

FUNDRAISING CAMPAIGN

2019-2024

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Tomorrow's excellence in our hands



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Eloïc Peyrache
Dean,
HEC Paris

Olivier Sevillia
President,
HEC Foundation

Shaping the world through education...

Since HEC Paris was founded over a hundred and thirty years ago, it has been our mission to train the leaders of tomorrow. The students we support today must be globally-minded men and women, with an understanding of the major issues of their era, combining excellence, innovation and an entrepreneurial mindset.

Faced with the challenges of an increasingly globalized, digitalized and constantly-changing world, HEC aims to create a new model of business school for the 21st century in order to inspire a new school of thought that reconciles economic performance with social and environmental impact.

Today, HEC has a new ambition: to make a genuine and lasting impact on academic and societal models through the new knowledge it produces and the education it provides.

The school is ever loyal to its historic motto, "Learn to dare," which perfectly embodies the entrepreneurial spirit and drive for innovation that shape its identity. A school that makes no compromises when it comes to the excellence that has been its hallmark since the very beginning.

To support this goal, HEC Paris must consolidate its model and accelerate the pace of its own transformations, on a renovated, multicultural campus that lives up to the expectations of students who come from over 100 countries. We strive to offer a student experience that will have a lasting impact on their lives and help shape their vision of the world.

We believe in the power of collective momentum: we will embark on this new milestone in our history together!

For this new campaign, the HEC Foundation, which has become a strategic partner for HEC Paris, is committed to supporting the school's development priorities in order to have an impact on:

- knowledge production
- talent inclusion
- society
- the campus

We encourage you to take part in this unprecedented campaign to reach the target of €200 million needed to achieve our ambitions.



Towards a new funding model for HEC Paris

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The HEC Foundation has a twofold mission: to support HEC's strategic development priorities and to build an endowment to provide long-term financial support for the school's major projects.

Independence, agility, diversification of funding sources: HEC Paris' new legal status represents a major change in the life of the school.

It benefits from its own legal personality and possesses tangible capital through its campus and revenue from its programs, intangible capital through its trademark, and intellectual capital through its research, professors and academic content. It also has borrowing capacity and a governance that allows it to steer its future and its strategy, while its statutes reaffirm its general interest mission.

While this transition will help HEC raise its profile amongst its competitors, it is essential for the school to manage the economic transition required by this change of status.

In just over thirty years, the school, whose model was once financed mainly by public funds (50% of its operating budget in 1986), must be completely self-financing and able to invest in its development strategy and its students.

While our ambitions have grown in line with the challenges facing society, **the question of the sustainability of HEC Paris' business model is at the heart of this fundraising initiative.**

This means increasing the school's equity, in keeping with leading Anglo-Saxon institutions. In order to implement its strategic development plan, between 2019 and 2024 the school must increase its endowment from €54 million to over €100 million. This will allow us to ensure sustainable funding, and provide the school with the resources it needs to make a greater impact on the world of tomorrow.



**Fundraising
goal of
€ 35
million**

Impact on knowledge production

Academic excellence is based on the quality of the faculty. In order to become one of the most influential management schools in the world, we must invest heavily in developing a faculty of excellence.

A faculty that expands the boundaries of knowledge and strives to have an impact on teaching, managerial practices, public policy and society in general.

Cutting edge research, coupled with educational excellence, will be a major driver, allowing our knowledge production to be used at top international universities and contributing to the global reach of our brand.

Creating, disseminating knowledge, inspiring new ideas – for nearly thirty years, research at HEC Paris has been a major priority for the school's strategic development. We must now double our number of researchers to match the student-professor ratio of institutions in the UK and North America.



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Create 15 new research chairs

In keeping with Anglo-Saxon models, our goal is to develop chairs that combine high-level research programs, knowledge dissemination and teaching in the school's areas of expertise. These chairs are essential to expanding our international reach and allowing us to attract and retain research professors, whose work changes the world and whose teaching transforms students.

Develop the PhD program

The PhD program plays a key role in knowledge production. Students carry out their first research projects in collaboration with HEC professors and take their first steps in teaching excellence. After completing their PhD, students take positions at prestigious universities around the world and contribute to enhancing the reputation of HEC and France on the global stage. For the future, it is vital to expand the scholarship program to continue recruiting top PhD students from around the world.

