The Alliance
- Copenhagen Business School (Denmark)
- Fundação Getulio Vargas (Brazil)
- Singapore Management University (Singapore)
- University of St. Gallen (Switzerland)
- Université Paris-Dauphine (France)
- Wirtschaftsuniversität Wien (Austria)
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Key Events 2015

JAN 9th
Je suis Charlie
(I am Charlie)
Tribute to the victims of the terrorist attack in Paris against Charlie Hebdo, a satirical magazine

JAN 31st
High School Saturday
Université Paris-Dauphine welcomes 4,000 high school students and their parents for the annual High School Saturday open house

FEB 17th – 19th
Forum Entreprises
Career Day
97 participating businesses meet some 2,000 Paris-Dauphine students

JAN 21st
Paris-Dauphine launches the House of Finance
With guest of honor Jean Tirole, recipient of the 2014 Nobel Prize in Economics

FEB 20th
Master’s Day
This increasingly popular event offers students from all over France an opportunity to discover Paris-Dauphine’s Master’s programs

In 2015, Paris-Dauphine also welcomed:

Jean Tirole
Recipient of the 2014 Nobel Prize in Economics
January 21st

Elie Buzyn
Auschwitz survivor
January 29th

Jacques Séguéla
A leading figure in the French advertising and communications industry
February 10th

In 2015, Paris-Dauphine also welcomed:
MAR 26th
Launch of Paris-Dauphine’s Governance and Regulation Chair
Under the sponsorship of France’s Minister of Finance, Emmanuel Macron - a clear indication of how important economic governance is to top French policy-makers

MAR 14th
Daufunk
Over 700 fans attend the "totally funky" Daufunk music festival

MAR 23rd – 27th
Art Days
Paris-Dauphine Art Days: a week devoted to artistic creation at the Porte Dauphine campus

MAR 31st
D-Incubator is 3 years old
An entrepreneurial festa marked D-Incubator’s 3rd birthday with a pitch competition, testimonials from entrepreneurs, an awards ceremony, and cocktail reception

MAR 26th
Launch of Paris-Dauphine’s Governance and Regulation Chair
Under the sponsorship of France’s Minister of Finance, Emmanuel Macron - a clear indication of how important economic governance is to top French policy-makers

APR 2nd
PhD Hooding Ceremony
74 freshly minted Paris-Dauphine PhD’s of the Class of 2014 take part in a formal hooding ceremony and evening events

Jean-Claude Trichet
Former Governor of the Banque de France, French central bank
February 11th

Christianne Taubira
Former Garde des Sceaux, French Minister of Justice
March 17th

Alain Juppé
Mayor of Bordeaux, former French Prime Minister
April 1st

Edward Glaeser
Professor of Economics at Harvard University
April 8th
**KEY EVENTS 2015**

**MAY 12th**
Société Générale – Paris-Dauphine partnership
Edouardo-Malo Henry, Société Générale Director of Human Resources, and Laurent Batsch, President Université Paris-Dauphine sign a campus partnership agreement.

**MAY 27th**
Master class with the Huffington Post
A Master class co-organized by Paris-Dauphine and the Huffington Post on the theme New Media for New Types of Social Engagement. Participants included French Prime Minister Manuel Valls, Anne Sinclair, Editor in Chief French Edition of the Huffington Post, Laurent Solly, CEO of Facebook France and Dominique Bons, founder of the association Syrien ne bouge...Agissons.

**JUNE 3rd**
Carrefour – Paris-Dauphine partnership
Georges Plassat, Carrefour’s CEO, signs a Global partnership with Université Paris-Dauphine.

**JUNE 4th**
Doctors Honors Causa
Peter Bradbury Miller, Professor of Management Accounting at the London School of Economics
David J Cooper, Professor in Accountancy at the University of Alberta, Canada
Christos H. Papadimitriou, Professor of EECS at the University of California at Berkeley
Claudia Maria Bauzer Medeiros, Professor of Computer Science at the Universidade Estadual de Campinas, Brazil

**SEP 17th**
Paris-Dauphine welcomes the Bachelor’s Class of 2018
Students from the Bachelor’s Class of 2018 discover Paris-Dauphine.

**OCT 3rd**
Bachelor’s Commencement Ceremony
1,800 students and their parents attend Paris-Dauphine’s second annual Bachelor’s Commencement Ceremony - a celebration of academic achievement.

In 2015 PARIS-DAUPHINE ALSO WELCOMED

Pascal Nègre
President, Universal Music France and EMEA France
April 14th

Doctors Honors Causa
Emmanuel Macron, French Minister of the Economy, Industry and Digital Affairs
Margrethe Vestager, European Commissioner for Competition

In 2015 PARIS-DAUPHINE ALSO WELCOMED
OCT 9th
Paris-Dauphine welcomes parents of the Bachelor’s Class of 2018
Paris-Dauphine’s leadership presents the university’s curriculum, international study programs and career opportunities to the parents of the Bachelor’s Class of 2018.

OCT 23rd
Peace by Ghass
1/13
Paris-Dauphine becomes home to Peace (1/13), 2015 - the first in a series of 13 monumental sculptures by Ghass, to be installed across the globe, from Porte Dauphine in Paris to the UN in New York.

NOV 16th
Paris-Dauphine pays tribute to Paris terrorist attack victims
The entire Paris-Dauphine community share a moment of silence in memory of the victims of the November 13th 2015 terrorist attack.

NOV 27th
Paris-Dauphine Boxing Tour
World first at Paris-Dauphine: Master’s in Entrepreneurship student Cyril Benzaquen competes for the ISKA World Champion Kickboxing title in a match held at Paris-Dauphine’s Edgar Faure auditorium.

DEC 1st
PSL Orchestra and Choir
“Paris-New York”: the 2015-2016 season’s inaugural concert.

AND
MANY MORE
PUBLIC FIGURES...

Nicolas Beytout
Founder & Director, L’Opinion
June 25th

Thierry Mandon
French Minister of State for Higher Education and Research
October 6th

Ségolène Royal
French Minister of the Environment, Energy and Marine Affairs
November 25th

Marylise Lebranchu
Former French Minister for Decentralization, Civil Service and Government Reform
December 8th
Université Paris-Dauphine continues to consolidate its unique position in the French academic landscape as both a university and a Grande École. Our strategy focuses on four core objectives: pursuing excellence in academics and research, fostering innovation in teaching, research and student life, internationalizing our curriculum and faculty, and encouraging students to develop career-oriented academic goals.

In 2015, Paris-Dauphine once again demonstrated its attractiveness: our first-year students are among the top of their preparatory classes and the number of applicants to our Bachelor’s programs has increased by 40% in the last five years. Our graduates have maintained an excellent employment rate (over 90%) in spite of the current economic crisis in France and in Europe.

