

**Hult International Business School
Abbreviated Institutional Master Plan
(Planning Code Section 304.5)
12 November 2009**

1. Purpose of the Abbreviated Institutional Master Plan

This Abbreviated Institutional Master Plan is submitted pursuant to Planning Code Section 304.5 for Hult International Business School San Francisco (“Hult”) located at 1355 Sansome Street. Because Hult occupies less than 50,000 sq ft of space in a C-2 zoning district and does not anticipate any expansion beyond these limits, a full institutional master plan is not required.

2. About Hult International Business School

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

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.”

- 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. This 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 campuses 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 700 students worldwide in 2009 and are expected to exceed 1,000 by 2011. 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).

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.

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 from ADLSOM and were acknowledged by *Forbes* magazine in its May 4, 1998, cover story. The quality of the 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 and Johnson, PWC, P&G. The average starting salary of MBA graduates is over US\$90,000 and over 80% of graduates have found employment three months after graduation. These statistics are impressive for a one-year MBA program that focuses exclusively on international students.

The School has an alumni base of 2,500 graduates who are spread all over the world. Many of these alumni are in positions of power including several CEOs, Ambassadors and political leaders.

- c. Curriculum: Hult San Francisco will focus on business postgraduate programs exclusively. Only two programs will be offered:
- Master of Business Administration (“MBA”)
 - Master of International Business (“MIB”)
- d. 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 universities in the six New England states: Connecticut, Maine, 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 MBAs (AMBA), a UK accreditation body, accredits Hult's MBA program.

- e. Student Population and Characteristics: The San Francisco campus will initially hold a population of 100 students and has a maximum capacity of 250 students. Over 95% of the students are anticipated to be non-US citizens. Less than 2% of the student population is anticipated to be California residents.

All students will be full-time students pursuing a postgraduate degree. It is anticipated that the student population will be similar to that at 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)

Less than 5% of the population is anticipated to receive federal loans or grants.

- Staff and Faculty: Hult will employ a staff and faculty base in San Francisco of roughly 30 FTE. The majority of these staff are anticipated to live in San Francisco.
- 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 identity, religion, marital status, age, national origin, sexual orientation or any other consideration made unlawful by federal, state or local laws.

3. **Current Facilities:**

- Location: The proposed location for Hult San Francisco is 1355 Sansome Street.
- Size: 1355 Sansome is a four storey building containing approximately 58,000 sq ft. Hult occupies two floors of the building a total of 28,000 sq ft.
- Ownership: Hult does not own any property in the City of San Francisco and has no plans to acquire any.
- 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 it is anticipated that very few will 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 provided by the landlord for all tenants of Levi's Plaza.
- Student Housing: Hult does not operate any student housing. Students will be given assistance in finding appropriate accommodation on the private rental market through connections with local real estate brokers.

- Proposed Changes:** Hult does not anticipate any future expansion of the site beyond 50,000 sq ft or outside the C-2 zoning districts.

FOR HULT INTERNATIONAL BUSINESS SCHOOL

A handwritten signature in black ink, appearing to read "S. Hodges". The signature is fluid and cursive, with the first letter of each word being capitalized and prominent.

Dr Stephen Hodges
President
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