



# **Institutional Master Plan**

June 2018

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## **INSTITUTIONAL MASTER PLAN (for San Francisco campus) June 2018**

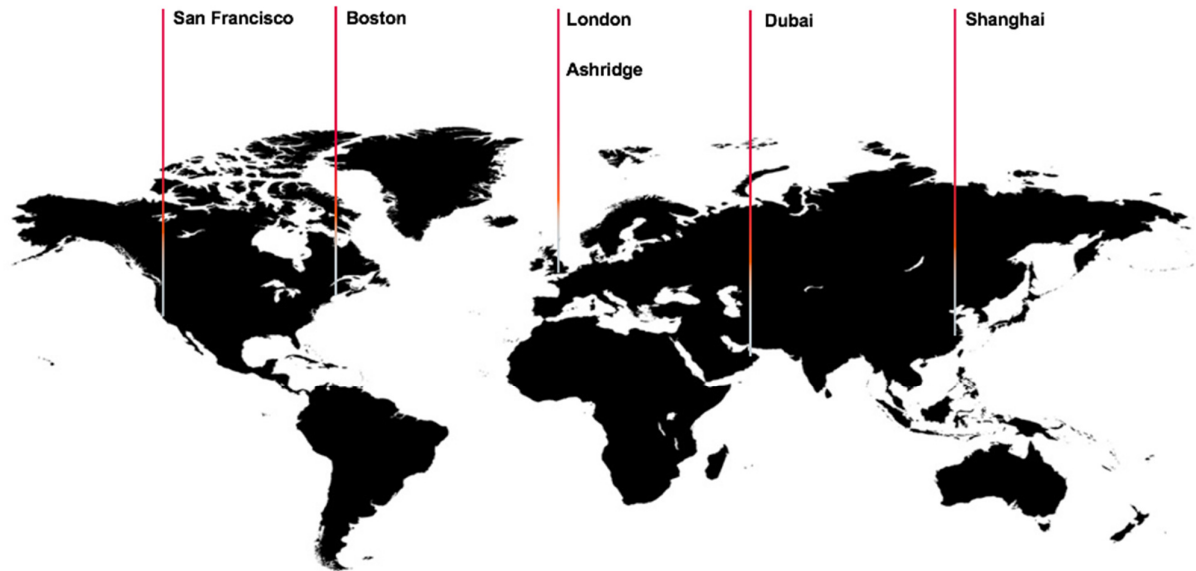
### **I. Introduction & Purpose of the Plan**

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 International Business School is a global institution with campuses in San Francisco, Boston, London, Ashridge, Dubai, and Shanghai. The School offers undergraduate, master's, MBA, and doctoral degree programs, as well as executive education. Graduates from degree programs receive a US and UK degree, with the exception of doctoral students who receive solely a US degree. Students are given the opportunity to study at up to three global campuses in an academic year, through the School's 'campus rotation' model.

#### ***The Global Campus Network***



#### **A. Mission & Purpose**

The mission statement, approved in March 2015, is deliberately aspirational and future-oriented:

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

The first sentence can be seen as the 'vision', with the following paragraph as the 'mission'. It is an ambitious, differentiated, and emotional statement, which energizes the Schools' shared journey into the future. It provides the sense of direction, discovery and destiny of a good 'strategic intent'.

The mission statement has been widely communicated and discussed in the organization, with the memorable goal of being "*the most relevant business school in the world*" resonating strongly with faculty and staff. The focus and purpose of this statement resembles missions found in organizations that regard themselves as insurgents rather than incumbents.

Five key characteristics are seen as the essence of the mission:

- **Global** – The School is truly global with international campuses, curricula, students, organizational clients, and faculty.
- **Relevant** – The School's educational activities engage with current practices of leadership and management, together with scholarship engaging both practitioner and academic audiences, generating value for corporate clients and stakeholders, and developing graduates who are of immediate value to employers.
- **Responsible** – positioning business within the wider global society, enabling students and organizations to improve their performance and create societal benefits.
- **Innovative** – pioneering in what we do and how we do it, for example in creating new educational experiences for students and organizations, and in how research is organized.
- **Lifelong** – providing offerings from undergraduate through executive programs, enabling a long-term relationship with lasting impact on students' careers and lives.

## **B. History**

Hult has emerged as one of the world's leading international business schools. 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 provide managers from around the world with a practical business education. In 1976, the School earned accreditation from the New England Association of Schools and Colleges and became the first NEASC-accredited corporate degree program in America.

Despite being an autonomous non-profit organization: US section 501(c)(3), the School was in practice financially dependent on the Arthur D. Little consulting firm. With the demise of Arthur D. Little in 2003, the School found itself in dire financial straits. Therefore, its Board sought a new financial benefactor and approached Mr. Bertil Hult, founder of the world's largest privately held education company, EF Education First. Mr. Hult agreed to support the School, and in that year, the institution was renamed "Hult International Business School".

In 2007 NEASC reaccredited the School, which was a stepping-stone in executing the vision of the new leadership in the following years. Encouraged by the Association of MBAs (AMBA) initial accreditation the same year, the School's leadership team embarked on a bold strategy of establishing Hult as a truly global business school. This strategy was aimed at differentiating the School relative to its competitors and carving out a position that built upon its historical Arthur D. Little legacy of educating international managers.

Over the past 10 years, the School has expanded from its origins in Cambridge, Massachusetts, to include campuses in London, Dubai, and San Francisco, with rotation centers in Shanghai and New York City. These locations were chosen as being pivotal centers of the global economy and therefore of interest to business students. Most recently Ashridge House, well-known for Executive Education and conference facilities, was added to the Hult campus portfolio.

In each location students are awarded a NEASC-accredited US degree. The School provides a consistent educational experience across all locations. Key policies and procedures are identical across all campuses. Organizational structures, cultural diversity, campus design and key ratios, such as students/staff and students/breakout rooms, are all maintained at similar levels. Furthermore, to maintain consistency of teaching quality, 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 their degree program. All Hult programs enable students to begin their studies in one campus and then “rotate” to up to two other campuses during latter third of the academic year. This enables Hult students to develop a varied and culturally diverse portfolio of experiences, which provides them a platform from which to launch their careers. Annual student surveys indicate that the prospect of campus rotation is one of the most important factors in their decision to study at Hult.

Additionally, over the past decade, the School has expanded beyond its original focus on a single MBA program to offer a Bachelor’s degree, a variety of Masters degrees, and a doctorate program\* (\*currently a UK award only). Lacking an endowment fund or state funding, the School must rely exclusively on tuition revenues to cover its operating costs, and hence the expansion of its programs portfolio has been critical to its continued success. Since 2003 the School has increased in size from fewer than 100 students to almost 4,000 students; and from fewer than 30 faculty to approximately 240 faculty, excluding about 70 coaches.

