghai and San Francisco. Students are encouraged to move between campuses during their program to gain a better understanding of the global economy and international business.

A. Mission and Purpose

The institutional mission of the School is as follows: "Hult International Business School is a global institution that transforms lives by providing an exceptionally useful and enduring education that brings together people, cultures, and ideas from all around the world. The school encourages personal growth, intellectual integrity, global sensitivity, local engagement, and civic values so that students are able to succeed in the global economy and are empowered to contribute meaningfully to their business and community."

Hult's mission is to provide a highly relevant and comprehensive education in international business and management. Through case based instruction, team work and field projects, Hult students are encouraged to openly exchange information and ideas in order to foster creativity, intellectual growth and interpersonal connections across languages and cultures.

The school's instructors are rich in practical experience. Hult professors are engaged in teaching, research and solving real business problems. With their knowledge of the real business world, they bring learning alive and keep Hult's curriculum dynamic.

B. History

The School was originally called the Arthur D. Little School of Management

("ADLSOM"). It was established in 1964 as an extension of the consulting business of Arthur D. Little, the world's oldest management consultancy. Originally designed for managers from developing countries, the Master's degree program was accredited by the New England Association of Schools and Colleges ("NEASC") in 1976 making it the first corporate university in the United States.

In 1996, the School became an independent, not-for-profit corporation, although Arthur D. Little still financially supported it. In 2002 Altran acquired the consulting business of Arthur D. Little and a decision was made to cease support of ADLSOM.

EF Education First, the world's largest private education provider, agreed to support the School's operations. The School was renamed Hult International Business School in recognition of the founder of EF Education First, Bertil Hult.

Since 2002 Hult has been transformed from a single-campus institution into arguably the world's first global business school with campuses in Boston, San Francisco, London, Dubai and Shanghai. Students are encouraged to rotate between campuses during their course of study to gain a better understanding of the global economy and to learn about international business practices. The global campus rotation model is unique to Hult.

Each campus is substantially the same to ensure that the educational experience is as similar as possible in each location. Key metrics are benchmarked to be identical including staff/student; students/classroom; students/breakout space and the design of the campus also include common elements so that each campus feels uniquely "Hult". This commonality helps students settle in quickly when they participate in the campus rotation.

Enrollments have increased significantly from 50 in 2002 to 1250 students worldwide in 2010. The focus of the School has remained firmly on international students. Hult Students literally come from all over the world. Across the global student body over 80 nationalities are represented. Less than 10% of all students are from the United States (the majority of whom are enrolled in London and Dubai).

The key strengths of the institution are an academic program that blends academic theory and management best practice and the diverse international nature of the student body. These strengths have been carried through the ADLSOM were acknowledged by Forbes Magazine in its May 4, 1998 cover story. The quality of education provided is in large part due to the business model of employing professors from the world's top business schools to teach at Hult on an adjunct basis.

Hult students are keenly sought by employers. Recent graduates have been employed by McKinsey & Company, Bain, JPMorgan, Microsoft, IBM, Deutsche

Bank, Accenture, Johnson & Johnson, PWC, and P&G. The average starting salary of MBA graduates is over \$90,000 USD and over 80% of graduates have found employment three months after graduation. These statistics are impressive for one-year MBA program that focuses exclusively on international students.

The School has an alumni base of 2,500 graduates that are spread all over the world. Many of these alumni are in position of power including several CEO's, Ambassadors and political leaders.

Exhibit 1: History

1964	Arthur D. Little Inc., the world's oldest management consulting firm, establishes the Management Education Institute. Modeled around top business programs, the school attracts some of the world's most successful business leaders.
1965	Swedish entrepreneur Bertil Hult founds EF Education First, today the world's largest privately held education organization, with 29,000 teachers and staff, and offices spanning 50 different countries.
1976	The school is officially accredited by the New England Association of Schools and Colleges (NEASC), the governing accreditation body of the top business programs in the northeastern United States.
1998	Forbes identifies Hult's Action Learning Program as "highly distinctive", ranking it with the programs of the top five MBA school programs in the United States.
2002	The Economist Intelligence Unit ranks Hult the third best business school in Massachusetts, after Harvard Business School and Massachusetts Institute of Technology (MIT).
2003	The School is renamed Hult International Business School, honoring benefactor Bertil Hult's personal vision and commitment to educating international business leaders, and moves to its own dedicated facility near downtown Boston.
2005	Hult's one-year MBA program earns the accreditation of the Association of MBAs (AMBA), making Hult the first business school in the United States to be recognized by this prestigious international accrediting body.
2007	The School launches an elective module at its study abroad campus in Shanghai as a key component of the Hult international MBA school experience, and acquires Russell Square campus, formerly known as Huron University, London
2008	Hult welcomes the first class of students to the MBA program in Dubai - the first U.S. academic institute to be licensed in the U.A.E.
2009	Hult's London campus welcomes undergraduate and graduates. Our MBA school students can choose to study in one of four locations: London, Boston, Dubai, or Shanghai.
2010	To meet the growing demand for the School's top-ranked MBA program, Hult acquires its fifth campus in San Francisco.

