

IESEG School of Management unveils its new 2022-2027 strategic plan « INSPIRE – CONNECT – TRANSFORM »

As IESEG prepares for a change in governance on July 1st, 2022 ([Caroline ROUSSEL will replace Jean-Philippe AMMEUX as Dean of IESEG](#)), it is pleased to unveil its new strategic plan for 2027, entitled « INSPIRE – CONNECT – TRANSFORM ». This new plan highlights both the School's solid foundations and its renewed ambition for the years to come.

A strategic plan firmly anchored in the School's Vision

This new strategic plan is the result of a long process of co-creation lasting more than a year, and involving the entire IESEG community: academic and administrative teams, students, alumni and partners from the socio-economic world. It is deeply rooted in the values (symbolized by the *ARISE* acronym) and the Vision of the School (to become a unique international hub empowering changemakers for a better society).

This Vision, reaffirmed by all when drafting this strategic plan, has never been so relevant and topical as it is today. Having the ambition to train changemakers is all the more important, given the scale of the environmental, social, societal and economic challenges the world is currently facing, and will face in the years to come.

- **14 working groups** gathered over 1 year
- **150 employees, 100 students and alumni and 50 companies** participated
- **5 priority themes**
- An internal launch event bringing together **450 people**

Inspire, Connect, Transform

Higher Education institutions, and therefore IESEG, have key responsibilities in terms of knowledge creation, research and innovation. **Inspiring** young people by disseminating research in courses, and inspiring companies by co-constructing solutions with them to meet to their main challenges are important and fundamental elements of the School's mission.

By **connecting** its very rich ecosystem, made up of students and Executive Education participants, alumni, companies and organizations, IESEG intends to be a hub of collective intelligence supporting both entrepreneurship and innovation to respond (collectively) to the current environmental, social, societal and economic challenges.

This response should not only be purely theoretical but should be rooted in organizations' and society's environmental, social et economic **transformation**.

It is, therefore, IESEG's ambition for the coming years to be a key player in this transformation process.

A strategic plan composed of 5 key orientations

Based on solid fundamentals and highlighting a renewed ambition, IESEG will therefore take the following strategic orientations in its strategic plan for 2027:

- > To propose an engaging student learning experience) **INSPIRE**
- > To become an interdisciplinary hub, integrating AI and humanities)
- > To develop an innovative and entrepreneurial ecosystem) **CONNECT**
- > To be an intercultural, diverse and inclusive community)
- > To reinforce the systemic and global approach to sustainability) **TRANSFORM**

The 5 strategic orientations in detail

1. To propose an engaging student learning experience

In this post-pandemic context and taking into account the changing expectations of students with regard to their studies, **IÉSEG will continue to develop its teaching and learning strategy focusing on the balance between knowledge, know-how and personal development, cutting-edge teaching content, adaptable delivery and experiential learning.**

Caring for people is at the heart of IÉSEG's values, which therefore places its students at the core of its teaching and learning project to help them discover themselves, to grow and find their place in society. This personalized attention will be reinforced with the aim of further engaging students, faculty and administrative staff in the learning experience.

Actions

> **IÉSEG will reinforce the role of companies, alumni and NGOs in courses** through testimonials, case studies, challenges and competitions, practice-oriented research, consulting and projects.

> **The School will adapt its pedagogical delivery in hyflex mode centred on students, making the best use of our hybrid equipment in the classrooms** of the Lille and Paris – La Défense campuses (installed in 2020 and representing an investment of nearly €1.5 million). Technology will be better integrated in teaching and pedagogy and professors will be encouraged to develop more online content.

> Above all, **each student will benefit from a specific follow-up, adapted to his/her needs, across the different stages of their IÉSEG experience:** monitoring by a virtual logbook, pedagogical follow-up with a tutor, individualized coaching for his/her professional project.

> Finally, **the School will support and encourage student entrepreneurs** and their involvement in extra-curricular activities so that they can take the most of their dual experience, as a student and an entrepreneur.

IN 2027,

- 100% of students benefit from a **personalized follow-up** through a virtual logbook and pedagogical tutors
- 100% of courses in management **involve companies**
- 100% of students address **real, case-based situations**
- Development of **gamification**, a virtual learning environment and online courses

2. To become an interdisciplinary hub, integrating AI and humanities

As societal challenges are complex, **there is a need for education and research that uses an interdisciplinary approach, so they can be addressed from different subject perspectives:** philosophy, sociology, geopolitics, economics, data sciences and AI.

Actions

> To achieve this objective, **IÉSEG will develop, in the coming years, more and more interdisciplinary projects** for its students. These projects, organized each semester, will become the IÉSEG hallmark.

> Students will have the opportunity to attend **philosophy, sociology, geopolitics and data sciences courses... taught with an interdisciplinarity approach** and that will enable them to better understand the world around them and the current challenges.