Paris-Dauphine’s outstanding achievements would not be possible without the hard work and dedication of our teams, faculty, researchers and staff, and their unwavering commitment to our goals and core values: excellence, selective admissions, and close ties to the business community.

Paris-Dauphine is also an engaged, outward-looking institution. Thanks to the Alliance of Management Universities, signed in December 2015, and to Paris Sciences & Lettres’ growing international prestige, Paris-Dauphine has what it takes to compete in the international arena.

As an institution that has developed close ties to the business and economic communities, and via its numerous innovations in teaching, Université Paris-Dauphine is a key change agent contributing to France’s efforts to prepare its higher-education system to meet the challenges it will face in the coming years.

Looking forward, Université Paris-Dauphine will continue on the path of excellence, innovation and creativity thanks to the unfailing support and trust of our partners, donors and the businesses community at large.

Laurent Batsch  
President, Université Paris-Dauphine
# Administration as of June 1st 2016

## Office of the President
- **Laurent Batsch**
  - President
  - Université Paris-Dauphine and Fondation Paris-Dauphine
- **Nathan Bardin**
  - Student Vice President
- **Fabien Blanchot**
  - Vice President, Corporate and Alumni relations
- **Isabelle Huault**
  - Vice President
- **Elyès Jouini**
  - Vice President
  - Scientific Council
- **Henri Isaac**
  - Vice President
  - Digital Transformation
- **Sabine Mage**
  - Vice President
  - Academic and Student Life Council
- **Jean-Claude Petit**
  - Vice President
  - Institutional Relations and PSL Development
- **Arnaud Raynouard**
  - Vice President
  - Board of Directors
  - International Affairs
- **Bruno Bieder**
  - Chief Operating Officer

## Academic Department Chairs
- **Eric Brousseau**
  - Paris-DauphineDoctoral School
- **Denis Darpy**
  - MSO
  - Master’s in Organization Sciences
- **Renaud Dorandeu**
  - LSO
  - Bachelor’s in Organization Sciences
- **Sébastien Duizabo**
  - DEP
  - Executive and Continuing Education
- **Pascal Guénéé**
  - IPJ
  - Institut Pratique du Journalisme
- **Marc Hoffmann**
  - MIDO
  - Bachelor’s and Master’s in Mathematics & IS for the Decision and Organization Sciences

## Research Center Directors
- **Nicolas Berland**
  - DRM
  - Paris-Dauphine
  - Center for Research in Management
- **David Ettinger**
  - LEDa
  - Paris-Dauphine
  - Research Center for Economics
- **Olivier Glass**
  - CEREMADE
  - Center for Research in Decision Mathematics
- **Sophie Lemaire and Sophie Schiller**
  - Cr2D
  - Paris-Dauphine
  - Research Center for Decision Mathematics
- **Alexis Tsoukias**
  - LAMSADE
  - Center for Research in Decision Systems
  - Analysis and Modeling

## The Paris-Dauphine Community
- **Dominique Blanchecot**
  - President
  - Paris-Dauphine Alumni
- **Sandra Bouscal**
  - Director
  - Fondation Paris-Dauphine
Université Paris-Dauphine occupies a unique position in French higher education. An ever more attractive curriculum, our faculty and researchers’ growing international prestige, and the official recognition conferred by Equis accreditation, all contribute to making Paris-Dauphine the French benchmark institution in the Organization and Decision Sciences.

Paris-Dauphine has significantly increased its partnerships with elite international sister institutions.

The Alliance: uniquely positioned in academics and research

In 2015, Paris-Dauphine founded The Alliance, a distinctive institutional cooperative platform, that brings Paris-Dauphine together with 5 major players in the world of Management Universities: University of St. Gallen, Switzerland, Singapore Management University, the Copenhagen Business School, the Fundação Getulio Vargas Brazil and Wirtschaftsuniversität Wien.

“The Alliance is our response to a critical aspect of academic globalization: building an international network of trusted partner institutions with whom we can work to develop the educational programs of the future,” remarks Arnaud Raynouard, Vice President in charge of International Affairs.

Université Paris-Dauphine

A UNIVERSITY OF CHOICE
PSL: one of the world's top 30 universities

Université Paris-Dauphine is a founding member of PSL - Paris Sciences & Lettres, a Community of Universities (COMUE) that brings together 25 of France's finest Paris-based academic and research institutions.

PSL aims to be a driving force behind French higher education and to promote its institutions as members of the international academic and research elite.

“PSL's 25 member-institutions are incredibly complementary, a major advantage for an institution committed to innovation and interdisciplinarity,” comments Jean-Claude Petit, Vice President in charge of Institutional Relations and PSL Development. “It is not about merging our institutions. The PSL model calls for extensive integration and a pooling of resources and expertise – to realize our Community of University’s full potential.” In 2015, PSL increased its attractiveness and welcomed 4 new member institutions: EHESS - École des Hautes Études en Sciences Sociales, EPHE-École Pratique des Hautes Études, ENC-École Nationale des Chartes, and EFEO-École Française d’Extrême-Orient.

As a member of PSL, Paris-Dauphine benefits from a broad and ever-growing range of international partnerships. The PSL/University of Cambridge partnership is up and running; it includes student exchange and shared research programs. PSL has signed additional partnership agreements with renowned international institutions: New York University, Technion, École Polytechnique Fédérale de Lausanne, Beida, Jiao Tong, Université Catholique de Louvain, etc.

In 2015, PSL provided financial support for Paris-Dauphine's 2016-2018 Bachelor's Strategic Plan. That support will allow Paris-Dauphine to intensify curriculum reform, for example with new elective courses and generalizing a system of individual academic advisors.
Equis is not just an endorsement - It's a change-driver

Equis, the European Quality Improvement System accreditation, is awarded by the EFMD (European Foundation for Management Development), to institutions that meet their stringent standards of academic excellence in the field of Management. Laurent Batsch believes that Equis is “first and foremost a change-driver. More than just an endorsement, it is a system that encourages us to attain ever higher standards of academic excellence.” He adds, “the system has and continues to comfort us in our strategic choices, and encourages us to maintain Paris-Dauphine’s distinctive identity.” EQUIS also increases the university’s international visibility and facilitates partnerships with elite international sister institutions.

A model for our overseas campuses

Université Paris-Dauphine’s distinctive academic model, both a university and Grande École, and its undisputed academic excellence attracts students and recruiters alike. The university has chosen to expand its horizons by creating Paris-Dauphine overseas campuses. Tunis, our first international campus, opened its doors in 2009. Our London campus, inaugurated in September 2014, continues to grow. In 2015, the London student body increased three-fold over 2014. “The London campus meets a clear demand on the part of our students,” says Renaud Donnadeu, Department Chair, LSO-Bachelor’s in the Organization Sciences. “Paris-Dauphine is the only French university with its own UK campus. Building on that success, we will be opening Dauphine-Madrid in September 2016.” Tunis has consolidated its position with a 300-member student body for the 2015-2016 academic year.