In March 2015, the School submitted a substantive change report to NEASC stating that Hult had agreed a strategic alliance<sup>1</sup> with Ashridge Business School (“Ashridge”). The Commission endorsed the strategic alliance and suggested measures to complete the ‘operational merger’. Operationally, the strategic alliance commenced in September 2015, and shared processes, structures, and policies were developed in the 12 months through to September 2016, when the strategic alliance was essentially completed.

**Timeline of Significant Events:**

Year	Event
1954	Ashridge (Bonar Law Memorial) Trust Act passed to establish Ashridge.
1959	Ashridge Management College starts operation, backed by leading companies.
1964	The Management Education Institute is formed by Arthur D. Little in Boston.
1976	Arthur D Little School obtains NEASC accreditation.
1988	Ashridge Full-time MBA starts.
1997	Ashridge received initial EQUIS accreditation.
1998	Ashridge receives initial AMBA accreditation.
2002	Ashridge receives initial AACSB accreditation.
2003	Arthur D. Little School renamed as Hult International Business School.
2005	Hult is the first US MBA accredited by the Association of MBAs (AMBA).
2007	Ashridge helps develop the UN <i>Principles for Responsible Management Education</i> .
2008	Ashridge obtains its own UK degree-awarding powers. Hult Dubai campus opens, the first US academic institution licensed in the UAE.
2009	Ashridge 50 <sup>th</sup> year: works with 6,000 managers, 850 organizations in 60 countries. Hult opens London campus, for both undergraduate and graduate students.
2010	Ashridge and National Trust win EFMD award for developing internal consulting. Hult opens San Francisco campus. Hult Prize started – now \$1m, awarded by Bill Clinton for student social enterprise.
2011	Hult opens Shanghai rotation center in China. Ashridge rated the top UK venue and conference center by BDRC’s <i>VenueVerdict</i> . Ashridge receives ISO14001 accreditation for its environment management systems.
2013	Ashridge ranked as one of the top 20 global Schools by Bloomberg <i>BusinessWeek</i> .
2014	Ashridge and FrieslandCampina win EFMD gold award for Talent Development. Hult wins the AMBA <i>Innovation Award</i> for its redesigned MBA curriculum.
2015	Hult and Ashridge enter into a strategic alliance and commence an ‘operational merger’.
2016	The combined School completes academic integration and offers joint US/UK degrees. The Masters in Management obtains EFMD’s EOCCS online course certification

<sup>1</sup> Ashridge and Hult International Business School, without a legal merger taking place, cooperate and present a combined position under a common brand and operate as integrated educational institutions which leverage the strengths of both institutions.

Year	Event
2017	The School gains AACSB accreditation. The School successfully completes its QAA six-year institutional review [HER(AP)] The School successfully completes its NEASC ten-year institutional review.
2018	The School gains EQUIS accreditation.

## C. The School Today

### 1. Degree Programs

The School has around 4,000 students, of whom almost 3,000 are full-time and around 1,000 are part-time. Before the strategic alliance, Ashridge and Hult had complementary academic programs with relatively little overlap. The School now offers an enhanced portfolio of degree programs that can provide lifelong learning in line with the mission. Also in keeping with the mission, all programs focus on practice as well as theory, with more focus on application than many programs in university-based business schools.

All students on bachelors and masters programs are registered for a joint US and UK degree from Hult and Ashridge respectively. Degree programs lead to a joint award from both Hult and Ashridge – hence graduates will obtain a degree recognized in both the US and the UK, together with a single transcript (diploma supplement) that makes clear that a single program has been undertaken. Curricular details for each program are described in definitive program documentation such as *Program Specifications*, *Student Handbooks*, *Program Catalogs*, and other material published to students, faculty and staff.

#### **Programs Portfolio (AY2016-17)**

Program	Mode	Duration	Year started	New students enrolled 2016	Total enrolled students 2016
Bachelor of Business Administration	FT	4 years	1990	377	1234
Hult MBA	FT	1 year	1964	402	402
Hult EMBA	PT	2 years	2009	220	513
Master of Finance	FT	1 year	2012	61	61
Master of International Business	FT	1 year	2012	930	930
Master of International Marketing	FT	1 year	2012	149	149
Masters in Leadership	PT	2 years	2010	18	37
Masters in Management	PT	2 years	2010	127	175
Masters in Executive Coaching	PT	2 years	2007	35	106
Masters in Organizational Change	PT	2 years	1997	15	40
Doctorate in Organizational Change	PT	4-5 years	2006	0	56

In addition, the School offers non-degree Executive Education through Ashridge Executive Education. Ashridge also offers UK Certificates and Diplomas in Higher Education (1/3 or 2/3 respectively of the credits required for a masters), for instance, the Corporate Degree for Premier League Soccer, and the Postgraduate Diploma in Organizational Supervision.

### 2. Accreditation & Rankings

The School is accredited by the New England Association of Schools and Colleges (NEASC) to award US degrees, and is reviewed by the UK Quality Assurance Agency for Higher Education (QAA) for the award of UK degrees. Students are awarded a joint US and UK degree on successful completion of their program (consisting of a single degree certificate and transcript). Additionally, the School is accredited by the Association to Advance Collegiate Schools of Business (AACSB) and the EFMD European Quality Improvement System (EQUIS), and its MBA degrees are accredited by the Association of MBAs (AMBA).

Hult, as a global school, faces a complex and demanding variety of quality assurance agencies operating with overlapping national, regional, local and subject-area scope. This gives rise to complex requirements that are often substantively similar yet different in terms of the information they ask for and their review processes. While this places disproportionate administrative burden on Hult compared with peer institutions, it also means that the School must be fully immersed in quality assurance at every level of its operations. In this context, Hult is an interesting case study for quality agencies themselves, and the School has engaged actively with national quality assurance agencies in discussions and developments to improve regulation of cross-border higher education.

To provide a sense of scope, the School needs to work on governance and academic quality with the following agencies:

- *NEASC* (US) – global scope for the award of US degrees
- *QAA* (UK) – global scope for the award of UK degrees
- *KHDA* (UAE) – operation of the Dubai campus
- *Shanghai Municipality* (China) – operation of the Shanghai campus
- *Commonwealth of Massachusetts Attorney General* (US) – as a US 501(c)3 non-profit
- *Massachusetts Board of Higher Education* (US) – operation of the Boston campus
- *California BPPE* (Bureau of Post-Secondary Private Education) (US) – operation of the San Francisco campus
- *New York Board of Regents* – operation of the New York campus
- *Florida Department of Education* (US) – student recruitment in Miami office
- *Charity Commission* (UK) – governance of the UK charities
- *Department for Education* (UK) – ministry for UK degree awarding powers, though until recently this was the Business, Innovation and Skills ministry (BIS)

There are also national agencies for immigration and visas in the US, UK, UAE and China for students studying internationally and/or seeking visas for post-study work.