> Finally, **IÉSEG will continue to develop Double Degree programs** with prestigious and recognized institutions in the fields of design, data science and law.

IN 2027,

- 100% of students participate in **interdisciplinary projects** each semester
- An interdisciplinary program is launched with a **Design School**
- An interdisciplinary program is launched with a **Law Faculty**

3. To develop an innovative and entrepreneurial ecosystem

Thanks to the School's interdisciplinary approach, IÉSEG's students will be well equipped to experiment, test, learn and become entrepreneurs or intrapreneurs. The skills developed through entrepreneurial experiences including creativity, responsibility, problem solving, critical thinking, are all key for leading and managing in an uncertain and fast-moving environment.

With this new strategic plan, the School wants to speed up the development of an entrepreneurial ecosystem by working with its alumni network to foster innovation and transformation, including sustainability-related transformation. This ecosystem will have a local and global impact.

Actions

> **IÉSEG will double the capacity and budget of its Incubator.**

Present on both campuses in Lille and Paris – La Défense, the incubator is open to the IÉSEG Community (students, staff and alumni); the School will also foster its integration and contribution to degree-seeking programs.

> Moreover, a special emphasis will be placed on **social entrepreneurship and sustainable entrepreneurship.**

> Finally, the School will create **a dedicated structure, which will invest in entrepreneurial projects aligned with the School's Vision.** It will be endowed with a starting fund of €1 million.

IN 2027,

- IÉSEG's Incubator can host **150 start-ups** (of which 50% are start-ups with sustainable impact)

- A **€1 million structure, which will invest in entrepreneurial projects** aligned with the School's Vision, is created.

4. To be an intercultural, diverse and inclusive community

Understanding how to collaborate with others, how to interact within diverse groups, and how to inspire a multicultural team are fundamental competences in today's world.

This means not only understanding one's own way of working, studying and interacting but also recognizing and respecting diversity in order to advance cultural intelligence and thereby build an inclusive community.

Actions

> In terms of teaching and research, **IÉSEG will redesign and develop its Center of Excellence in Intercultural Engagement, (ICIE).** Launched in 2018, ICIE brings together academics, instructors and staff from different departments who wish to collaborate and exchange practices regarding intercultural dynamics in business and the development of intercultural competences.

> In each program, **a common thread on cultural intelligence, diversity and inclusion will be established.** The Intercultural Diversity Passport, for students and the School's employees, will be redesigned and an Intercultural Label will be offered to companies and academic partners.

> **IÉSEG will develop further institutional initiatives to welcome and support more students from disadvantaged social backgrounds (foundation, scholarships, company scholarships, loans etc).** The IÉSEG Foundation's missions will also be extended beyond the central themes related to inclusion and diversity to henceforth support initiatives on sustainability.

> Finally, **IÉSEG will support the various initiatives related to all dimensions of diversity** by creating a network of Diversity and Inclusion Champions within the staff and student bodies to ensure that these topics are infused and discussed at all levels of the School.

IN 2027,

- 100% of students and staff are **trained with**

the Intercultural Diversity Passport

- An **Intercultural Label** is created

- The budget of the **IÉSEG Foundation** increases to **€3.5million**

5. To reinforce the systemic and global approach to sustainability

IESEG has a systemic and voluntaristic approach to sustainability. This includes raising staff and student awareness regarding grand challenges such as climate change. This global approach concerns all the School's activities. Sustainability at IESEG is conceived in a systemic way by encompassing both the environmental dimension and also the social and economic dimensions. Indeed, a decision can be positive on the ecological level but socially disastrous (or vice versa). It is therefore essential to integrate all three dimensions and imagine new sustainable economic models.

The School positions itself as a responsible organization contributing to the reflection and debates on sustainability with our ecosystem, companies, public authorities, NGOs; and creating a diverse and inclusive environment for its community.

Actions

> **IESEG will become a Sustainability Lab with, and for, its ecosystem** (including the alumni club *IESEG for Change*).

The hub will act as a forum of resources, a skills and competences marketplace, and will organize conferences, experimentation, hackathons hosting entrepreneurs, and will deliver certificates.

> **IESEG will continue to train and support all students and academic & administrative staff in sustainability.**

> In parallel, **the School will foster all student-led initiatives, like a *Climate Lab***. This initiative aims to train students in climate issues and bring together students and graduates who are passionate about climate issues. Students will be

responsible for both the design of teaching materials and the moderation of pedagogical activities accompanied by alumni mentors. They will therefore train other students, who in turn can be driving forces in the work of the Climate Lab. This initiative values the expertise of students on climate issues, and will be positive in terms of promoting student engagement in their learning.

> **IESEG will also support and encourage 'responsible campus' initiatives** with the objective of significantly reducing its greenhouse gas emissions.