Faculty and staff: mobilized to meet Paris-Dauphine's challenges

Paris-Dauphine owes its success first and foremost to the women and men who work daily to make this great institution run, to their dedication and energy. Paris-Dauphine has also engaged a reflection on CSR: creating a student social assistance program, developing human resources, ethics, social and environmental responsibility in academics, research, and management. In response to strong student demand, Paris-Dauphine created an Ethics, Social Responsibility and Sustainable Development committee with members from the entire Paris-Dauphine ecosystem: alumni, faculty, Paris’ 16th District local administration, and the Conférence des Grandes Écoles. According to Fabien Blanchot, Vice President, Corporate and Alumni relations, “we have identified over 100 actions to undertake. Some of them were implemented in 2015 and the action plan for 2016 is even more ambitious.”

Diversifying our resources: adapting to a changing world

In 2015, Paris-Dauphine increased its own resources by 9.8%, following a 175% increase in 2014. Ours is a winning strategy, one that allows Paris-Dauphine to maintain excellence and continue to invest for the future, despite stagnating government subsidies.
Henri Isaac, Vice President for digital transformation

What role do digital technologies play at Paris-Dauphine?

Students and faculty use digital technologies to make life easier. Internet access has to be simple, good, and reliable – that is why we have decided to overhaul our Wi-Fi network and will be switching to fiber optic Internet. But launching the new MyDauphine portal is certainly one of 2015’s most significant events and a milestone in improved student services. The portal offers students a single window, one-stop-shop, for all the information they need: registration and administration, grades, schedules, on-line courses, library services, and collaborative tools. It has met with tremendous success with an average of 1,300 visitors per day. We will soon be adding new services as well as a MyDauphine mobile app.

What are the challenges for 2016?

Our strategy is to make it easier for Paris-Dauphine’s corporate partners to access the university’s digital resources. Today, the Paris-Dauphine community can access Paris-Dauphine and all PSL member institution research via PSL Explore, the Paris Sciences & Lettres knowledge-sharing portal.

The Porte Dauphine campus: at the center of the university’s digital transformation

The university has embarked on a major renovation program designed to bring infrastructure up to the latest safety, energy efficiency, and accessibility standards - the budget was approved in 2015.

For Laurent Batsch, Paris-Dauphine’s goals are clear: “We intend to develop an intelligent building that will stand up to the highest standards for the next 60 years.”

The program is also an opportunity to rethink how we use space and to adapt our campus to new ways of teaching, studying and working together. Renovation plans include additional co-working spaces and modular classrooms. The university is looking into creating a learning center where corporate partners could “set up residence” for several days, or even months, allowing them to work directly on-site with Paris-Dauphine students, faculty and staff.

Paris-Dauphine’s digital transformation, gained momentum in 2015 as we:

• launched the MyDauphine student services digital portal
• opened a production studio for teaching videos
• overhauled the campus Wi-Fi network

Although 2015 was challenging from a budgetary point of view (numerous regulatory changes, Vigipirate anti-terrorist measures, etc.), the university finished the year with a € 760,000 operating surplus.

Henri Isaac, Vice President for digital transformation
Université Paris-Dauphine has evolved to keep pace with development and improve the quality of services it provides to students, faculty and researchers. In 2015, we focused our investments on four strategic support functions. We created a Management Control and Review unit to define and monitor key performance indicators. The International Affairs team grew to meet the needs of Paris-Dauphine's growing international presence. The IT department was reorganized to oversee and implement the university's digital transformation plan. The Communications department reinforced its team to better meet the challenge of increasing "Paris-Dauphine" brand recognition and institutional attractiveness.

The university is also working to build the Paris-Dauphine employer brand and is particularly committed to maintaining and improving working conditions for all Paris-Dauphine personnel.
Our faculty: the key to student success

The Paris-Dauphine faculty is committed to our student’s future career development. Accordingly, their goal is to educate students to be responsible, open-minded members of the professional community, capable of critical thinking. They do so within the framework of an international institution recognized for the excellence of its research-based academics in the field of the Decision and Organization Sciences.

To support its increasingly internationally oriented curriculum and research activities, Paris-Dauphine has increased the number of international faculty from 18% in 2010 to 27% in 2015. The university also provides support to faculty and researchers who go on extended scientific exchange with high-level institutions abroad and welcomes international post-doctoral fellows and faculty on exchange at Paris-Dauphine.

To continue to attract the best and brightest, Paris-Dauphine is concentrating its efforts on bringing in talented young faculty and researchers and on developing continuing education opportunities for its teaching staff.

Members of the Paris-Dauphine faculty are many things at once: teachers, researchers and active members of the business and economic communities. In their academic activities and research, via Paris-Dauphine’s corporate research and academic chairs, research contracts and initiatives, they are in constant contact with private and public sector organizations.

Paris-Dauphine’s close ties to the business and economic communities are one of our distinguishing characteristics and an undeniable strength. It is also thanks to those ties that our institution is able to play its part in meeting the major challenges facing society today.
Employee training: building skills for the future

Paris-Dauphine is investing in employee skill development and retention programs. Our strategy focuses on fostering internal mobility so that all of our employees may have the opportunity to progress to higher levels of responsibility and acquire new skill-sets.

At the same time, our drive to offer permanent status to our long-term contract personnel has made it possible to bring our teams greater employment stability and improved career development opportunities. Paris-Dauphine is also developing its employee continuing education. To keep pace with our international development, all of our staff and faculty have access to intensive language classes. To improve performance and efficiency, university staff has received training in managerial and project management techniques.

Paris-Dauphine’s Université Ouverte (open university) initiative, where Paris-Dauphine researchers present their research findings and implications to the university’s administrative teams, has proven key to strengthening ties between the university’s research community and its staff. The presentations are broadcast via the France Culture Plus web radio and the Paris-Dauphine YouTube page.

A wide variety of other services and initiatives make Paris-Dauphine an enjoyable place to work: Paris-Dauphine faculty and staff have access to the university’s excellent athletic facilities. A 1,200 m² sports hall offers students, staff and faculty over 30 athletic disciplines including table-tennis, dance, weight-lifting, squash, and martial arts, to name just a few. Day-care is available at the Porte Paris-Dauphine campus for staff, faculty and student parents, with space for 24 babies and preschoolers. In 2015, Paris-Dauphine Day-Care extended its opening hours to give users greater flexibility.
What makes Paris-Dauphine different?

Paris-Dauphine is an institution entirely devoted to the Organization and Decision Sciences. The university has built its scientific and intellectual project around the principle of multi-disciplinarity, and encourages its faculty and researchers to develop transversal, innovative initiatives in teaching and research.