The School has both a national reputation in the countries in which it operates as well as international reputation. Indicators include business school rankings listed at <http://www.hult.edu/en/about-us/rankings-and-accreditation/>.

### **3. Admissions**

Defining features of the ‘DNA’ of Hult students include their curiosity, adventurous spirit, and willingness to reach beyond their comfort zone to make the most of their opportunities. While the School teaches its students to develop a ‘growth mindset’, in actuality the majority of Hult students have a strong growth mindset well before they set foot on a Hult campus. Their willingness to engage, to question, and to fully immerse themselves into their cross-cultural learning journey is what makes the Hult student body one of the key strengths of the School.

The Hult student population is highly diverse, with students coming from 140 countries in total across all campuses and programs. What makes Hult’s diversity so special is that only a small number of nationalities are above 2% of the overall population, and the vast majority of nationalities represent less than 1% of the total population. Such extreme diversity is incredibly rare in any educational or professional environment, and is regularly cited as such by students, faculty, regulators, and external visitors. The table below lists the top ten countries of origin of undergraduate and postgraduate students in 2016-17.

**Enrolment by Nationality 2016-17 (all campuses)**

Rank	Undergraduate	Percent	Postgraduate	Percent
1	US	10%	India	13%
2	Italy	8%	China	8%
3	Germany	8%	US	8%
4	China	5%	Italy	6%
5	India	5%	Germany	6%
6	Brazil	3%	Mexico	3%
7	Russia	3%	Russia	3%
8	Mexico	2%	France	2%
9	Spain	2%	Brazil	2%
10	Colombia	2%	Colombia	2%

The School adopts a personal approach to student enrollment and admissions, with an initial stage of generating and responding to leads, followed by in-depth conversations with suitably qualified potential applicants. Rather than seeking to attract many applications, students are guided towards an application only if he or she has a reasonably good chance of success. The ratio of leads to applications is high, and the success rate of applications is also relatively high given their 'pre-qualification'. Furthermore, the acceptance rate of offers is generally high given the nature of the application process.

Over the past 14 years Hult has grown from a single cohort of students in Boston to over 3,000 students across five global campuses.

The **criteria for admission to the undergraduate program** are:

- High school diploma or equivalent high school qualification at year 12 (or above)
- English language proficiency (TOEFL 80 or IELTS 6.0)
- Candidates are scored on a five-point scale for each of the following:
  - Academic achievement (i.e. GPA)
  - Drive in extra-curricular activities
  - Demonstrated interest/experience in Business
  - Global mindset / interest in the world (i.e. experience abroad, interest in MUN, speaking multiple languages, etc.)

Undergraduate Students may transfer into the Hult BBA up to 60 credits taken previously at an accredited or equivalent academic institution other than Hult, for courses with grades equivalent to C or higher. Up to 30 of these credits may be awarded for 'year 13' pre-university qualifications such as A-Levels, IB, Matura, or other advanced high school awards. Details of advance placement credits are hosted on the Hult website.

The **criteria for admission to postgraduate degree programs** are:

- Bachelor's degree with a 2.5 US grade point average or equivalent\*
- English proficiency suitable to undertake a challenging master level course. If a non-native speaker without a bachelor's degree (or equivalent) taught and assessed in English, a minimum TOEFL score of 90, equivalent IELTS score, or other recognized proof of English language proficiency.
- Preferred experience & personal characteristics:
  - Globally minded
  - Lived and worked in more than one country
  - Speak more than one language
  - Natural curiosity and a passionate drive to succeed
  - Leadership potential



Criteria specific to the **MBA/EMBA** are:

- Minimum three years of professional experience
- Minimum GMAT score of 450, equivalent GRE score, or Hult Business Assessment Test

Criteria specific to the **MFIN** are:

- Minimum GMAT score of 450, equivalent GRE score, or Hult Business Assessment Test

## **D. 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 seven 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 481 Undergraduate and 326 Postgraduate students enrolled for the 2017-2018 academic year. Over 92% 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:

#### *Current San Francisco Student population – Postgraduate Program*

MBA	Male	Female	US	International
97	60	37	5	92
MIB	Male	Female	US	International
229	138	91	7	222

Postgraduate data analysis:

- 39% of the student population is women
- Over 68 nationalities represented
- 9% North America; 42% Asia; 12% South America; 26% Europe; 11% Middle East & Africa
- Average age: 32 (MBA); 24.5 (MIB)

#### *Current San Francisco Student population – Undergraduate Program*

BBA	Male	Female	US	International
481	309	172	55	426

Undergraduate data analysis:

- 36% of the student population is women
- Over 95 nationalities represented
- 13% North America; 28% Asia; 26% South America; 24% Europe; 42% Middle East & Africa
- Average age: 21

### **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 40 full time employees.

Hult San Francisco currently employs 59 faculty members, 76% of which are drawn on an adjunct basis from the San Francisco Bay Area.

*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.

## E. Cost of Attendance & Financial Aid

### 1. Tuition & Housing Costs

#### *Estimated Tuition and Housing costs for Master programs*

##### Fees for Master programs starting Sept 2018

San Francisco (USD)	MBA	MIB	MBAN
<b>Program Fees</b>			
Annual Program Fee	75,000	46,000	46,000
Application Fee	150	150	150
Confirmation Deposit	3,500	2,500	2,500
Insurance	2,400	2,400	2,400
<b>Estimated Living Expenses</b>			
Housing & Utilities	17,000	17,000	17,000
Living	12,000	12,000	12,000
Books and course materials	1,000	1,000	1,000
Computer	1,200	1,200	1,200

#### *Estimated Tuition and Housing costs for Undergraduate program*

##### Billed Costs of Attendance for 2018-2019

San Francisco (USD)	
Tuition	\$40,400
New Student Fees	\$850
Estimated housing prices starting from:	\$15,000
Total tuition, housing, and fees	\$56,250
<b>Other Estimated Related Costs</b>	
Food	\$2,900
Books and study materials	\$1,000
Personal Expenses	\$2,100
Insurance	\$2,400
Total related living expenses	\$8,400

## **2. Financial Aid**

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

## **F. 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 all floors of 1355 Sansome, which is a four-story building containing approximately 58,000 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**

#### **Undergraduate program**

Hult operates a Student Housing facility in Oakland where we encourage our Freshmen to stay. The building can accommodate up to 130 students and offers a mix of single and double rooms, all are en-suite. The facility has an industrial kitchen, a dining hall, a gym, 2 large lounges and a study room.

#### **Postgraduate program**

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.

## **IV. Current & Future Needs**

### **A. Current & Near-Term Needs**

Hult's Postgraduate program has been experiencing increasing demand in the US for both the Boston and San Francisco campus. The School has expanded their degree programs in San Francisco and offers several Masters programs: MBA, MIB and MBAN. The BBA program is expected to stay similar to the 2017-18 fall intake.

The School has expanded its operations to the third and fourth floors of 1355 Sansome which increased the total to 58,000 sq. ft. of operational space in San Francisco.