> In terms of research, IESEG can rely on a highly recognized team of professors in sustainability and will thus **double the number of publications and participation in public debates on topics related to sustainability.**

> Finally, to support its students and staff in the post-sanitary crisis, **IESEG will open a "Well-Being" hub**. Different activities in terms of psychological support and stress management, or well-being development through meditation and yoga will be organized.

IN 2027,

- Creation of a *Climate Lab* led by students
- 100% of the students and staff are **trained in sustainability**
- Creation of **2 chairs in sustainability**, each with a €1 million budget
- Creation of a *Well-Being Hub* for students and staff

Resources to match the School's ambitions

IESEG has a healthy financial situation which allows it to plan its future development and investments.

The School has strong and highly committed academic and administrative teams as well as modern and rapidly expanding campuses in Lille and Paris – La Défense (which are almost 100% owned by the School).

To achieve its objectives, **IESEG will significantly increase its budget by €36.3 million to reach €120 million in 2027**, mainly thanks to the diversification of its sources of income.

The number of students will increase by 2,000 by 2027 to **reach 9,000 students**, mainly thanks to the development of the Bachelor in International Business, Postgraduate programs and its Executive Education portfolio.

Finally, **the School will recruit 150 additional academic and administrative staff by the end of the strategic plan, while strengthening the integration, development and retention of its talents.**

If IESEG's quantitative development continues to be ambitious, **the School's "INSPIRE - CONNECT - TRANSFORM" strategic plan is above all focused on the quality of its teaching and research, to support young people, companies and society.**

Caroline Roussel, vice-Dean at IÉSEG, concludes:

« This strategic plan is firmly anchored in IÉSEG's DNA – academic excellence, proximity to companies, internationalization. It is also the proof of a strong ambition: to be the central player in French and international Higher Education, which plays a key educational role, and also much more. Our ambition is to take part in the transformation of society, with regards to major environmental, social and economic issues. This new chapter in IÉSEG's history is rooted in solid fundamentals for a renewed ambition. »

OUTLOOK – IÉSEG in 2027

	IÉSEG in 2021 - 2022	IÉSEG in 2026 - 2027
Budget (€ million)	83	120
Permanent faculty	175	250
Number of research articles per year (CNRS categories - 1*, 1 et 2)	91	150
Number of students	7,000	9,000
Managers trained in Executive Education programs	1,000	1,500
Size of campus (Lille & Paris - La Défense, in m ²)	34,000	50,000
Number of incubated and pre-incubated projects	50	150
Number of alumni	12,000	19,500

SUMMARY



2022-2027 STRATEGIC PLAN
INSPIRE | CONNECT | TRANSFORM

IÉSEG'S MISSION

- > TO EDUCATE MANAGERS TO BE INSPIRING, INTERCULTURAL AND ETHICAL PIONEERS OF CHANGE
- > TO CREATE KNOWLEDGE THAT NURTURES INNOVATIVE LEADERS
- > TO PROMOTE CREATIVE SOLUTIONS FOR AND WITH RESPONSIBLE ORGANIZATIONS

OUR VISION: TO BE A UNIQUE INTERNATIONAL HUB EMPOWERING CHANGEMAKERS FOR A BETTER SOCIETY

5 STRATEGIC ORIENTATIONS

AN INTERDISCIPLINARY HUB: FROM AI TO HUMANITIES



AN ENGAGING STUDENT LEARNING EXPERIENCE



A SYSTEMIC AND GLOBAL APPROACH TO SUSTAINABILITY



AN INNOVATIVE AND ENTREPRENEURIAL ECOSYSTEM



AN INTERCULTURAL, DIVERSE AND INCLUSIVE COMMUNITY



MEANS AND RESOURCES

- > DIGITALIZATION
- > HUMAN RESOURCES
- > DEVELOPMENT OF PROGRAMS AND RESEARCH
- > FOSTERING EXTERNAL CONNECTIONS AND VISIBILITY, MARKETING
- > FINANCIAL RESOURCES



> About IÉSEG School of Management

Founded in 1964 in Lille (France), IÉSEG School of Management is a member of the 'Université Catholique de Lille' and the 'Conférence des Grandes Écoles'. IÉSEG features among the top international management schools and has been awarded the triple crown of international accreditations: AACSB, AMBA, and EQUIS.

With a mission to empower changemakers for a better society, the School offers its 7,000 students, across its two campuses in Lille and Paris-La Défense, a wide variety of programs: Bachelor, Grande École Program, Specialized Masters, MBAs and Executive degree programs, as well as customized executive education program for companies.

IÉSEG draws on the expertise of a high-level international faculty. The 175 permanent professors representing 48 different nationalities all hold a doctorate or a PhD. IÉSEG also has a network of 323 partner universities in 76 countries. Finally, its research center (IÉSEG Research) is an essential component of a CNRS (the French National Centre for Scientific Research) joint research unit, the LEM (Lille Économie Management – UMR CNRS 9221), which brings together over 150 researchers.

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