What are the challenges for 2016?

The digital revolution, our fast-changing society and an increasingly autonomous student body, mean that students are changing the way they study and that we will have to change the way we teach. We are also aware that we need to improve working conditions for our faculty and researchers so that they can concentrate on their core activities: teaching and research. And of course, Paris-Dauphine is continuing to strengthen its international focus at the faculty level by developing scientific exchange, welcoming visiting professors, and recruiting international faculty. A 2016 report assessing and making recommendations on faculty management at Paris-Dauphine, underlines the importance of these issues.
Today, Paris-Dauphine competes in an increasingly globalized world of higher education. The university has tailored its strategy and organization to meet the new global challenges it faces.

Paris-Dauphine’s competitive position is stronger thanks to PSL and The Alliance.

As a founding member of PSL, Paris-Dauphine now ranks among the world’s top 30 universities.

A Paris-based international research university, PSL ranks among the world’s academic elite, thanks in particular to its 25 member institutions, innovative academic programs, world-renowned guest researchers and major multi-disciplinary research programs. PSL is developing numerous international academic and research partnerships in its own right, and has launched an ambitious drive to increase the institution’s attractiveness and brand recognition. Its goals: imagine, develop, and implement new approaches to inventing, new academic models for educating, and new pathways for disseminating knowledge by championing multi-disciplinarity, fostering intense interaction between academics, research, industry, and society at large, and by attracting the brightest, most promising faculty, researchers, and students.
Paris-Dauphine is the driving force behind the strategic Alliance of Management Universities, an innovative international collaborative platform bringing together world-renowned institutions.

Five sister institutions have joined Paris-Dauphine in the Alliance: University of St. Gallen in Switzerland, Singapore Management University, the Copenhagen Business School, the Fundação Getulio Vargas in Brazil, and Wirtschaftsuniversität Wien in Austria. All members of the Alliance share an academic model that stresses core disciplines, a balance between theory and practice, and close ties with the business world. They have joined forces to offer a distinctive approach to higher education, one that merges the multi-disciplinarity of a university with the career-oriented, specialized curriculum of a Business School.

In 2015, Paris-Dauphine internationalized its governance by creating an Advisory Board. The committee comprises 10 members chosen among leading international figures from the academic, research, economic and business communities. Their role is to advise Paris-Dauphine as it rolls out its strategy, particularly at the international level. To meet the growing needs that have emerged as Paris-Dauphine expands overseas and to drive strategy more efficiently, the International Affaires Department reorganized. All international activities are now under the leadership of the Director of International Affairs.

Paris-Dauphine has revamped its Bachelor’s, Master’s, Executive and Continuing Education curriculum to keep pace with demand for forward-looking and increasingly professionally oriented programs.

- **26%** of our Master's students and **23%** of the general student body are international.
- **14** internationally-based executive education programs.
- **314** partnerships with leading universities worldwide.
- **23** Bachelor’s and Master’s double degree programs.
International

Creating a solidly international curriculum to prepare our students for the challenges of a global world

Paris-Dauphine’s curriculum has evolved. The university now offers a broad range of international programs, courses taught exclusively in English, and over 300 international student exchange programs, including three new agreements signed in 2015: Université Catholique de Louvain, UCL-University College London and Macquarie University, Sydney. Paris-Dauphine is also home to a growing number of international students, faculty and researchers from partner universities around the world.

Our goal: to see 100% of all Bachelor’s students graduate with at least one international exchange experience.

Bringing our Paris campus up to international standards

Paris-Dauphine is attracting more international students each year. In 2015, Paris-Dauphine welcomed 500 international students, 95 visiting professors and 15 international post-doctoral fellows. All international students have access to classes taught in English, an intensive course in French as a foreign language, and personalized orientation services (housing, health care, life in Paris, etc.).

Taking the Paris-Dauphine model abroad

As part of our international strategy, Paris-Dauphine is developing a network of overseas campuses in Europe and French-speaking countries outside of Europe. We opened our first overseas campus, Paris-Dauphine Tunis, in 2009 with a second North African campus, in Casablanca, slated to open in September 2016. In 2015, Paris-Dauphine opened its London campus as part of the Global Bachelor’s initiative. The Madrid campus will welcome its first cohort of Global Bachelor’s students in September 2016. The program, in collaboration with the Universidad Carlos Tercero, aims to build bridges between Europe and the Ibero-American world.

Paris-Dauphine’s EQUIS accreditation, recently renewed for 5 years, and a greater presence in international rankings both contribute to advancing our position as an elite international university.

Paris-Dauphine’s London campus is expanding. In 2015, we inaugurated two new Tower Hill facilities – they will be home to 120 students in September 2016.

Paris-Dauphine placed N°3 overall and N°1 for France in the famous QS Graduate Employability Rankings, that compare the world’s top universities in terms of their graduates’ career development.

Paris-Dauphine co-founded YERUN, the Young European Universities Network, that brings together 14 internationally ranked European research universities and institutions founded less than 50 years ago.
What does Paris-Dauphine do to encourage students to study abroad?

Paris-Dauphine graduates are known for their knowledge and understanding of the business world and international markets, while international experience is an increasingly key corporate recruiting criteria. So we would like to offer our students a broad scope of opportunities designed to gain international exposure. Our goal is to build a veritable global network with a strong focus on the world’s high-growth zones. To facilitate student mobility, Paris-Dauphine is increasing financial aid for international exchange notably via Fondation Paris-Dauphine’s International Exchange grants.

What does Paris-Dauphine offer corporate partners on the international front?

Paris-Dauphine trains managers and executives for a global world preparing them to manage complex situations in intercultural environments. Paris-Dauphine offers high-level internationally based academic programs to full-time and continuing education students, providing businesses with highly skilled employees locally (in Africa for example). On another note, as a member of Medef International, Paris-Dauphine helps fellow members advance their understanding of complex international issues (Islamic finance, emerging markets, etc.).

What are the challenges for 2016?

Increasing Paris-Dauphine’s international recognition is, of course, a top priority. We are also focusing on offering each and every student an international exchange opportunity. In 2015, we took a number of initiatives in that direction:

- We created new semester abroad programs in Shanghai, Latin America, and Japan, launched a summer program in Italy in collaboration with LUISS Università Guido Carli in Rome, and continued to develop new double degrees programs such as the Franco-German apprenticeship track double Bachelor’s in partnership with the Duale Hochschule Baden-Württemberg (DHBW), Mannheim.
ACADEMICS

Innovation in teaching: a guiding academic principle

Paris-Dauphine’s student body is diverse and driven. 50 members of the entering Bachelor’s class of 2018 were from Paris-Dauphine’s Equal Opportunity Admissions program. They will receive learning support throughout their studies via a unique “triple sponsorship” system.