C. The University Today

1. Degree Programs

Hult San Francisco will focus on postgraduate programs exclusively. The following two programs are currently being offered in San Francisco:

- Master of Business Administration (“MBA”)
- Master of International Business (“MIB”)

The following degree programs will be added during the 2011-2012 Academic year:

- Master of Digital Marketing (“MDM”)
- Master of Finance (“MFIN”)

These graduate programs are all full-time, one-year degree programs.

Possible future degree programs include a Master of Social Entrepreneurship and an Executive MBA program.

MBA Students must complete 56 credit hours of course work to be eligible for the MBA degree. MIB, MDM, and MFIN students must complete 37 credit hours of course work. Course credit is awarded for achieving a grade better than “F” for a course. Those who satisfy these criteria, as well as fulfill all program requirements, receive a grade other than “Incomplete” for each course, who have no outstanding Honor Code issues, and who have a final GPA of 2.67 or better are granted the relevant degree.

In the academic year 2011-2012, the School will be adopting a pedagogical approach with the name “LEAP.” LEAP stands for Learning, Experience and Action Projects. This approach will involve team teaching, class speakers, practical workshops, company visits, and corporate feedback and will be an opportunity to work with and engage members of the local San Francisco business community. The School intends to transition to “HULT LEAP Pedagogical Approach” over the next few years.

2. Accreditation & Ranking

The Commission of Higher Education (“CIHE”) of the New England Association of Schools and Colleges (“NEASC”) accredits the worldwide operations of Hult, including San Francisco. CIHE is the regional accreditation agency for colleges and university in the six New England states: Connecticut, Main, Massachusetts, New Hampshire, Rhode Island, and Vermont. As such the Commission is one of the seven regional accreditation agencies recognized by the U.S. Secretary of

Education.

In addition the Association of MBA's (AMBA), a UK accreditation body, accredits Hult's MBA program.

Whilst the School has grown quickly it has maintained its impressive position in the MBA rankings. Hult is currently ranked 44th best business school in the world (& 23rd best business school in the United States) by the Economist; and 97th best business school in the world by the Financial Times. It is the only teaching-focused institution to be included in the Financial Times top 100 schools

3. Admissions Procedures

Hult's admissions policy is intended to assess how an applicant might contribute to, and benefit from an intensive graduate business education in a culturally diverse institutional environment.

Basic Admissions Criteria for MBA Program

1. Substantial business experience and satisfactory GMAT score
2. Undergraduate degree
3. Undergraduate transcript
4. Letters of reference
5. English language proficiency
6. Personal Statement (Essay)

Primary Personal Factors

1. National origin, ethnicity, gender (to ensure diversity)
2. Career goals
3. Entrepreneurial skills
4. Evidence of
 - a. Leadership
 - b. Professional promise
 - c. Motivation and drive
 - d. Overcoming adversity, including disabilities

Secondary Personal Factors

1. Professional certifications
2. Honors and awards
3. Publications
4. Membership in professional or business associations
5. Community or national service
6. Extracurricular activities

The above factors are not exhaustive. They may be weighed differently. They may not, however, be reduced to a standard formula or ranking. They should be considered in conjunction with all other admissions criteria and factors, in light of the school's mission and purpose.

The admissions policy for the Master of International Business (MIB) is identical to that of the MBA with 3 exceptions:

1. Work experience
2. Resume
3. GMAT score, although preferred --are not required.

MIB Candidates are eligible for a maximum of six course credit waivers. To obtain a waiver, a student must (1) have earned a grade of "B" or better in at least two undergraduate courses in the same discipline, and (2) obtain the dean's approval. A course waiver does not diminish the total number of credits required for the MIB degree.

5. Industry Speakers & Conferences

The School sponsors frequent industry guest speakers and special conferences to supplement classroom learning. For example, the San Francisco campus recently invited Steve Wozniak, co-founder of Apple computers to speak to students as part of the Executive Speaker Series. Other recent speakers have included Kristen Badgley, Senior Vice President of Korn/Ferry International and Mark Brodeur is the Global Sustainability Director for Nestlé Purina.