With this additional space, the School has been able to grow the student population and is expecting to welcome at least 500 Postgraduate and 420 Undergraduate students in September 2018.

Breakdown by degree program in the fall will be as follows:

*Projected Student population by degree program*

MBA	MIB	MBAN	BBA	<b>TOTAL</b>
144	288	72	420	<b>924</b>

**B. Long-term Growth**

Longer-term the School would look to expand its Undergraduate 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 both the Undergraduate and Postgraduate programs.

## **Appendix A: Student Code of Conduct**

### THE HONOR CODE

Hult students are expected to behave in a manner that is considerate of others, and does not jeopardize the health and safety of others or damage the good order or the reputation of Hult. Students are individually responsible for their conduct. They, as well as other members of the Hult community, are expected to use reasonable and sound judgment in their daily campus life and to show due concern for the welfare and rights of others.

Hult is committed to enforcing the Honor Code. The School reserves the right to suspend or dismiss any student who at any time commits a serious or persistent breach of the Honor Code, or is convicted of a criminal offense, or acts in any way which is contrary to the interests of the School or the students, or which could damage Hult's reputation or bring it into disrepute. Investigations into allegations of this nature will be carried out in accordance with disciplinary procedures outlined below.

Ignorance of the Honor Code will not be considered a legitimate excuse for violation of them. It is the student's responsibility to understand Hult's policies and procedures and abide by them.

All students sign the Honor Code during their induction and orientation to Hult, indicating that they have read, understood, and will abide by the Honor Code governing their behavior during the course of their study at Hult.

### OVERVIEW

Hult has a duty of care to all those who form part of its community. Moreover, Hult wishes to uphold and promote certain standards and values fundamental to its underlying purposes of teaching and practice. The School also has the right to protect its reputation and, where necessary, defend its good name.

The Student Honor Code makes reference to the expectations Hult has of its students to conduct themselves with due regard to their legal and professional responsibilities, with good sense, and with due consideration for other members of the Hult community and the community at large.

### SCOPE AND ELIGIBILITY

Any student registered with Hult is subject to the Student Honor Code. A student is anyone who is registered on a course of study run by Hult, whether or not the course leads to a final award, wherever they are based and regardless of their mode of study. The Honor Code extends beyond the immediate Hult community, services, and facilities, and includes activities within placements and the wider community.

Students may also be subject to the disciplinary process when allegations about their behavior are deemed to have the potential to bring Hult into disrepute, even where the alleged behavior has not taken place on its campuses/sites. An allegation may be made against a student by another student, a member of Hult staff, or a representative, including mentors, placement-related staff, and other agents of the School.

In the case of an alleged breach of the Honor Code by students under the age of 18, the disciplinary process may involve parents or guardians, depending upon the nature of the allegation(s), at any point in the process. Copies of correspondence may be sent to the parent or guardian of that student. A parent, guardian, care-giver, or Safe Person may also be present at a disciplinary interview or hearing to ensure consideration is given to safeguarding children issues.

The Honor Code and disciplinary process operate in conjunction with, and in support of, the procedures and codes of conduct of professional bodies and other university policies and regulations. Where an allegation of harassment or bullying has been made, the disciplinary process recognizes that what one individual considers acceptable may cause distress to another and therefore takes into consideration the perceptions and feelings of those involved. In determining whether or not an allegation of harassment or bullying is upheld or not, the Disciplinary Review Committee will apply the test of reasonableness and will make a decision on the balance of probabilities, even where corroborative evidence is not available.

### KEY PRINCIPLES OF THE HONOR CODE

The Honor Code is a standard of conduct firmly observed throughout 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 Code are considered a serious breach of conduct and may result in severe penalties. Hult students 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 local and national customs, rules, and laws;
- Report any violation of the Honor Code when a breach has been witnessed.

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 actively foster an atmosphere of trust, honesty, and respect;
- We presume 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;
- We agree not to plagiarize;
- We agree that if we witness any violations of this code, we will handle the situation responsibly by either addressing the situation directly or discussing it with a person of authority;
- We agree that we will consult with a person of authority whenever it is unclear whether a given course of action may violate the Honor Code.

### ACADEMIC INTEGRITY

Any work submitted for academic credit must be the student's own work, no matter how small or insignificant the assignment, whether it is graded or ungraded, a draft or a final version. Academic integrity is incompatible with the following actions:

- Giving or receiving unauthorized aid during an examination or quiz
- Falsifying data of any kind (for example attendance records)
- Giving a false reason for requesting a make-up examination, an extension on an assignment, or an excused absence
- Giving false testimony (either to protect oneself or someone else) to someone investigating a possible Honor Code violation
- Turning in the same work for two or more courses without the explicit approval of all of the instructors involved
- Failing to take responsible action upon witnessing or becoming aware of an Honor Code violation
- Submitting another student's work without that student's knowledge
- Submitting work by a student where another student has willingly provided that work
- Unauthorized cooperation between students in individual work situations
- Submitting without citation work that incorporates someone else's ideas, for example sentences copied, wholly or partially, from:
  - a book, article, essay, or newspaper
  - another student's paper, notebook, or exam
  - the Internet or any other written, printed, or media source, whether or not the material in question is copyrighted
  - Statements paraphrased without attribution from written or printed media material, including websites
  - Ideas taken from books, essays, and websites that serve as unreferenced starting points, governing issues, illustrations, and the like.
  - Committing any of the above acts of academic dishonesty constitutes a violation of Hult's Honor Code.

## PLAGIARISM

Hult shares the concerns of many educational institutions regarding the increased opportunities for academic dishonesty available in the digital age. The following guidelines are intended to help students recognize and avoid committing acts of plagiarism.

Each submission must represent the student's own original work and ideas. Students must make a submission for each individual assignment; submitting the same document multiple times on different occasions constitutes self-plagiarism and results in an F grade for the assignment. Any information students draw from another source and include in their own works—whether without changes or with major editing—must (a) be properly formatted to show what material, if any, is being quoted or paraphrased, and (b) be accompanied by a reference to the original source. If material from external sources is not properly cited, the inclusion of such material could be considered plagiarism.

These rules regarding plagiarism apply to all source media: oral communications, written texts, audiovisual media, e-books, or the Internet. They also apply to all media through which students might communicate: oral, graphical, text, or any electronic or physical media.

Students' use of the ideas or writings of another individual, in any assignment, and submitting such to an instructor as their own work is considered plagiarism and is in direct violation of the Honor Code.

In order to decide whether a student is in danger of committing plagiarism, he/she can apply this simple test: "When I include source material in my paper, could a reader mistakenly interpret it as my own?" If so, then it is likely that the student has plagiarized.

Note that assignments will be submitted to the plagiarism-checking tool, Turnitin, or Proctorio via [mycourses.hult.edu](http://mycourses.hult.edu).