Equal Opportunity Admissions is an outreach program through which Paris-Dauphine provides financial and learning support to 25 partner high schools from the Paris Region’s priority education zones to encourage high-potential high school students to pursue their education and prepare them for university admission and studies.

Paris-Dauphine’s New Talents Bachelor’s program, launched in 2014, is a resounding success. The program makes it possible for top-level athletes, talented artists, performers, and entrepreneurs to combine university studies with their athletic, artistic or entrepreneurial career obligations. Initially limited to the Bachelor’s in Organization Sciences, the program will extend to the Bachelor’s in Mathematics in 2016.

Paris-Dauphine has now introduced flipped teaching. The flipped classroom is an innovative teaching technique whereby teachers send students basic class material prior to class in written or electronic format (including documents, videos and links to websites). Students prepare for class at their own pace. The classroom is used to discuss, exchange, ask questions, study topics in greater depth, organize debates, carry out experiments, and do exercises or case studies.

Another significant academic innovation is the Global Contemporary Issues elective launched in 2009. The course is designed to give 2nd year Bachelor’s students a better grasp of today’s major societal, political and cultural issues and the analytic skills required to understand the causes and effects of the forces that shape contemporary society.

And last but not least, as part of a broader initiative to bring French Grandes Écoles preparatory classes closer to the university system, Paris-Dauphine has developed a unique partnership with 4 Parisian high schools: Henri IV, Louis Le Grand, Saint Louis, and Janson de Sailly. Thanks to the partnership, students from the 4 schools’ elite preparatory sections will have access to Paris-Dauphine student services: library, athletic facilities and activities, internships, etc.

Figures confirm Université Paris-Dauphine’s growing academic attractiveness. In 2015, Paris-Dauphine received 8,500 applications for admission to a first year Bachelor’s program compared to 8,000 in 2014. We received a record 26,000 applications for our Master’s programs. Paris-Dauphine’s Executive and Continuing Education programs are attracting a growing number of individuals and corporate partners. The key to our success? Our on-going efforts to renew curriculum, the international focus of our programs, and our graduates’ excellent career development prospects.
8,800  
full-time students  
39% in Bachelor’s, 56% in Master’s and 5% in PhD programs

1,200  
apprenticeship students

30%  
international students

6  
Bachelor’s programs  
(4 LSO and 2 MIDO) and  
22 Master’s degrees including  
94 second-year specializations

41  
student clubs and associations  
committed to cultural, community, human rights and athletic initiatives  
and 58 departmental and professional associations dedicated to promoting their respective disciplines

1  
doctoral school with 5 PhD programs: Management, Economics, Social Sciences, IS and Mathematics

2,500  
executive education students  
each year representing €12 million in annual revenue

The 2015 Paris-Dauphine Bachelor’s Commencement Ceremony brought together 1,800 participants to celebrate academic achievement.

Bachelor’s in Management students can now spend a semester studying in Shanghai.

Paris-Dauphine’s MASH (Master’s in Applied Mathematics) program created in 2014 received the IBM Award for curriculum innovation in Data Science.

LIPJ’s student-journalists received the RTL Challenge, RFI Charles Lescaut and Patrick Bourrat LCI press awards.
Student life: creative and responsible

Paris-Dauphine’s student community is vibrant and active. Some 41 student clubs and associations bring together over 1,000 volunteers. Their initiatives stimulate campus life. Students are proud to belong to the Paris-Dauphine community and the university encourages their engagement by actively supporting over 62 student initiatives.

The associations organize concerts, festivals, sustainable development programs and athletic events with the university’s financial and logistic support. Paris-Dauphine has invested over €90,000 in student initiatives via the FSDIE, Student Initiative Support and Development Fund.

Housing is a major focus for Paris-Dauphine’s student life strategy. The university is developing numerous initiatives to provide students with affordable accommodations. In 2015, Fondation Paris-Dauphine purchased 14 new student-housing units in Boulogne-Billancourt; and 16 additional units, in Nanterre, are reserved for Paris-Dauphine students thanks to a partnership with Domaxis. Two major student-housing programs will be completed in 2016 and 2017: 20 new units located in a residential building in Vaucresson in partnership with the Association pour le Logement des Jeunes Travailleurs, and 55 student flats financed by Fondation Paris-Dauphine in La Défense.

Continuing education: on the rise

Paris-Dauphine helps executives and business leaders build skills to meet tomorrow’s strategic economic challenges. Some 3,800 executives take courses at Paris-Dauphine each year; 35% study at Paris-Dauphine executive education locations in 15 countries overseas. Programs rang in length from 10 to 22 months. Executive education program participants study part-time, alternating classroom work with practical exercises and experience sharing.

Made to measure programs for our corporate partners

Paris-Dauphine is exceptionally responsive to market demand and has developed a unique expertise in working with businesses to co-develop in-house programs. In-house programs are short-format and focus on specific topics, for example e-commerce, retirement plans, financial communications and investor information, etc. Programs can be tailored to the needs of large corporations as well as mid-size and small companies.

Paris-Dauphine faculty and lecturers also teach courses in-house for clients such as AP-HP, Le Printemps, BPCE, La RMN Grand Palais, la Fondation Abbé Pierre, Havas Média, Intermarché or La Banque Postale.

Programs tailored to company needs

In 2015, Paris-Dauphine’s Executive and Continuing Education curriculum included approximately 50 long-format degree programs (Bachelor’s, Master’s, MBA and Executive PhD) in the following fields:

- Insurance, risk, and control
- Sustainable Development and CSR
- Development, Marketing and Communications
- Law
- Management and Finance
- Health Care Management
- Management and Strategy
- Public Administration
- Human Resources
- Supply chain
- Information Systems

Our Executive Education programs are valued and recognized

According to a TNS-Analysis survey, 86% of students who graduated from Paris-Dauphine Executive Education programs between 2013 and 2015 consider that the program has already proved beneficial to their careers. 83% of those surveyed believe that the program increased their capacity to resolve complex issues, 83% state that their professional life improved, and 88% judge that the program increased their leadership skills.
What role do student clubs and associations play in education?

When our students take part in a club or association (imagining, organizing and implementing projects, communicating, bringing in spectators and participants, anticipating and solving problems), they take on responsibilities quite similar to those they will find in the workplace, a point that does not go unnoticed by recruiters. Clubs and associations also give students the opportunity to put into practice what they learn in class and strengthen their CVs.

What are the challenges for 2016?