The School will also be hosting the Hult Global Case Challenge regional finals in San Francisco. This event is a business case competition that is open to all university and college students from around the world. Local executives and business leaders will serve as judges for the competition and industry leaders will be invited to participated in the event.

E. Population Characteristics

1. Students

In general, Hult graduate students are mature, culturally diverse, relatively experienced, and capable of succeeding in an intensive, one-year program. Through an effective marketing campaign, the School has improved student quality and enhanced cultural diversity over the past five years, all the while maintaining a high level of English language proficiency, work experience, and maturity. In addition, by providing exceptional student and career services, Hult has simultaneously increased student satisfaction over the same period.

The San Francisco campus currently has 246 students enrolled for the 2010-2011 academic year. Over 85% of the current student population is composed of international students. All students are full-time students pursuing a postgraduate degree. The breakdown by degree program is as follows:

Exhibit 2: Current San Francisco Student population

MBA	Male	Female	US	International
103	66	37	20	83
MIB	Male	Female	US	International
143	86	57	11	131
GRAND TOTAL	152	94	31	214
246	(62%)	(38%)	(13%)	(87%)

It is anticipated that as Hult expands the student population will remain similar to that of Hult's other campuses:

- One third of the student population is women
- Over 35 nationalities represented
- 10% North America; 40% Asia; 20% South America; 20% Europe; 10% Middle East & Africa
- Average age: 31 (MBA); 22 (MIB)

2. Faculty & Staff

The Hult faculty is drawn from established academics rich in practical experience as well as practicing consultants. Hult's global faculty includes fulltime academics, practicing consultants and experienced business executives.

In San Francisco Hult currently employs an administrative staff of 12 FTE and 4 part-time employees. Administrative staff is expected to grow by 15-20% over the next year to accommodate the growth in student population.

Hult San Francisco currently employs 19 faculty members, 63% of which are drawn on an adjunct basis from the San Francisco Bay Area. The number of faculty in San Francisco is expected to grow by approximately 40% over the next year as we expand the number of degree programs and increase the student population.

Affirmative Action: Hult is an equal opportunity employer that makes all employment decisions on the basis of merit. Hult policy prohibits unlawful discrimination based on race, color, gender, gender identify, religion marital status, age, national original, sexual orientation or any other consideration made unlawful by federal state or local laws.

G. Cost of Attendance & Financial Aid

1. Tuition & Housing Costs

Exhibit 3: Estimated Tuition and Housing costs for MBA

Master programs tuition & living expenses (2011-2012)	San Francisco (USD)
Tuition Fee	55,500
Toolbox & Case Study Pack	4,950
Student Resources & Activities	2,200
Erika Medical Insurance	1,000
Accommodation (Double/Single)	N/A
Housing (Optional)	15,000
Living Expenses	10,000
Books	1,500
Computer	1,200
Application Fee (in USD)	150
Confirmation Deposit	3,500
Installment Plan Fee	1,200
Rotation Deposit	500
Certificate (exam fee only)	250
Associate Diploma in MDM or MFIM (9 credits)	7,800
Diploma in MDM or MFIM (15 credits)	13,140

Exhibit 4: Estimated Tuition and Housing costs for Masters programs

Master programs tuition & living expenses (2011-2012)	San Francisco (USD)
Tuition Fee	32,400
Toolbox & Case Study Pack	2,950
Student Resources & Activities	2,200
Erika Medical Insurance	1,000
Accommodation (Single)	N/A
Accommodation (Shared Double)	N/A
Housing (optional)	15,000
Living Expenses	10,000

Books	1,500
Computer	1,200
Application Fee	100 USD
Confirmation Deposit	2,500
Installment Plan Fee	700
Rotation Deposit	500
Certificate (exam fee only)	N/A
Associate Diploma in MDM or MFIM (9 credits)	7,800
Associate Diploma in MDM or MFIM (15 credits)	13,140

2. Financial Aid & Scholarships

Less than 5% of the student population receives federal loans or grants.

H. Campus Safety

The campus is monitored by video-surveillance, and at least 1 staff member is present at all times when students are in the building. Card-key access is required for students to enter building. The building is secured according to published building hours and after hours a staff ID is required for access.

The operations team rigorously maintains campus facilities and repairs of any physical hazards are addressed promptly.

III. Existing Facilities

A. Overview

The School currently occupies the first and second floor of 1355 Sansome, which is a four-story building containing approximately 58,000 sq. ft. The first two floors total 28,000 sq. ft.

B. Ownership

Hult does not own any property in the City of San Francisco and has no plans to acquire any.

