

#HEC**CAMPUS**  
OF THE **FUTURE**

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[campusofthefuture.hec.fr](http://campusofthefuture.hec.fr)

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# #HECCAMPUS OF THE FUTURE



FONDATION  
**HEC**  
PARIS



## Together, let's make HEC *the* campus of the future

In a world undergoing profound transformation where economic, social, and environmental models are being redefined, HEC Paris has a vital mission: **to educate enlightened leaders, capable of understanding the complexity of today's world and acting with purpose, impact, and responsibility.**

Today, our School stands at a defining moment in its history.

Building on its heritage, it must continue to innovate, broaden its reach, and amplify its intellectual, economic, and social impact.

# EDITO

With this ambition, we are launching a major fundraising campaign, aiming to **raise €300 million by 2031**, when HEC will celebrate its 150<sup>th</sup> anniversary.

This ambitious goal, fully aligned with HEC's vision and the challenges it faces, is within reach. Our previous campaign proved the extraordinary ability of our community to unite and help HEC grow. **This new chapter builds on that momentum, accelerating the transformation of our campus.**

This campaign will give the School the means to fully accomplish its mission: **to enlighten public debate and inspire leaders, to transform lives and nurture talents whose impact extends far beyond our campus, to champion entrepreneurship, and to co-create solutions to the defining challenges of our time.**

Achieving this vision requires a campus that truly lives up to our ambitions:

**an open and global space where each individual grows through a transformative experience, a hub of knowledge and innovation, and a sustainable environment** that inspires connection and creativity.

The future campus is not an end in itself, but **a catalyst for collective energy**: a place that bridges disciplines, cultures, and talents, inspiring new ways to learn, innovate, and act.

**Already, 1,600 donors:** students, alumni, friends of HEC, foundations, and corporate partners, have joined us, demonstrating their trust and commitment to this bold vision. **We thank them all sincerely.**

This campaign will succeed only if it is embraced by everyone.

**Let's rise to the challenge and make HEC the campus of the future.**



**Éloïc Peyrache,**  
Dean of HEC Paris



**Hortense de Roux (H.05),**  
President of HEC Alumni



**Jean-François Palus (H.84),**  
President of the  
HEC Foundation

# THERE ARE MOMENTS THAT MARK AN INSTITUTION FOREVER

In 1964, HEC Paris left central Paris and moved to its new campus in Jouy-en-Josas. It was a first! A visionary act that has shaped the very DNA of our school and forged our community.

More than 60 years later, HEC is about to enter a new transformational chapter. New times, new geopolitics, in which business and economy have to evolve. It calls for writing a new page of our history, for accelerating our progress while staying true to what has made our strength. Our mission is clearer than ever: think, teach and act to serve a more sustainable, inclusive and shared prosperity.

Today, it is time to propel HEC Paris into the future. Rethink it. Dream it. Rebuild it.

This is the most pivotal turn of the century for us. Once again, we must dare the impossible: invest in revolutionary programs, turn the campus into a global hive for innovation and impact, reinforce social and international diversity, bring our faculty and research at the highest level of excellence, and build a new place that lives up to this ambition.

This is our vision of “HEC Campus of the Future”. The plan. And your support is the cornerstone of this new journey. We are not launching another fundraising campaign. We are preparing the move of the century, daring one step beyond into the future we envision. **For the generations to come.**

#HECCAMPUS  
OFTHEFUTURE

“The world is changing and HEC Paris is helping to shape that change through the research produced by our faculty.”

**Andrea Masini,**  
Dean of Faculty  
and Research



## A campus that enlightens and inspires

In a world undergoing deep upheavals, a decline in intellectual debate, and growing distrust of science, HEC Paris is reaffirming its role as a global source of knowledge and make it freely accessible to all.

Our top priority is **to uphold academic excellence** by attracting the world's best professors and investing in their research to better understand and anticipate global transformations.

Our ambition is also **to turn research into a true force for action**. By mobilizing our ecosystem of researchers, students, alumni, entrepreneurs, private and public partners, we seek to generate concrete responses to today's economic, social, environmental, and technological challenges.

**With the creation of its new MediaHub, HEC will have a broadcasting platform to bring knowledge into the public sphere.** Through barometers, discussion papers, podcasts, and videos, we will make our research come alive and reach everyone who wants to understand and act. Our goal: **to make HEC's voice that of research that enlightens debate, inspires decision-making, and helps society tackle the great challenges ahead.**

**Supporting this ambition means supporting HEC's intellectual independence and its transformative power, to imagine and experiment freely with the solutions of tomorrow.**



# A campus that innovates and accelerates

For over a century, HEC Paris has been shaping visionary, inspired leaders, connected to the world and ready to drive change.