As a general rule, if in doubt, students should always ask their instructor for clarification regarding the rules of plagiarism.

Students' should follow APA v6 referencing which can be found in the Student Handbook Appendices.

## CHEATING

Getting help on an examination or assignment from a disallowed source is considered cheating. This includes using unauthorized notes or outside sources of information (such as books, e-books, websites and search engines) during in-class examinations and in-class assignments, as well as 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 constitutes a violation of Hult's Honor Code.

## COLLUSION

Collusion is a form of cheating. It includes voluntarily assisting in another student's cheating and/or helping another student in an unauthorized manner whether the latter has requested assistance or not. Collaborating on an assignment which calls for individual work is also considered unacceptable academic behavior. Collusion and unauthorized collaboration constitute violations of Hult's Honor Code.

## NON-ACADEMIC MISCONDUCT

Behavior that is regarded as misconduct includes:

- Using abusive or obscene language and engaging in any form of deviant or anti-social behavior
- Displaying inappropriate and/or offensive reactions when communicating with any member of staff, students, or faculty
- Violent, indecent, disorderly, threatening, or offensive behavior or language (whether expressed orally, in writing and/or social media) including harassment and bullying towards any student, member of staff, faculty, or visitors
- Harassing, victimizing, or discriminating against any person on grounds of age, disability, race, ethnic or national origin, religion or beliefs, sex, sexual orientation, gender reassignment, pregnancy, maternity, marriage, or civil partnership, color or socio-economic background
- The possession and/or use of illegal drugs or substances
- Making false, frivolous, malicious, or vexatious complaints
- Unacceptable behavior arising from the consumption of alcohol or other substances
- Any action that did cause, or could have caused, a health and safety concern on University premises

The above list not exhaustive, and misconduct applies to any other action not listed above that the School construes as misconduct.

#### MAINTAINING THE HONOR CODE

With respect to curricular activities, faculty and staff will maintain the Honor Code throughout the learning and examination process. In doing so, they will:

- Give students clear instructions, both on the syllabus and in the classroom, regarding what is expected in terms of academic integrity related to individual and team assignments;
- Inform students that any suspected incidences of an Honor Code violation will be passed directly to the Academic Integrity Committee for review and adjudication;
- Urge students to consult with faculty prior to submitting anything about which they have questions concerning possible Honor Code infractions.

With respect to extra-curricular activities, faculty and staff will maintain the Honor Code on all Hult campuses and at all Hult events off campus. In doing so, they will:

- Give students clear instructions about what is expected of them in terms of behavior on campus and at Hult events;
- Inform students that any suspected incidences of an Honor Code violation in this context will be passed directly to the Disciplinary Review Committee for review and adjudication.

Staff will assist you wherever possible to answer any questions you may have about the Honor Code and Honor Code violation procedures. It is each student's responsibility to understand the School's Honor Code and procedures.

#### HONOR CODE REVIEW PROCEDURES: CURRICULAR ACTIVITIES

The Academic Integrity Committee is responsible for conducting a complete and impartial review of any suspected infraction, notifying the student concerned, the student's faculty member(s), and the academic administration of its findings and any sanctions recommended. The Academic Integrity Committee makes its recommendation to the Dean, who then determines and administers any sanctions imposed.

- Once the student's name is submitted to the Academic Integrity Committee, the student will be notified that a case has been reported and will be given details of the suspected violation.
- The student will be given the opportunity to describe what happened in his/her own words, including any extenuating circumstances that the student wishes to present.
- The Academic Integrity Committee will investigate the suspected violation, taking care to include all relevant information and speaking to the relevant parties.
- The Academic Integrity Committee will make a determination whether a violation occurred using a "more likely to have happened than not" standard.
- If the Academic Integrity Committee determines that a violation has occurred, it will recommend sanctions to the Dean and notify the appropriate parties.

Please note: To preserve an open and fair academic community for all, Hult takes its Honor Code seriously. In order to investigate a claim exhaustively, contact all relevant parties, and ensure that a fair decision is arrived at based upon full facts, the Academic Integrity Committee may, on occasion, take substantial time before making a ruling. Furthermore, owing to privacy concerns, results of individual committee hearings will not be publicly disclosed. A fair process normally takes about thirty days, but the timing of rulings will depend upon the situation.

#### HONOR CODE REVIEW PROCEDURES: EXTRA-CURRICULAR ACTIVITIES

Extra-curricular Honor Code infractions are reviewed and administered by Hult senior staff. As necessary, and always for serious allegations, a Disciplinary Review Committee, formed of appropriate members of Hult staff, will be responsible for conducting a complete and impartial review of any suspected infraction. The number of staff that will be involved will depend on the severity of the violation. The Disciplinary Review Committee determines and administers any sanctions imposed. The student(s) concerned may appeal the result to the Global Disciplinary Review committee.



- Once an extra-curricular allegation has been made, the student will be notified that a case has been reported and will be given details of the suspected violation.
- The student will be given the opportunity to describe what happened in his/her own words, including any extenuating circumstances the student wishes to present.
- The Disciplinary Review Committee will investigate the suspected violation, taking care to include all relevant information and speak to the relevant parties.
- The Disciplinary Review Committee will determine whether a violation occurred using a “more likely to have happened than not” standard.
- Where a violation is determined to have occurred, the Disciplinary Review Committee will determine and implement sanctions and notify the appropriate parties.

Please note: To preserve an open and fair academic community for all, Hult takes its Honor Code seriously. In order to investigate a claim exhaustively, contact all relevant parties, and ensure that a fair decision is arrived at based upon full facts, the Disciplinary Review Committee may, on occasion, take substantial time before making a ruling. Furthermore, owing to privacy concerns, results of individual committee hearings will not be publicly disclosed. A fair process normally takes about thirty days, but the timing of rulings will depend upon the situation.

#### ADVICE, SUPPORT, REPRESENTATION AND GUIDANCE

Help, support, guidance, and representation are available to Hult students. It is the responsibility of the student against whom an allegation has been made to seek advice and assistance where necessary. In addition, a student wishing to make an allegation is also entitled to assistance, support, representation, and guidance from any faculty or staff who are not personally involved. Students may be accompanied during the Disciplinary Process by a relevant person, or by a fellow student. Alternatively, they may be accompanied by a parent, guardian, care-giver, family member, or safe person as appropriate.

#### HONOR CODE SANCTIONS

Where it is determined that an Honor Code violation has occurred, the appropriate committee will determine and impose one or more of the most appropriate sanctions from the following:

- Reprimand: a written warning to a student, added to a student’s permanent file, including notice that further violations of the same or other regulations will result in more severe disciplinary sanctions.
- Grade Penalty: an adjustment to the grade awarded within the course(s) in which an Honor Code violation occurred. This may be a partial grade reduction, or a failing grade for the entire course, at the discretion of the Academic Integrity Committee.
- Termination of Institutional Financial Aid and/or Scholarship.
- Suspension: a written notification of the termination of student status and exclusion from further enrolment for an academic semester or a full academic year.
- Dismissal: a written notification of the permanent termination of student status and exclusion from further enrolment at Hult International Business School.
- Letter of Apology: a formally written letter of apology by the student, either private or public, to an individual, an outside agency, or the School.
- Restitution: a full and complete reimbursement for damages to, or destruction or misappropriation of, the property of the School or others.