We will continue to invest in measures to improve student working and living conditions. Housing is a priority. Student accommodations managed by the Paris and Versailles CROUS are at a premium and it is our responsibility to develop additional affordable housing to meet our students’ needs. We will also continue to invest in and support the multitude of Paris-Dauphine student initiatives; they play a key role in our approach to education.
Research is fundamental to Paris-Dauphine’s strategy and development, and we now rank among the world’s top research universities in our field. In 2015, Paris-Dauphine’s research activities picked up speed and the number of research contracts grew by 20%. We will continue to welcome new researchers, develop new expertise and intensify our relations with the business community as we increase our international initiatives.
Public and private sector decision-makers look to Paris-Dauphine for our expertise in the Organization and Decision Sciences in general and in the field of Finance in particular. Our expertise is grounded in rigorous scientific research and concrete interaction with stakeholders and the real world. In 2015, we inaugurated the House of Finance, Université Paris-Dauphine’s Finance Pole, in the presence of Jean Tirole, recipient of the 2014 Nobel Prize in Economics. The House of Finance is the driving force behind a collaborative ecosystem in the field of Finance, one that engages both the academic, research business communities. The House of Finance brings together over 30 degree programs, 110 faculty and research fellows, 8 academic and research chairs and initiatives as well as numerous corporate partners.

6 major fields of research

Paris-Dauphine has organized its research around a limited number of disciplines, all centered on the Organization and Decision Sciences. Research programs are divided among 6 research centers, each corresponding to a specific field:

- **CEREMADE (UMR CNRS 7534):** Center for Research in Decision Mathematics
- **DRM (UMR CNRS 7088):** Paris-Dauphine Center for Research in Management
- **Cr2D (EA 367):** Paris-Dauphine Law Institute
- **IRISSO (UMR CNRS 7170):** Center for Interdisciplinary Research in the Social Sciences
- **LAMSADe (UMR CNRS 7243):** Center for Research in Decision Systems Analysis and Modeling
- **LEDa (EA 4404):** Paris-Dauphine Research Center for Economics

Did you know?

Research is constantly evolving in response to the needs of economic stakeholders and key current issues. At Paris-Dauphine too, we are constantly adapting to keep pace with today’s economic, technological, social and societal transformations. The university has engaged numerous research projects on key contemporary issues: Big Data, its implications and challenges, advances in disaster management, energy and the energy transition. Paris-Dauphine has become a benchmark player in these fields. Our researchers also focus on health care economics and public health management, pension systems and the workplace. The Paris-Dauphine Research Directory published in 2015* lists all research projects carried out by Paris-Dauphine.

Paris-Dauphine publishes its research findings in scholarly journals and communicates them to the general public via the media. French and international media regularly interview Paris-Dauphine experts, for example: Dominique Méda on labor market reform, Tristan Cazenave on artificial intelligence, Brigitte Dormont on French public health policy, Patrice Geoffron on energy challenges, Philippe Chalmin on commodity markets, El Mouhoub Mouhoud on economic globalization …

*The Paris-Dauphine Research Directory, first published in 2015, provides a detailed description of each of our 6 research centers: staff, academic activity, principle research programs, etc. The Directory is an incredibly useful source of information for private and public sector stakeholders who wish to take advantage of Paris-Dauphine’s research potential or collaborate on research topics pertinent to their activities.
**2015: Paris-Dauphine research centers prove their vitality and attractiveness**

In 2015, Paris-Dauphine welcomed 6 new CNRS researchers, 4 of whom joined the LAMSADE Center for Research in Decision Systems Analysis and Modeling.

IRISSO, the Center for Interdisciplinary Research in the Social Sciences, welcomed a new research team from the LCP - Laboratoire Communication et Politique. Building on its journalism school, IPJ, Paris-Dauphine is now stepping up research activities in the field of media and communications.

CEREMADE, the Center for Research in Decision Mathematics and INRIA, the National Institute for Research in Computer Science and Control, co-founded a project team baptized MOKAPLAN. This partnership gives Paris-Dauphine access to additional resources in the field of computer simulation and applications.

**Our scientific strategy focuses on building Paris-Dauphine’s faculty resources and developing our PhD programs.**

Our strategy has been crowned with success. Paris-Dauphine welcomes a growing number of PhD fellows, more and more PhD students receive grants, we have improved thesis supervision and increased international research exchange via partnerships and co-supervised theses. It is not surprising that our young PhD’s and post docs receive an increasing number of awards!

In 2015: Michèle Tallard (IRISSO) was elected President of the Conseil national d’évaluation de la formation professionnelle, Sophie Bernard (IRISSO) was appointed to the Institut universitaire de France, and Bertrand Villeneuve (LEDa) was appointed President of ILB-Institut Louis Bachelier’s Executive Scientific Board.

Dfis, the Paris-Dauphine Faculty Information System, launched in 2015, is an information system for coordinating Paris-Dauphine’s research activities. It facilitates the publication and dissemination of early research findings and provides more effective support to faculty as they develop their individual research strategies.

**They received distinctions in 2015**

Paris-Dauphine’s young PhD’s received numerous distinctions:

- **Mathieu Dumes** (management, thesis advisor: Bernard Pras), received the AFDD - France Amérique 2015 Prize for the best thesis on a company. He also received the honorary Chancellerie des Universités de Paris prize 2015.

- **Paul Karehke** (management, thesis advisor: Elyès Jouini), received the Chancellerie des Universités de Paris formal Aguirre-Basualdo prize 2015 as well as one of several Fondation Paris-Dauphine Young Researcher awards.

- **Hélène Moraux-Saurel** (management, thesis advisor: Pierre Volle) received the FNEGE, French Foundation for Management Education’s 2015 publication award.

- **Eric Casenave** (management, thesis advisor: Bernard Pras) received the AFM-FNEGE award.

- **Lyes Kolai** (economics, thesis advisor: Sanvi Avouy-Dovi), Samuel Valet (mathematics, thesis advisor: Gabriel Peyre), Julien Brilly (sociology, thesis advisor: Emmanuel Lazega), and Liangliang Fu (information systems, thesis advisor: Mohamed Ali Aloulou) all received Fondation Paris-Dauphine Young Researcher awards.

- **Céline Berrier-Lucas** (management, thesis advisor: Anne Pezet) received the Fondation Paris-Dauphine special jury prize for cross-disciplinarity.
Université Paris-Dauphine’s network is far-reaching and dense. In 2015, Paris-Dauphine honored 4 exceptional scholars who have regularly worked with the our teams, by presenting them with the insignia of Doctor Honoris Causa:

- Claudia Maria BAUZER MEDEIROS, Professor of Computer Science, Universidade Estadual de Campinas, Brazil
- David J. COOPER, Professor in Accountancy, University of Alberta, Canada
- Peter Bradbury MILLER, Professor of Management Accounting, London School of Economics & Political Science
- Christos H. PAPADIMITRIOU, C. Lester Hogan Professor of Computer Science, University of California at Berkeley, Computer Science Division

Why does Paris-Dauphine attract so many corporate partners?