Today, as the world evolves faster than ever, **tomorrow's decision-makers must be educated through a multidisciplinary approach** that bridges management with major technological, environmental, and social transformations.

To achieve this, students must be increasingly exposed to geopolitical and societal challenges, learn to "speak the language" of science — from AI and deep tech to climate — while cultivating experimentation and an entrepreneurial mindset. To remain one of the world's leading business schools, **HEC Paris is evolving into a School of Management, Social Sciences, and Technology.**

Through its many centers of expertise, HEC will foster dialogue among researchers, students, businesses, policymakers, and citizens to **design concrete solutions** rooted in real-world insights and stakeholder needs.

As a genuine incubator of ideas, startups, and innovations, HEC is also reinventing itself as a **living laboratory for transformation**, empowering its community to imagine and accelerate the development of new economic models.

**Supporting this ambition means helping HEC drive innovation and economic development that will create shared and sustainable prosperity for France, Europe, and beyond.**



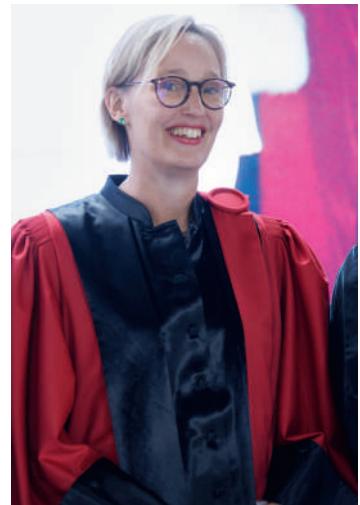
**Yann Algan,**  
Director of HEC Institute



**"At HEC, we nurture minds capable of connecting knowledge, understanding the world, and imagining solutions to tomorrow's greatest challenges."**

“At HEC, we believe that diversity fosters excellence. For nearly twenty years, we’ve been turning that belief into action.”

Kristine de Valck,  
Dean of Degree Programs



# A campus that unlocks potential

At HEC Paris, promoting equal opportunity is a core mission. The School reaffirms its responsibility to **give every individual the chance to fulfill their potential, whatever their background, origin, or academic path.**

Convinced that **social, cultural, and geographic diversity fosters excellence and open-mindedness**, HEC strives to make its campus a place where every talent can thrive and contribute to changing the world.

At a time where social mobility is increasingly constrained, **HEC acts to ensure that talent always outweighs financial means.**

The School is committed to welcoming more scholarship students, supporting thousands of women on their entrepreneurial journeys, nurturing innovation among high school students, and empowering young people from disadvantaged backgrounds in France and beyond.

Through this campaign, **HEC sets a clear goal: to reach 25% of scholarship students in its Grande École program**, offering them true freedom of choice through expanded financial aid, mentorship, and personalized career development.

**Supporting this ambition means giving new talents the chance to shape their future and, in turn, broaden the horizons of generations to come.**





Left page  
Aerial view of the Heart of Campus

Right page  
Grand Auditorium

“This project is our collective adventure for the decades ahead.

The story begins now and it will be written on a grand scale if we all take part.”



Jean-Paul Agon (H.78),  
Chairman of  
the HEC Paris Board

## A campus that embodies our ambitions

Already defined by the richness of its natural surroundings, the new HEC Paris campus will further strengthen the connection between nature and community.

**More than a place of study, it is a living ecosystem where ideas, friendships, and careers take shape**, where HEC nurtures enlightened, responsible, and globally minded leaders.

Today, HEC's ambition extends far beyond the walls of its historic campus. We must rethink it to reflect the dynamism, diversity, and challenges of our time.

**The future campus will combine excellence, inclusion, innovation, and sustainability**, setting new international standards for an environment that is both inspiring and respectful of nature.

More than a construction project, it is **a promise to future generations: a collective endeavor and a societal vision, driven by purpose and impact**.

# CAMPUS PROJECT



## Campus Project Consortium:

SOGELYM DIXENCE | LINKCITY | SNØHETTA | NeM / NINEY ET MARCA ARCHITECTES | PIERRE ANTOINE GATIER | RF STUDIO | MICHEL DESVIGNE PAYSAGISTE | ATELIER FRANCK BOUTTE | EGIS | LMI | PEUTZ | BEGC | ELAN | ILIADE | LOCOMOTION | IMPACT STUDIO | INGEPREV | SOCOTEC