Additionally, all students who violate of the Honor Code are automatically placed on Disciplinary Probation, and are therefore subject to some or all of the following conditions:

- Disciplinary Probation: a written notice placing conditions upon the student’s continued attendance at Hult. Disciplinary probation shall specify the period and the condition of the sanction. The period may range from one academic semester to the remainder of the degree program.

Conditions may include, but are not limited to, any or all of the following:

- Removal from and/or restriction of access to specified campus facilities.
- Loss of privileges to participate in, or to attend, any or all events sponsored by Hult or by Hult students
- Loss of privilege to represent Hult in specified manners
- Denial of campus rotation for a specified period of time

- Loss of privilege to hold office in any or all Hult-approved organizations, and/or removal from any current post;
- Loss of graduation honors (graduating 'with Distinction') and/or removal from the Academic Excellence track;
- The termination of institutional employment;
- Required participation in certain groups and/or programs.

#### CONFIDENTIALITY

All allegations of breaches of the Honor Code will be handled with due consideration to confidentiality. Where allegations are proved, or admitted, notification of the outcome will be placed on the student's file. The School may take further action in an extension to the Disciplinary Process where there are implications for the student's program of study. Where requested, the person who raised the allegation will be informed that the Disciplinary Process has been completed and whether the allegation was upheld or not. Hult reserves the right to disclose to a third party seeking a reference any matters on a student's file which it considers to be relevant. The student will be informed that a reference has been provided in such circumstances. Data collected as a result of this policy will be treated in accordance with the Data Protection Act, The Family Educational Rights and Privacy Act and relevant Hult policies.

#### MONITORING, EVALUATION AND REVIEW

The Honor Code is subject to formal review where new legislation, regulations or codes of practice are introduced. The School, on completion of investigations, retains all documentation. Anonymous data are extracted for reporting purposes.

### **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 updated plan from August 2016.

###### **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 updated plan from August 2016.

###### **3rd Floor**

The 3rd Floor was included in the 2011 Institutional Master Plan application. This floor became operational in September 2011. See attached updated plan from August 2016.

###### **4th Floor**

The 4th Floor was included in the 2011 Institutional Master Plan application. This floor became operational in September 2011. See attached updated plan from August 2016.

##### **B. 1355 Sansome Street Size**

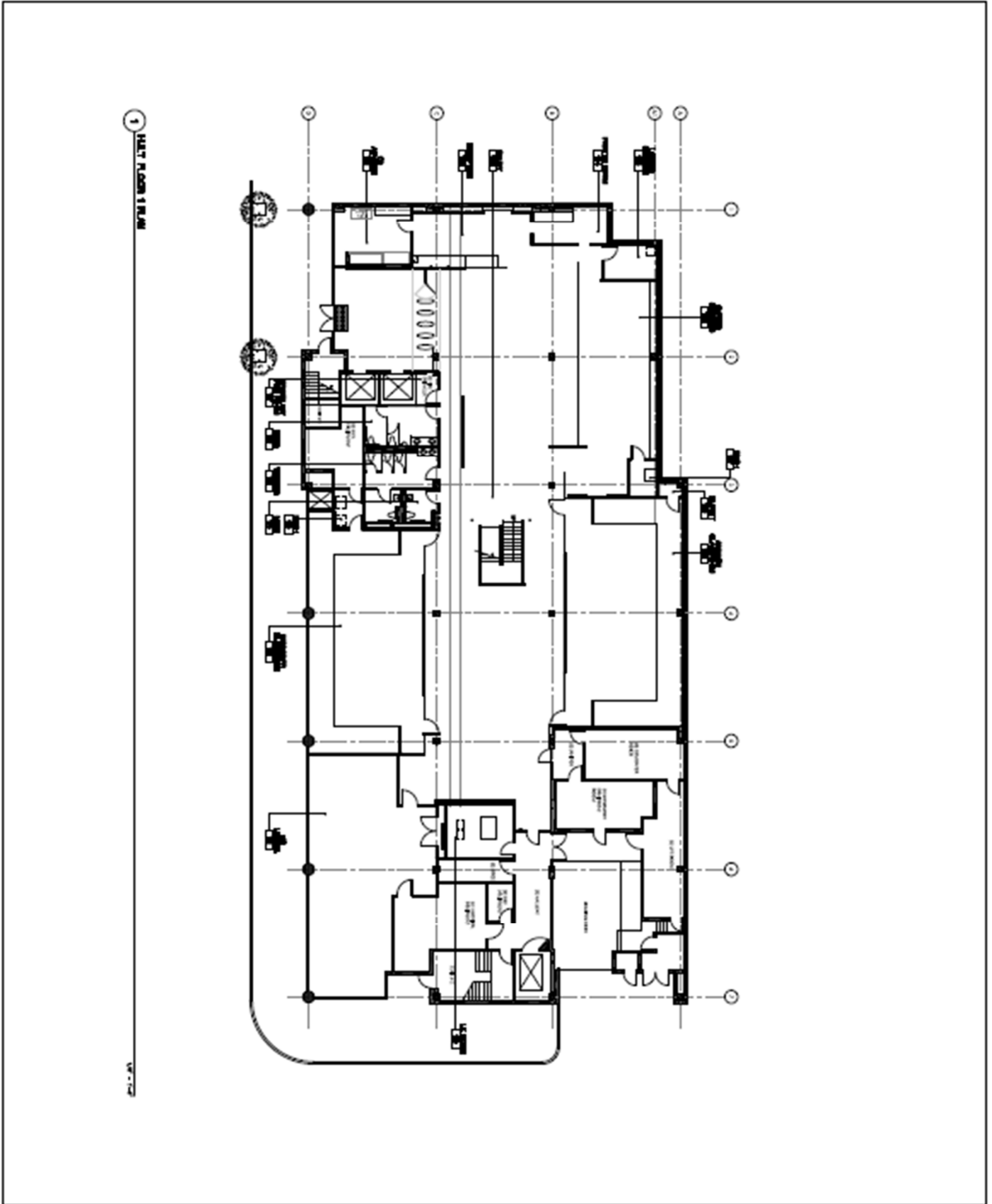
###### **Abbreviated Institutional Master Plan 12/16/2009**