Create 6 “Corporate Initiatives”

We plan to continue our efforts to further teaching based on key topics for corporate strategies, develop innovative training programs, and give rise to new ideas by organizing teaching activity within a unique ecosystem bringing together companies and students (conferences, challenges etc.) Corporate Initiatives represent real opportunities to bring together the academic and corporate worlds. Like the research chairs, each initiative pursues its own goal within the field of teaching.

Create a special fund to finance 10 research projects a year

We will set up a fund in order to give HEC Paris the agility to fund innovative research projects.



« The main difference between the best universities in the world and the others is the impact of the knowledge produced there. Does it shape teaching? Give rise to new business models? Change managerial practices? Influence public policy or change society? That's the kind of knowledge we need to produce in order to achieve our collective ambition. Chairs funded and created thanks to the generous support of Major Donors are an essential vehicle for attracting and retaining HEC research professors who produce and transmit knowledge with this level of impact. »

Jacques Olivier
Dean of Faculty and Research

Impact on talent inclusion

Diversity, whether social or international, is a key factor in the performance of any academic institution. It gives individuals the opportunity to learn from others from diverse backgrounds, develop a global outlook and engage in the major changes ahead.

As social determinism increasingly shapes young people's ambitions and life paths, it is more important than ever for HEC Paris to support the central role the education system plays in social mobility, thereby promoting greater social harmony.

More than ever before, the entire world holds opportunities for our students and graduates. To make sure that recruiters around the world keep their doors open to our students, HEC Paris must continue to attract top international students who are a driving force for the global visibility of our brand.

Having created one of the most open ecosystems in Europe is a valuable asset for our community. Believing and investing in this diversity will help increase HEC Paris' global footprint.



Affirm our commitment to equal opportunity

Since 2009, tuition fees for students who receive scholarships based on social criteria established by CROUS have been entirely or partially covered by the HEC Foundation.

This funding measure has had a dramatic impact on the proportion of CROUS scholarship students at HEC, which has increased from 5% in 2009 to 15% in 2019. Within the Grande Ecole program, 18% benefit from means-tested financial aid from the HEC Foundation. We must now intensify our efforts with an aim for scholarship students to represent more than 25% of our student body, while maintaining our standards for excellence.

« As a top French business school, HEC aims to be open to all talents. That's why it has made equal opportunity one of its central values, conducting initiatives in high schools, preparatory classes and on campus. »

Hélène Bermond
Equal Opportunities Manager at HEC Paris



Overcome self-censorship prior to the competitive HEC entrance exam

Fighting against the self-censorship that limits young people in their educational choices and encouraging them to dream bigger are fundamental aspects of the policy carried out for high school and preparatory class students. Confidence-building is the watchword of HEC's equal opportunity programs.

Our goal is to support 400 high school students from disadvantaged and rural areas to ensure that 100% of them pass their Baccalaureate exam with honors and enroll in ambitious higher education programs. Similarly, we will support 400 scholarship students in preparatory classes every year with the goal of ensuring that 100% of them enroll in French business schools.

Promote exchange by creating the "HEC Village"

By creating dedicated spaces for clubs and associations, sports facilities, shared kitchens, a family area, a dance studio, an administrative service center and more, we plan to create an array of student spaces where art, a source for inspiration and innovation, will play an integral role, in an effort to improve quality of life and promote exchanges between students.

Develop students' soft skills

Soft skills are essential to working as a team, becoming an inspiring leader and are sought by companies of all sizes. Through its Career Center, HEC Paris strives to support all students in degree programs who want to learn more about themselves and fine-tune their career goals as a result.

Consolidate HEC Paris' position as a top-ranked international business school

One of the keys to HEC Paris' success is its ability to attract top international students from the world's most prestigious institutions. This diversity acts as a driving force for promoting the HEC trademark among leading global recruiters. At the same time, cultural differences in the classroom give students a preview of the intercultural career opportunities that await them.

« Diversity in our student body in terms of culture, background and viewpoints makes for a uniquely vibrant environment at HEC. This helps us attract top international students and train responsible leaders in an increasingly open and multicultural society. »

Andrea Masini
Associate Dean, HEC Paris MBA program



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Develop international representative offices

Today HEC Paris is present in London, Berlin, New York, Tokyo, Beijing, Abidjan and Qatar.

Expanding our offices means supporting the HEC trademark in countries where the school is not yet represented and making the HEC trademark more visible in major global business hubs such as Hong Kong, Singapore, San Francisco, Mumbai, Sao Paulo, Nairobi, Lagos etc.

Lastly, it provides an opportunity to develop relationships with companies or local employers in connection with the Corporate Partnerships and Careers Department and to support Alumni services.