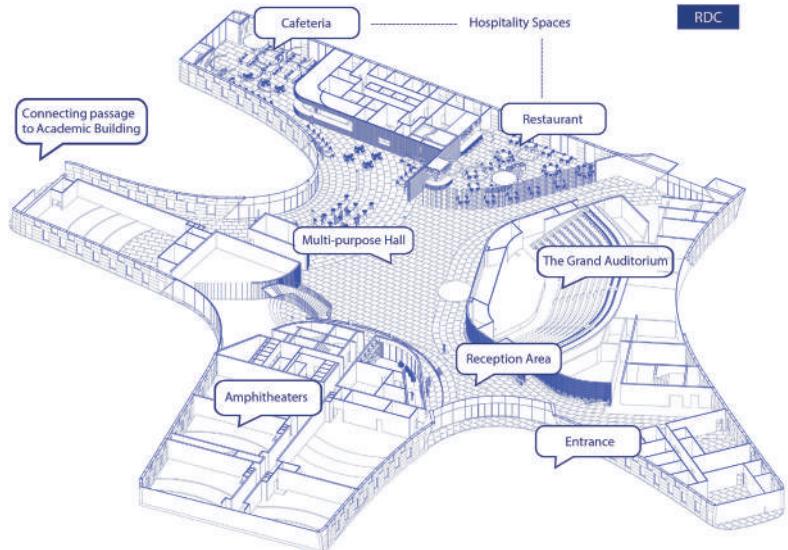


Top left page  
Cafeteria

Right side, left page  
**Ground floor layout –**  
**Heart of Campus**

Bottom left page  
Patio view

Right page  
**Interior spaces – Main Hall**



# The “Campus Heart” a vibrant space for future generations

A symbol of collective energy, the **Campus Heart** will bring together the essential areas of academic and student life.

Extending from the main Academic Building, it will feature **welcoming areas designed to foster interaction and exchange**, along with **open, flexible, and innovative spaces**, and a **Grand Auditorium** at its center.

Its remarkable and functional architecture emphasizes natural light and warm materials. The building embodies a new way of envisioning learning environments, in harmony with nature and centered on the student experience.

A place designed to encourage connection, collaboration, and the emergence of new ideas.





# The Lower Campus

## A hub of excellence in executive education

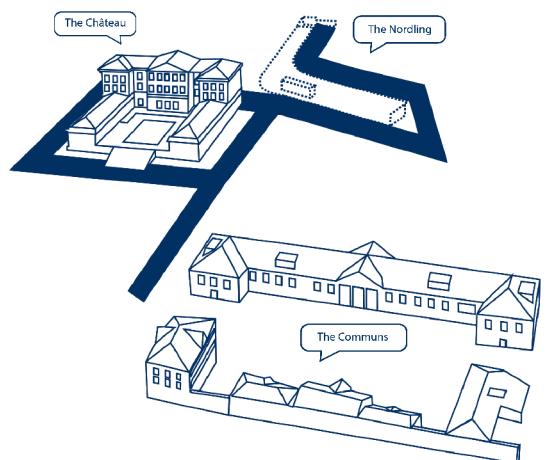
The Château and its surrounding buildings will be restored to their former splendor, forming a **cohesive, open, and vibrant ensemble** that will house all executive education activities.

Partially renovated, the Château will reclaim its central role, blending heritage and modernity in the service of advancing leaders from around the world.

Campagne de levée de fonds

The Communs will host HEC's executive programs in spaces designed to foster exchange and learning. As a true driver of growth for HEC, this Executive Center will represent a strategic investment, reinforcing the School's vitality and global reach.

**A symbol of HEC's influence, this renewed ensemble will bring together heritage and future, excellence and innovation.**



Left page  
**Renovation of the Communs**

Top right page  
**Classroom in the Communs**

Right page  
**Site plan: Château, Nordling, and the Communs**

Bottom right page  
**Restoration of the Château's Courtyard**



# THEY SHARE OUR COMMITMENT



We are witnessing tremendous momentum around this new campaign for HEC, fueled by the enthusiasm of our community in France and around the world.

This collective energy reflects both a deep interest in the School's projects and a growing awareness of the essential role philanthropy plays in HEC's model and mission. HEC has always reinvented itself through the collective commitment of its community. Today, more than ever, we must harness this momentum, uniting our strengths and our energy to support the School at this pivotal moment, and to ensure it continues to shape the responsible leaders the world needs. Together with the members of the Campaign Committee, we are eager to meet you, to share our ambitions, and to rally each and every one of you around the projects that will help HEC reach new heights.

Alumni now account for 60% of donations to the HEC Foundation. Their role has never been more decisive in shaping the School's future. HEC is embarking on an ambitious renovation of its campus, a place we all hold dear, filled with memories and meaning. This transformative project has sparked genuine enthusiasm across our community. Our challenge is clear: to rise to the occasion and be part of this historic moment. Over the next five years, our mission will be to keep alumni closely informed about HEC's key funding priorities, encourage them to reconnect with the School, for instance by organizing class reunions on campus. We will help bring together all those willing to contribute to the campaign, both in France and internationally.