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

###### **Institutional Master Plan application approved in September 2011**

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

Total: 58,000 sq ft



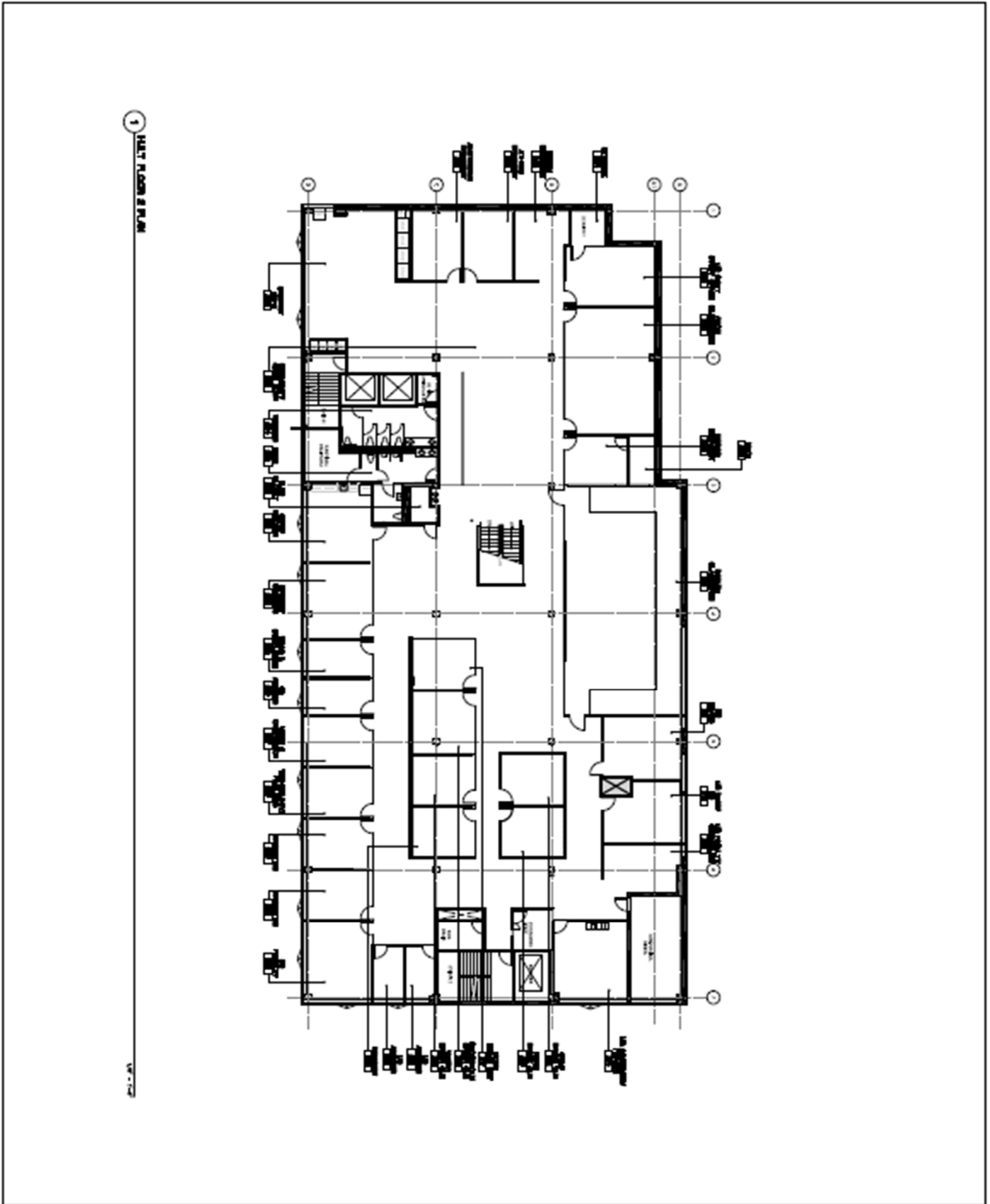
HULT International Business School  
 13th Floor  
 1000 University Avenue  
 University of Michigan  
 Ann Arbor, MI 48106

**TS&A**  
 The Structural Group  
 100 Pine Street, Suite 200  
 New York, NY 10038  
 Tel: (212) 406-7000  
 Fax: (212) 406-7001  
 www.tsandagroup.com

Title: 13th Floor  
 Date: 10/10/13  
 Scale: 1/8" = 1'-0"  
 Project: 1000 UNIVERSITY AVENUE  
 13TH FLOOR

13TH FLOOR





**HULT**

HULT International Business School  
1345 SHEPPARD STREET, EAST TORONTO  
ON M2K 1L1, CANADA