Africa, a challenge for the future

Africa has an important role to play, both demographically and economically. Training its elite is a major challenge facing the continent.

HEC supports this challenge by offering training programs for business executives, helping create promising start-ups and financing the education of its finest talents.



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Impact on society

The mission of our business school needs to be reconsidered in order to help redesign economic and financial models. HEC Paris must be among the leading institutions who are thinking about the evolution of capitalism and corporate management models.



© Jason Blackeye

Further action for the inclusive economy

The new Social and Inclusive Business Institute will help reaffirm our role as bridge-builder in the field of research, between researchers and practitioners. We will recruit internationally-renowned professors, develop new training programs and support companies' transformations with respect to the inclusive economy.

Speaking out about the economic issues at stake in climate policy

In light of unprecedented climate change issues, HEC has a twofold duty – it must contribute to redesigning economic development models through research, while preparing tomorrow's leaders to take on the responsibilities that await them. As the HEC student manifesto, "Rise for Climate," signed by more than 1,500 students in 2019, reminds us: "Business as usual" is no longer enough!

The much-needed ecological transition process goes hand in hand with social inequality issues. This means that the transition must be social as well as environmental. We are training a new generation of leaders who are fully aware of the social and environmental challenges and who can implement inclusive, sustainable models. We will continue to support responsible leaders who will contribute to the emergence of new ways of life.

As a major player in the inclusive economy, through its Society and Organizations (S&O) research and teaching center, HEC Paris has proven its ability to bring about changes within companies and governments, contributing to the ongoing debate on the role companies should play in society.

Making purpose a central part of a new capitalism

Our mission is to train tomorrow's leaders, who understand that their responsibilities extend beyond financial results, in order to contribute to the well-being of society as a whole. We believe that to create a new form of acceptable, shared capitalism, business leaders must take into account all the components of their environment.

The "Purpose & Leadership" Institute, which will be created through the Joly Family Chair, will position the school as a globally-recognized center of excellence for the study and dissemination of purposeful leadership within companies.

« For ten years, HEC Paris' Society and Organizations Center has worked to study, teach and implement responsible capitalism. The inclusive economy, ecological transition and purposeful leadership are the essential components. We are now seeking to scale up by rolling out the intellectual, educational and transformational project of the S&O Center and extending HEC's reach. »

Rodolphe Durand (H.93 - D.97) Professor, Strategy and Business Policy Department, Founder and Academic Director of the Society and Organizations Center and the Joly Family Chaired Professor.



© Andrew Haider

Exemplifying the school of entrepreneurship and innovation

In light of the growing number of students on campus who dream of starting their own businesses and HEC Paris' mission to contribute to developing an entrepreneurial spirit within companies, we wish to consolidate our leadership in entrepreneurship and innovation.

Our motto, "Learn to dare," perfectly illustrates our expertise in this area. While the HEC Entrepreneurs program has been training generations of innovators for over forty years, entrepreneurship and innovation now play an important role in all the school's programs.

HEC Paris' location on the Saclay Plateau and its high-value added technological environment give the school a decisive advantage when it comes to developing multidisciplinary projects with high potential for innovation.



© Wes Hicks

Today HEC Paris would like to go further in its entrepreneurship efforts by strongly investing in three key dimensions:

International dimension

We want to ensure that entrepreneurs aim for international growth. HEC will work to expand international mobility opportunities for teams and allow their projects to grow by increasing international alliances and travel opportunities in countries across the globe (United States, China, Germany, Israel etc.).

« Entrepreneurship, business creation or acceleration... The transformations that companies are undergoing today are key issues. To establish itself as an institution of reference for innovation and entrepreneurship, HEC places multidisciplinarity and the complementarity of skillsets at the heart of its project. »

Eloïc Peyrache
Dean of Programs

Social dimension

We believe that there is an inextricable link between economic development and social progress. While only a portion of the companies we support have incorporated strong social impact objectives in their mission ("Entrepreneurship For Impact"), we are committed to ensuring that 100 % of the companies developed at our school put in place practices that are respectful of stakeholders ("Entrepreneurship With Impact").