**Rémi Buttaux (H.99),  
President of the Campaign Committee**



**Marguerite Gallant (H.03),  
Executive Director, HEC Alumni**

# A huge thank you to our ambassadors

Hear from two members who have recently joined us: Evelyne Estey (H.81), newly appointed President of Friends of HEC, Inc. in New York, and Alexis Martineau (H.00), based in Portugal.

Get in touch with us if you or your company would like to be part of this momentum, in France or abroad.



I'm truly excited to take part in the new fundraising campaign launched by the HEC Foundation. As President of Friends of HEC, Inc., I witness every day the energy, commitment, and generosity of our community across the Atlantic. My goal is to bring together alumni living in the United States around this ambitious initiative, to give HEC the means to achieve its ambitions. Together, let's continue to support today's students and empower those who will shape the world of tomorrow.

**Evelyne Estey (H.81),  
President of the Friends of HEC, Inc.**

Grateful for the role HEC has played in my career, I've been a proud donor to the HEC Foundation for more than 12 years. Through my professional experiences abroad, I've witnessed the strength of the HEC network worldwide and gained a deeper understanding of the highly competitive environment in which our School operates. That's why I decided to take my commitment one step further by also dedicating my time. By joining the Campaign Committee, I hope to continue promoting the HEC Foundation's mission and help our School keep making an impact for years to come.

**Alexis Martineau (H.00),  
Member of the Campaign Committee**



# Empowering HEC Paris's ambitions

**Created in 1972 and recognized as a public-interest foundation, the HEC Foundation has been supporting the School's development and ambitions for over 50 years by funding its strategic projects and promoting social inclusion.**

The previous campaign proved how powerful philanthropy can be in shaping HEC's future. Through the commitment of our donors, HEC strengthened its equal opportunity programs,

fostered innovation and entrepreneurship, and launched new centers of research and teaching excellence.

With **#HEC Campus of the Future**, we are opening a new and historic chapter for both the HEC Foundation and the School.

**Let's unite our efforts to support HEC's mission**, with the new campus as a cornerstone of its future success.



"Philanthropy has become an essential part of HEC Paris's economic model and its ability to transform the world and nurture talent. In just a few years, the HEC Foundation has doubled its capacity to support the School's strategic projects. My warmest thanks go to all those, individuals, companies, and foundations, who have committed to this shared mission. Today, more than ever, we must unite our ideas and our energy to advance HEC's vision and help propel the School boldly into the future."

**Delphine Colson (H.94),  
Executive Director, HEC Foundation**



"The unwavering support of our corporate partners reflects a shared recognition of HEC Paris's mission: advancing thought and science in a rapidly changing world, building bridges between business and society, and delivering concrete solutions for all."

**Nayla Ibrahim (H.97),  
Senior Executive Director, Corporate & Public Partnerships, HEC Paris**



## Are you an individual or a foundation?

By making a gift today to the HEC Foundation, you become part of a collective effort united around a shared ambition: to innovate for a more inclusive and sustainable future, to enlighten and inspire, to unlock talent, and to shape the HEC campus of tomorrow.

**Every gift matters, whatever its amount**, and can be directed toward the cause that resonates most with you.

Your contribution is tax-deductible whether you reside in France (income tax or real estate wealth tax, depending on your situation) or abroad (in the United Kingdom via the Friends of HEC Charitable Trust, in the United States through Friends of HEC Inc., and across Europe thanks to the Transnational Giving Europe network). You can also support us through a bequest, a life insurance policy, or a donation. **Thank you!**



Find all practical information on our dedicated website.

For more information, please contact  
**Delphine Colson (H.94)**  
**+33(0)1 39 67 72 56**  
**fondation@hec.fr**

## Are you representing a company?

Partnering with HEC Paris means:

- **Connecting with top talent** and supporting student life,
- **Advancing teaching and research,**
- **Transforming your business challenges** through a dedicated research or teaching chair,
- **Expanding your impact** through a global, customized, and multidimensional partnership.

You can also join HEC Institute, support one of our centers of expertise, strengthen your

commitment to social impact, contribute to the creation of the Campus of the Future, or allocate your apprenticeship tax to excellence, innovation, and impact.

Depending on your country, you may benefit from tax deductions, in France (60% of donations, up to 0.05% of annual turnover), Switzerland, the United Kingdom, and the United States, according to local regulations.



Discover all partnership opportunities on our website.

For more information, please contact  
**Nayla Ibrahim (H.97)**  
**+33(0)1 39 67 71 66**  
**rollanda@hec.fr**

# JOIN US AND SUPPORT THE CAMPAIGN!



Together,  
let's shape the future of HEC Paris



Learn more on our website  
[campusofthefuture.hec.fr](http://campusofthefuture.hec.fr)