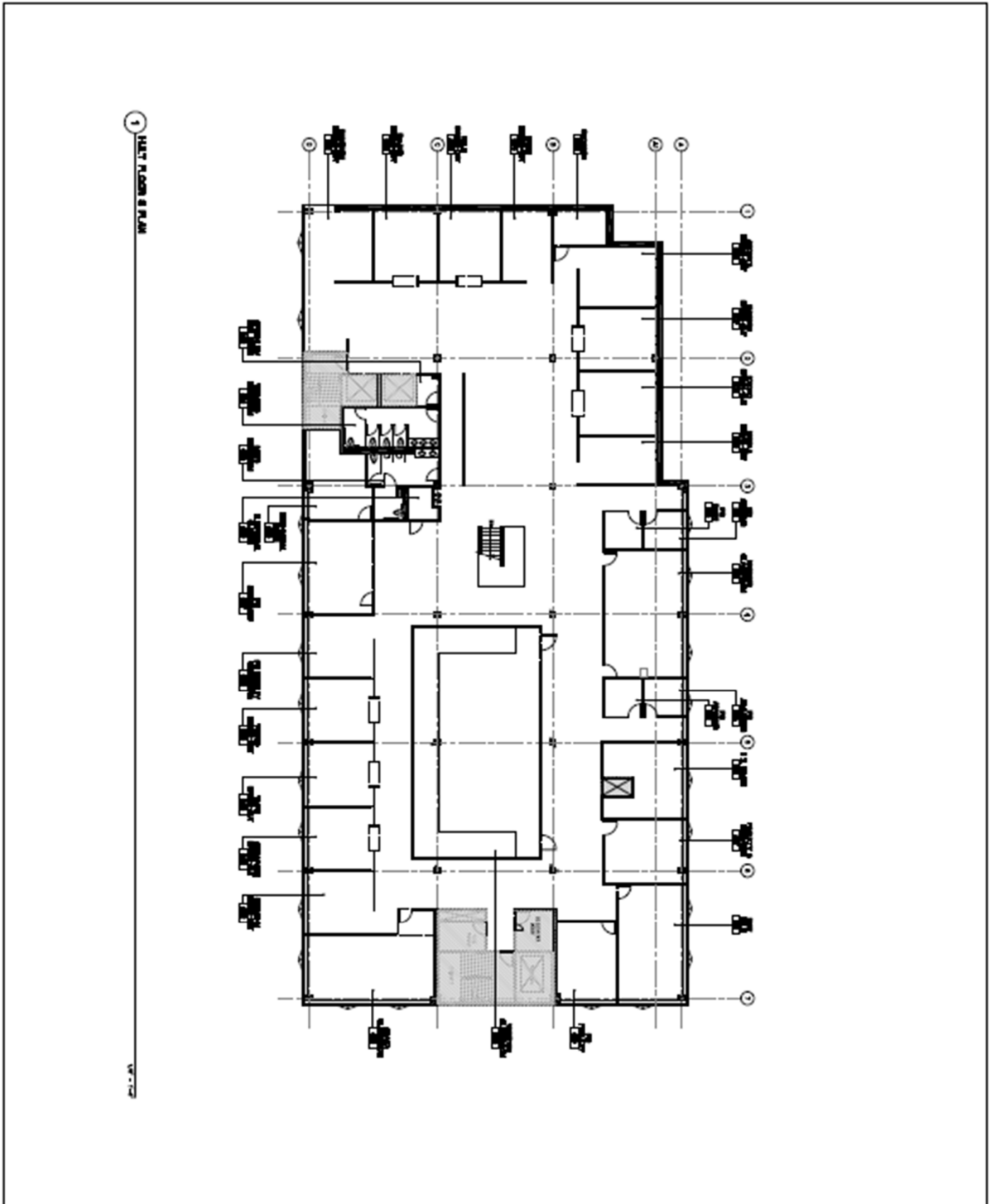
**DESIGN**

457 Avenue Road  
Toronto, Ontario M5R 2R2  
Canada

Project: HULT INTERNATIONAL BUSINESS SCHOOL  
Site No: 1345 SHEPPARD STREET EAST  
Scale: AS SHOWN

SECOND FLOOR





1 HULT FLOOR 3 PLAN

2012.04.01



THIRD FLOOR

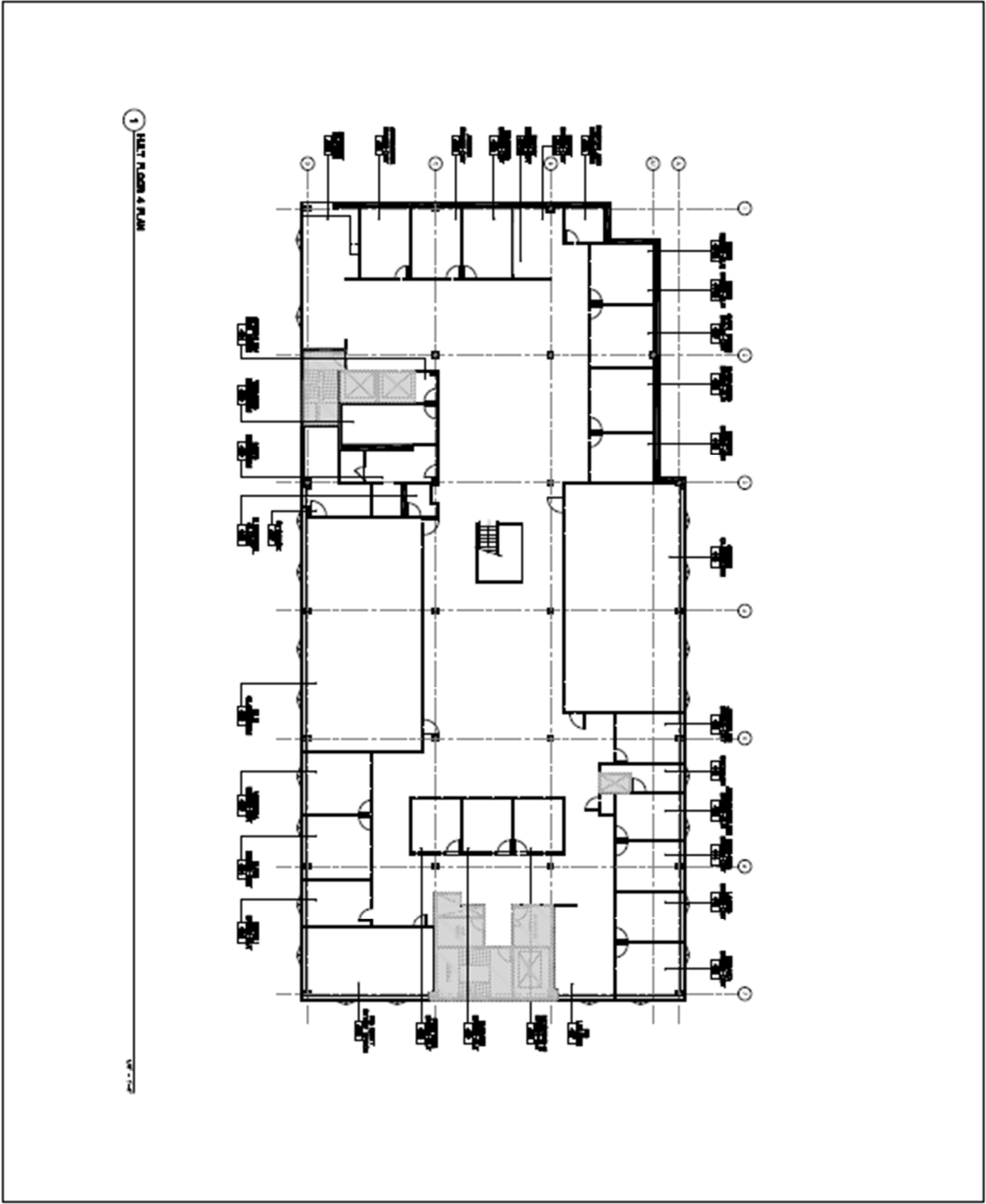
**HULT** International Business School  
 2012 International Business School  
 1000 Massachusetts Avenue, Suite 1000  
 Cambridge, MA 02139

**TEL:** 617.495.6000  
**FAX:** 617.495.6001  
**WWW:** www.hult.edu

**DATE:** 2012.04.01  
**SCALE:** 1/8" = 1'-0"

**PROJECT:** HULT INTERNATIONAL BUSINESS SCHOOL  
**NO.:** 1000 MASSACHUSETTS AVENUE, SUITE 1000, CAMBRIDGE, MA 02139

**DESIGNED BY:** HULT INTERNATIONAL BUSINESS SCHOOL  
**ARCHITECT:** HULT INTERNATIONAL BUSINESS SCHOOL



① HULT ROOM 4 PLAN

1:1



FOURTH FLOOR

**HULT International Business School**  
 1501 SANDHURST DRIVE  
 VAN NORDEN, ON M4S 1S7

**Architect**  
 The Architects Group  
 200 The Bowdoin Building  
 750 Avenue of the Americas  
 New York, NY 10019

DATE: 08/11/09  
 DRAWN: [Name]  
 CHECKED: [Name]  
 SCALE: AS SHOWN