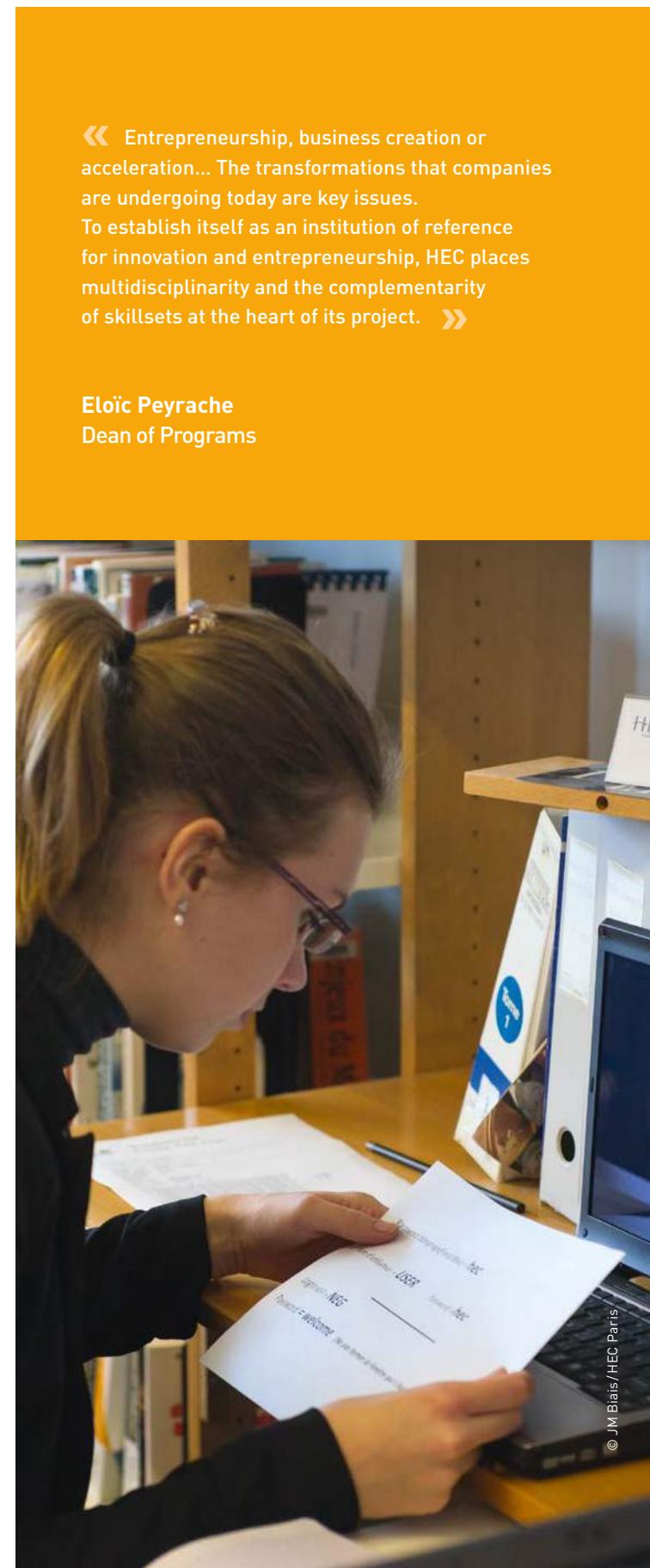
HEC is also committed to supporting 400 women per year (70% of whom come from disadvantaged urban areas) in their start-up projects through the "Stand-Up" program.

Technological dimension

Establishing HEC as the school of Innovation also means building on the technological dimension.

We will do so by placing HEC Paris at the center of digital and data transformation. As part of these efforts, new organizational alliances, with Ecole Polytechnique in particular, will allow our students to gain knowledge and form top-notch multidisciplinary teams to create the businesses of tomorrow.

We have therefore merged our entrepreneurship program with that of Ecole Polytechnique and launched a joint Master's degree in Data Science for Business in order to train a growing number of data scientists.



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A campus that reflects our ambitions

Offering our students the best possible environment for learning, entrepreneurship and understanding the world is a key challenge for our campus. The renovation will revive the culture of boldness that prevailed when the campus was first built, and will establish it as a leading European campus by 2030.

A key element of the exceptional growth that HEC Paris has experienced over the last fifty years, the HEC campus is the heart of student life, bringing together alumni and students over the generations.

Today, the campus experience is a clear part of the school's identity. It creates a community spirit while providing exceptional learning conditions for students. Through the campus renovation, we will continue to provide students with an environment that reflects today's world and offer facilities tailored to current learning methods, which are both collaborative and participatory.