The scope, depth and diversity of our curriculum, our capacity to develop research programs that take into account our partners’ needs, and our focus on the Organization and Decision Sciences make Paris-Dauphine a natural and privileged partner for private and public sector decision-makers. And we are constantly enriching our programs to keep pace with the economic and business community’s evolving needs. In 2015, we inaugurated two new chairs: Governance and Regulation (director, Eric Brousseau) and Trust and Management (directors, Fabien Blanchot and Eric Campoy).

What challenges for the future?

On the international stage, research is the primary, if not the unique recognition factor. The awards, distinctions, and grants we receive, our international influence, organizing and participating in major scientific events, international cooperation on publications and PhD research, are all key to establishing and maintaining Paris-Dauphine as a pivotal player in the international research galaxy. In the years to come, I believe that it will be by developing new research poles in the fields of public health, finance and insurance that Paris-Dauphine will continue to attract the best and brightest students and researchers and succeed in building our financial resources from both private and public sources.
Internships, apprenticeship contracts, academic and research chairs, campus and global partnerships are just a few examples of Paris-Dauphine and the business community working together. Every year, Paris-Dauphine reaches out to our corporate partners to explore new ways to cooperate.

For our corporate partners, Paris-Dauphine represents an exceptional talent pool and a partner of choice in the area of continuing education and research. And they respond in kind via internship and job offers, apprenticeship contracts, and other employment opportunities, but also by contributing their taxe d’apprentissage, taking part in curriculum advisory bodies, providing guest speakers for lecture courses, conferences and events, by mentoring students and entrepreneurs, and providing career development advice.

To facilitate direct contacts between businesses and students, Paris-Dauphine organizes 2 major annual events: the 3-day Forum Entreprises, in February, attended by 100 businesses from all sectors of the economy, and the Paris-Dauphine Apprenticeship Forum where 40 companies meet and interview students interested in apprenticeship contracts.

Corporate partnerships: the corner stone of Paris-Dauphine’s strategy

Beginning in 2014, Paris-Dauphine instituted two distinct types of corporate partnership: Campus Partnerships, whereby companies provide financial support for maintaining and modernizing Paris-Dauphine’s facilities, and Global Partnerships through which companies support both campus modernization and Fondation Paris-Dauphine programs.
Corporate partnerships are 4-year commitments. They foster strong, long-term cross-disciplinary and global relationships. The relationships work two ways: Paris-Dauphine accompanies its corporate partners in their development and promotes their employer brand to the student body.

Because Paris-Dauphine is recognized internationally for its high level of expertise in the Organization and Decision Sciences, our corporate partners are eager to engage in joint research projects by supporting the creation of corporate academic and research chairs.

Today, 40 companies support and fund 17 chairs. The chairs publish in scholarly journals, and books (targeting both academic audiences and our corporate partners) and via conferences, debates and workshops. Their research also benefits our undergraduate, graduate and continuing education curriculum. The chairs contribute significantly to furthering corporate knowledge and understanding of the economic, technological, societal and environmental challenges of today’s world.

Corporate partners

Carrefour group, Mazars and BNP Paribas support campus development and Fondation Paris-Dauphine’s international mobility student grant program.

Caisse des Dépôts group supports 4 research chairs and circles dedicated to the energy and environmental transition, territorial transformation, innovation management and innovation in management.

Société Générale supports Paris-Dauphine campus modernization.

Start-ups have joined Fondation Paris-Dauphine’s incubator.

40 corporate partners for Paris-Dauphine and Fondation Paris-Dauphine
18 alumni chapters in France and worldwide
€20.3 million raised by Fondation Paris-Dauphine, since 2008, including €2.7 million donated by Paris-Dauphine Alumni and Friends
13 start-ups have joined Fondation Paris-Dauphine’s incubator
Fondation Paris-Dauphine, a key contributor to Paris-Dauphine’s development

In 2015, Fondation Paris-Dauphine distributed €3 million in support of the university’s projects and ambitions. “Our support is a breath of fresh air that boosts initiatives for excellence and social solidarity”, says Sandra Bouscal, Director, Fondation Paris-Dauphine. One of our most emblematic initiatives is the Equal Opportunity Admissions outreach and capacity-building program designed to encourage talented high school students from what are known as "socially sensitive zones" in the Paris Metropolitan area to go on to higher education and aim for institutions of excellence like Paris-Dauphine.

In 2015, 50 applicants from the program were admitted to Paris-Dauphine; they will all benefit from learning support and mentorship throughout their studies.

In 2015, our donors continued to finance Fondation Paris-Dauphine’s International Exchange grants, making it possible for 60 students to spend an academic year abroad.

Entrepreneurship, a powerful component of the Paris-Dauphine spirit

Thanks to the generous support of our alumni, Paris-Dauphine has been able to create two start-up support structures: D-Incubator and D-Start.

D-Incubator provides advice and support to start-up projects where at least one project leader is a Université Paris-Dauphine graduate. Since its creation in 2012, D-Incubator has accompanied some 30 start-ups, 9 of which succeeded in raising €3 million in equity. D-Incubator was awarded BPI and the Maire de Paris’ Paris Innovation Amorçage label in 2014.

In January 2015, Paris-Dauphine launched D-Start, a Start-Up Sandbox for aspiring student entrepreneurs. The pre-incubation program provides student entrepreneurs with support and an environment conducive to developing their projects. Less than 2 months after its launch, a large number of student entrepreneurs asked to benefit from the pre-incubation program. The pre-incubation "graduating classes" of 2015 and 2016 count 14 start-ups.

Alumni: central to the Paris-Dauphine ecosystem

However close we already are, Paris-Dauphine is always seeking to strengthen its ties with our alumni. Our 80,000 French and international alumni form a strong, dynamic and tight-knit community; they showcase the Paris-Dauphine brand and represent Paris-Dauphine’s values of solidarity and excellence. Our Paris-Dauphine “Chapters” provide a contact point and support for visiting alumni (job and housing searches.)

Since 2014, all Paris-Dauphine students, from the moment they enter Paris-Dauphine, can become members of Paris-Dauphine Alumni. The idea behind the initiative is to engage students in the Paris-Dauphine community as early as possible and make them aware of how just how important the Paris-Dauphine network is!

"When we look at newspapers or social media for the latest news on appointments, nominations and promotions, we always check to see if the person is a Paris-Dauphine graduate. Paris-Dauphine Alumni is central to the Paris-Dauphine ecosystem: alumni are proud of their university and their degrees, they promote Paris-Dauphine in their own professional and personal networks, they help finance our academic and research chairs, and they mentor students and Paris-Dauphine entrepreneurs. Paris-Dauphine students and alumni enjoy getting together with each other and their former professors. It is important to encourage these encounters that maintain and strengthen ties,” remarks Dominique Blanchecotte, President of Paris-Dauphine Alumni.
How does Paris-Dauphine develop its corporate relations?