C. Parking

There is no off-street parking provided at 1355 Sansome. There are several commercial parking lots around the school site. Since the vast majority of

students are international very few own a car and instead commute to classes via public transport. The location is very well served by public transport and students have use of a private shuttle bus service provide by the landlord for all tenants of Levi's Plaza.

D. Student Housing

Hult does not operate any student housing. Students are given assistance in finding appropriate accommodation on the private rental market through connections with local real estate brokers.

E. Contribution to Local Businesses

Although the School recruits nationally and internationally, many students will seek jobs and internships in the San Francisco Bay Area. Approximately 65% of students enrolled in the San Francisco are interested in seeking internships or long-term employment locally.

V. Current & Future Needs

A. Current & Near-Term Needs

Hult has been experiencing increasing demand in the US for both the Boston and San Francisco campus. The School is also looking to expand their degree programs in San Francisco and offer both a Masters of Digital marketing and a Masters of Finance concentration in 2011-2012.

In Boston the school will take additional space in their current facility in 2013 and will not do any further expansion until that time. Because of that, the School is looking to expand the campus in San Francisco to accommodate the increased US demand in the short-term and until additional space is available in Boston.

In the near-term the School has proposed to expand its operations to the third floor of 1355 Sansome which will add another 17,000 sq. ft. for a total of 44,000 sq. ft.

If possible, Hult is also interested in securing the 4th floor of 1355 Sansome which would increase the total to 58,000 sq. ft. of operational space in San Francisco.

With this additional space the School would anticipate growing the student population to 520 in the first year, with a maximum student population of 975 in San Francisco.

The breakdown by degree program in the first year would be as follows:

Exhibit 5: Projected Student population by degree program

MBA	MIB	MFIN	MDM	TOTAL
195	195	65	65	520

B. Long-term Growth

Longer-term the School would look to expand its campus in Boston before doing any other expansion in San Francisco. There would not be any anticipated expansion beyond what is proposed above for at least the next 5 years for the graduate programs.

Hult is looking to secure a US campus for its undergraduate program within the next 2-5 years. That campus would be located on a completely separate facility from the graduate programs and it is still to be determined what city this campus would be located in.

Appendix A: Student Code of Conduct

Standard of Conduct

A standard of conduct is firmly observed throughout the course of the program in order to uphold the high academic standing of the school. All members of the community are expected to treat others with respect. Honesty in academic matters, as in all others, is an expectation of all members of the Hult community. Violations of the standards of conduct are considered a serious breach of conduct and may result in placement on disciplinary probation by the school. Students, staff and faculty at the school are expected to:

- be civil in words and deeds
- be honest in work, action, and speech
- respect the privacy of others' feelings and property
- respect the cultural differences of every individual
- extend courtesy to every individual
- attend every class, appointment, or assigned commitment on time
- obey copyright law
- uphold the Honor Code

All students are expected to read and sign the Academic Honesty Contract indicating that they have read, understood, and will abide by the Honor Code during the course of their study (See Appendix I for a copy of the contract).

i. Honor Code

The Honor Code expresses the importance of honesty and respect shared by all members of the Hult community:

As members of the Hult community, we expect an atmosphere of trust, honesty, and respect, and we assume that each individual will live up to his or her highest personal standards as well as those of the community.

We agree to respect the property of our school and of others. We agree not to tolerate theft, vandalism, and other such forms of disrespect. We agree not to tolerate cheating by giving or taking improper academic aid, and not to plagiarize [as defined in the following section of this handbook]. We also agree that if we witness any violations of this code, we will handle the situation with responsibility by either addressing the situation directly, or discussing it with a person of authority. We further agree that we will consult with an instructor or other person of authority when policies toward academic assistance are unclear.

ii. Definitions 1. Plagiarism

Plagiarism is copying another person's work without providing credit to the original source. Any information extracted from other sources (including oral communication, written texts, audiovisual and other technological resources such as CD-ROM or the Internet) without changing or with only minor changes, must be footnoted, giving credit to the source. If no source citation is provided, it is considered plagiarism.