Creating a new student center on campus: The Agora

The construction of Agora represents the first phase of the campus renovation project. A student center in the heart of campus, where students enrolled in the MBA, Executive Education and Grande Ecole programs can meet up, where professors and students can interact outside of the classroom. The center will provide students with a place to work, meet up, discuss or enjoy a meal,

making for a more seamless campus experience. To make the distances between key campus locations shorter, Agora will fulfill expectations for sociability, diversity and services for all students. The site will feature cutting-edge technology. It will serve as both the heart of campus and a laboratory for innovation and will be directly linked to modern, modular, collaborative learning spaces.



Reinventing training for leaders of the 21st century

In light of technological advances and the social and environmental issues that have an impact on all business activities, the decompartmentalization of higher learning institutions and connections between academic disciplines are drivers for innovation and competitiveness for HEC Paris. The strategic alliances we have formed with leading technological institutions – such as Ecole Polytechnique and the founding schools of Institut Polytechnique de Paris – help prepare the leaders of tomorrow.

Our aim is to be able to continue to provide these students, trained at a multidisciplinary institution of excellence, with the wide range of knowledge required to generate the inclusive growth of tomorrow, which must be open to the world in all its technological complexity and diversity. We will go even further, by developing tailor-made training programs in addition to our current dual degree and other joint programs, and also facilities such as a Data Factory and a dedicated innovation fund.

Combining experience and digital learning on a digital campus

We have ranked among the pioneers in the world of digital learning by creating MOOCs, certificate and degree programs completed 100% online. The school will build on this success in order to stay a step ahead, and plans to develop online learning offerings in partnership with Institut Polytechnique de Paris and Sciences Po. The digital experience must be combined with the campus experience. In today's digital age, university campuses fulfill a new role for leading global institutions: they must provide

connected meeting spaces, placed at the center of the learning experience and academic study. Such spaces allow students to gain valuable insight through interacting with others from diverse backgrounds while developing meaningful relationships, aspects which are crucial to our students' success. The renovation of digital facilities on campus will support changes in teaching methods. Students' lives will also be facilitated during their time at HEC Paris, contributing to a stronger sense of community.

The HEC Foundation

Founded in 1972, the HEC Foundation contributes to funding strategic priorities at HEC Paris, particularly in ensuring social and international diversity, and in building an endowment fund to support the school in the long term.

Recognized as a public-interest organization in 1973, it is entitled to receive bequests, donations and life insurance policies. Since 2010, it has acted as an umbrella organization for six other foundations named after donors, which support missions in keeping with those of the HEC Foundation.

The HEC Foundation is now a shareholder in the school and is a key strategic partner for HEC Paris, drawing on the generous support of its donors and corporate partners to contribute up to 6% of the school's annual budget (€8.5 million in 2018).

For over fifteen years, HEC and its foundation have played a pioneering role in changing the funding model for higher education in France. In 2008, the foundation and the school made a firm commitment to making a HEC education available to a more diverse group of students through a scholarship program based on social criteria and excellence.

Through close collaboration with the school's teams and those from HEC Alumni, the HEC Foundation now counts over 12,000 donors out of nearly 60,000 graduates in over 70 countries around the world and 43 corporate partners.

« The Foundation is first and foremost a team of 14 enthusiastic individuals committed to supporting a shared vision. 80 donors and corporate partner representatives contribute their time and expertise on a daily basis help us to carry out our mission. I'd like to express my heartfelt thanks to all of these individuals, and special thanks to members of our campaign committees in France, the United States and the United Kingdom and our ambassadors around the world whose energy, networks and commitment are absolutely essential to ensuring strong participation in this campaign. »

Delphine Colson (H.94)
Executive Director of the HEC Foundation

How can I contribute?

Find out how you can support our ambitions, as an individual or a company.

INDIVIDUALS

As an individual residing in France, your donation is 66 % deductible from your income tax (up to a limit of 20 % of the net taxable income) and is 75 % deductible from your wealth tax on real estate assets (Impôt sur la Fortune Immobilière), up to €50,000 per year. You can make a donation:

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To learn more, visit:
impact.hec.edu

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COMPANIES

When you become a corporate partner of HEC Paris
and the HEC Foundation, you develop a special
relationship with the campus and its students.

This long tradition of cooperation with the business
world can be reflected in different ways. By becoming
a partner, you'll have the opportunity to take part
in research programs, create a corporate initiative
or chair, fund student scholarships and contribute
to initiatives for communication or infrastructure
development.

CORPORATE DONATIONS

Donations made by companies that are liable
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of the CGI).

To learn more, visit:
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