There are a number of ways for businesses to work with us. For example, they can engage in campus or global partnerships, or support research and academic chairs via Fondation Paris-Dauphine. Our partners are also in constant contact with our Master’s programs and research centers. Our one-stop-shop approach, implemented several years ago, facilitates corporate relations and makes it easy for our partners to work with our faculty, students and researchers via a single point of contact. We have also published a corporate partner’s guide to Paris-Dauphine detailing all of the services and advantages of a corporate partnership.

What are the challenges for 2016?

In 2015, to offset diminishing taxe d’apprentissage revenues, we stepped up our taxe d’apprentissage drive. But to ensure our resources, we will need to build additional long-term partnerships. Our corporate partnerships are advantageous both for the university and our partners: they are an opportunity for businesses to promote their employer brand to Paris-Dauphine students and for Université Paris-Dauphine to raise awareness and brand recognition within the business community, that may not always know what we have to offer. In 2015, we signed corporate partnerships with the Société Générale and the Caisse des Dépôts group followed by additional partnership agreements with Atalian and Crédit Agricole in the first quarter 2016. We will be intensifying our efforts to promote student entrepreneurship by extending the Paris-Dauphine Talents program, until now reserved for athletes and artists, to young entrepreneurs. And of course we continue to develop our relations with our 80,000 members. In January 2016, we organized our first New Year’s gathering for alumni and corporate partners, we are working with the start-up Never Eat Alone, to use their mobile application to facilitate contacts between alumni, students and Paris-Dauphine staff, and are planning a Corporate & Alumni Day with Alumni Awards.

Paris-Dauphine and Société Générale sign a campus partnership

Caisse des Dépôts group signs a Paris-Dauphine global partnership

Paris-Dauphine and Jobteaser launch a job offer portal, designed to increase corporate visibility for students. The interface is interactive and user-friendly. Employers can use the portal to publish job offers, news, events and informational videos about their business.

Paris-Dauphine launches the Governance and Regulation chair, co-financed by 5 corporate partners: ERDF, ENGIE, FDJ, RTE and SNCF, with support from several government agencies (Conseil d’Etat, Conseil Général de l’Économie, de l’Industrie et des Technologies, and the Cour des Comptes).

Paris-Dauphine is authorized to receive taxe d’apprentissage contributions in category A (institutions with Bac+2 degree programs), as well as Category B, making it possible for our corporate partners to increase taxe d’apprentissage support for Paris-Dauphine.
In 2015, Paris-Dauphine significantly increased its own resources, primarily thanks to an increase in continuing education and apprenticeship revenues and to synergies on the research front, allowing us to offset the impact of stagnating government subsidies and increase our financial autonomy. It demonstrates how successful Paris-Dauphine’s distinctive model is and how strongly the business community supports our institution.

Our on-going commitment to excellence requires significant investments. But it is just that commitment that the business community appreciates, and that is why our corporate partners continue to provide Paris-Dauphine with the financial support we need to move forward.

In 2015, the business community, via Executive and Continuing Education programs and apprenticeship contracts contributed €8.6 million to Paris-Dauphine, making it Dauphine’s largest single source of revenue.

The close ties our faculty and researchers have developed with the business world also contribute to our corporate partners’ financial commitment. Our academic departments, through the stakeholder relations they develop, also contribute to generating own resources in support of academic excellence.
Total budget: €110.9 million including €33.2 million of own resources (i.e. 30%)
Working together to give Paris-Dauphine resources to succeed

In 2015, Paris-Dauphine’s Equis accreditation was renewed for 5 years. The international accreditation process includes an in-depth financial analysis carried out by a panel of experts. The jury looked at Paris-Dauphine’s financial resources and our capacity to raise funds from external sources, a measure of our institution’s vitality. The growing number of research contracts and funded research chairs further confirm Paris-Dauphine’s position as a world-class Management University.

PSL financial support: coming up to speed

Paris-Dauphine’s Bachelor’s Development Plan is a prime example of the increasing role that PSL plays in providing targeted financial resources. In 2015, we extended the Plan for an additional 3 years thanks to PSL’s €1.5 million contribution. PSL’s financial support is intended to kick-start the initiative, while Paris-Dauphine will be responsible for raising additional funds from corporate sources to complete the program.
Emmanuel Dansou-Morel
CFO

How do you contribute to Paris-Dauphine’s success?

Good financial management is essential for the institution in particular because it enables us to leverage our resources efficiently. Sustainable development and Corporate Social Responsibility (CSR) is another area where I can make an impact, by systematically including sustainability and CSR criteria in our purchasing policy, especially when it comes to public procurement contracts. It is a major concern for Paris-Dauphine.

As a university, we must seek to provide students, faculty and researchers with the highest quality environment and services possible. As a Grande École, Paris-Dauphine favors teaching in small groups of 30 students rather than in large auditoriums, a strategic choice that requires significant investments. The entire Paris-Dauphine community, beginning with our faculty and researchers contribute to developing the financial resources we require to reach our goals of academic and research excellence.

Were there any major changes in 2015?

2015 was challenging from a budgetary point of view. Operating expenses increased due to forces beyond our control such as a change in taxe d’apprentissage rules, a modification in the Hauts-de-Seine regional government’s policy for the Léonard de Vinci university center, and more stringent campus security measures required by the Vigipirate Terrorist Alert system. We did what we had to and met the challenge with success.

+9.8%
increase in own resources compared to 2014

50%
increase in investments over 2014

70%
self-financing ratio, including 30% from working capital
SL - Paris Sciences & Lettres
Research University member
institutions

- Centre National de la Recherche Scientifique (CNRS)
- Chimie ParisTech
- Collège de France
- Conservatoire national supérieur d’Art Dramatique
- Conservatoire national supérieur de musique et de danse de Paris
- École des Hautes Études en Sciences Sociales
- École Française d’Extrême-Orient
- École nationale des chartes
- École nationale supérieure des Arts Décoratifs
- École nationale supérieure des beaux-arts
- École normale supérieure
- École pratique des hautes études
- École supérieure de physique et de chimie industrielles de la ville de Paris
- Fondation Pierre-Gilles de Gennes pour la recherche
- Institut de Biologie Physico-Chimique - Fondation Edmond de Rothschild
- Institut Curie
- Institut Louis-Bachelier
- Institut National de Recherche en Informatique et en Automatique (INRIA)
- Institut National de la Santé et de la Recherche Médicale (INSERM)
- Institut Pasteur
- La Fémis
- Lycée Henri IV
- Mines ParisTech
- Observatoire de Paris
- Université Paris-Dauphine

3,200 faculty and researchers
146 research centers
18,500 students of which 70% in graduate programs
22 Nobel Laureats
10 Fields Medal recipients