2. Cheating

Cheating is considered getting help on an examination or assignment from a disallowed source. This includes using notes or outside sources of information during in-class examinations and assignments and copying or paraphrasing the work or ideas of another person (except for texts and notes associated with the course) without the permission of the Instructor. Cheating includes voluntarily assisting in another student's cheating. It may also include submitting the student's own work from one class for credit in another without

informing the instructors and receiving their consent for the multiple submissions. Collaborating on an assignment when individual work has been required by an instructor is also considered unacceptable academic behavior.

iii. Policies and Responsibilities 1. Staff & Instructors

- a. Staff will distribute a copy of the Handbook on Policies and Procedures to each student during the orientation period, discuss contents of handbook, and obtain a signed copy of the Academic Honesty Contract from each student stating that the Student has read, understands, and agrees to abide by the Honor Code as stated in this handbook.
- b. Instructors are responsible for maintaining academic integrity in the learning and examination process.
- c. Instructors will require Honor Statements or Certificates of Originality for students to sign when handing in exams, papers, and other major assignments. [see Appendix III]
- d. Instructors will give explicit instructions when giving assignments, designating them as individual vs. team assignments.
- e. All Honor Code violations are automatically referred by the Instructor with a recommendation to the Academic Standards Committee (ASC) for review and adjudication. This means that every faculty member will refer all violations and that all student allegations will be presented to the ASC.
- f. Individual instructors may invoke examination, assignment, and course failure remedies.
- g. The ASC may invoke suspension and dismissal remedies, as well as those remedies available to individual instructors.

2. Students

- a. Communication with other persons (within the classroom or externally) through any medium (oral, written, or electronic) during examinations is expressly prohibited. Questions about the examination may be asked directly to the Instructor or proctor.
- b. The use of books, notes, computers, calculators, or dictionaries, are subject to the restrictions of individual instructors and will be announced in advance of the examination. Use of restricted materials will result in disciplinary action.
- c. A student's use of the ideas or writings of another individual, whether in an examination, paper, or any written assignment, and submitting such to an instructor as his or her own work is considered plagiarism and is in direct violation of the Honor Code.
- d. Leaving an examination room with exam materials while an exam is still in progress is prohibited. All examination materials are to be given to the Instructor or proctor immediately upon completion of the examination.
- e. If a student witnesses any of the above violations, the Student should act responsibly by addressing the situation directly, or by reporting the violation to the Instructor or to the Administration.

iv. Penalties 1. Consequences

Any infringement on the Standards of Conduct or violation of the Honor Code may result in any of the following:

- a. Lower examination and/or assignment grade or failure of examination/assignment
- b. Lower course grade or failure of course
- c. Denial of Academic Honors
- d. Placement on academic and/or disciplinary probation
- e. Written reprimand in the Student's permanent record
- f. Suspension (Student is not allowed to enter the school or attend classes for a defined period of time)
- g. Dismissal from the program 2.

Disciplinary Probation

- a. Students may be placed on disciplinary probation by the school for violation of the Standards of Conduct. For the term of the probation, access to School privileges and services may be limited or denied. Such privileges and services may include the following:
 - i. Social events sponsored by the school
 - ii. Specified services offered by Hult's Career Services office
 - iii. Specified services offered by Hult's Student Services office
 - iv. Specified facilities, which may include conference rooms, study spaces, and computer facilities
 - v. Participation in student government
 - vi. Participation in student clubs
 - vii. Participation in surveys distributed by the school
- b. Student may be required to submit letter(s) of apology to offended party or parties
- c. Violations of the terms of probation may result in additional penalties, which may also include suspension from the school

F. Grievances and Appeals Procedures

Students who have formal complaints regarding the professional conduct of any member of the school's faculty or administration, or regarding the enforcement of and adherence to academic and student policies and procedures, have the right to file grievances through the governance structure of the school.

In the case of a grievance, the Student should first discuss the objection with the individual involved. If not satisfied, the Student should discuss the objection with the individual's supervisor, and if still not satisfied the Student should submit a written complaint, including the outcome that they are seeking, to the Dean, allowing 30 days for the necessary review and settlement.

Appendix B: Facility Plans

I. Existing Facilities

A. 1355 Sansome Street Plans

1st Floor

The 1st Floor was included in the Abbreviated Institutional Master Plan accepted by the San Francisco Planning Commission on 12/16/2009. This floor became operational in August 2010. See attached plan.

2nd Floor

The 2nd Floor was included in the Abbreviated Institutional Master Plan accepted by the San Francisco Planning Commission on 12/16/2009. This floor became operational in August 2010. See attached plan.

B. 1355 Sansome Street Size

Abbreviated Institutional Master Plan 12/16/2009

1st & 2nd Floors: 28,000 sq ft

II. Proposed Facilities

A. 1355 Sansome Street Plans

3rd Floor

The 3rd Floor is included in the current Institutional Master Plan application. This floor is expected to become operational in August 2011. See attached plan.

4th Floor

The 4th Floor is included in the current Institutional Master Plan application. This floor, if possible, is a potential expansion in the near term. See attached plan.

B. 1355 Sansome Street Size

Institutional Master Plan application

1st & 2nd Floors: 28,000 sq ft

3rd & 4th Floors: 30,000 sq ft

Total: 58,000 sq ft



