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SKEMA is pursuing its ambition to become a global school and is announcing several initiatives that will shape its future.

SKEMA Business School's SKY25 (SKEMA Years 2020-2025) strategic plan has been fulfilled a year ahead of schedule, with some major achievements. The school took stock of its achievements at a press conference today. The initiatives that will shape SKEMA's future were also detailed. Firmly positioned, the school currently ranks among the top 6 French business schools, according to the data published this month by the Banque Commune d'Epreuves, which accounts for 70% of SIGEM places. SKEMA is the most popular business school among preparatory school students for the fifth year running.

Progress on the SKY25 strategic plan

— SKEMA Years 2020-2025 strategic plan (already) implemented

Since 2020, the "SKY25" strategic plan has focused on three key areas: 1) To become The Avant-Garde School; 2) Acting as The Impactful Player ; and 3) Positioning ourselves as The Global Institution. It has fulfilled its mission and gone beyond, with some outstanding and often pioneering achievements in the business school ecosystem:

- **The launch of new thematic schools** "SKEMA AI School for Business", "SKEMA Law School for Business", "SKEMA School of Geopolitics for Business", and the latest, "SKEMA Design School for Business".
- **Choosing AI** to accelerate its transformation and enhance the educational experience
- **The development of impact entrepreneurship**: 50% of the 200 companies incubated within SKEMA's entrepreneurial programme are dedicated to impact.
- **The transformation of campuses into regional hubs**, particularly in Asia, with the opening of the NAU-SKEMA International Joint Audit Institute in 2020 in conjunction with Nanjing Audit University (NAU), which currently welcomes about 1,200 Chinese students, 300 of whom are recruited each year via the highly selective GaoKao exam.
- **The creation of the SKEMA Publika think tank**, which is part of the school's role as an observer and player in the public debate on major economic and social issues.
- **The creation of the Higher Education for Good foundation**, whose mission is to help higher education institutions transform their programmes to meet the needs of the 21st century and ensure a more sustainable future. The foundation now has more than 60 partners around the world, and its first initiative was **the world's largest**

youth consultation: Youth Talks, with around 45,000 participants and about 1,000,000 contributions.

Other achievements have also been made since 2020, contributing to the solidity of the SKEMA model:

- **The Grand Paris campus opened in 2021:** a 30,000 m² flagship campus that includes a 270-bedroom student residence since May 2023. A new sports hall will be available in May 2024, as well as a 700 m² space for student associations.
- **A new campus in Brazil since July 2021,** covering 5,500 m² over 11 floors in the heart of the city of Belo Horizonte.
- **Academic partnerships with leading international institutions:** Berkeley, NYU SPS, MIT, FIU, UCLA Extension, Xi'an Jiaotong University, USTC, Politecnico di Milano, and EADA. And **in France:** a double degree in geopolitics with Sorbonne University, and a new bachelor's degree in 'Management & Engineering Sciences' with ITEEM-Centrale Lille.
- **Renewed international accreditations:** EQUIS, AACSB, EFMD Accredited.
- **Obtained visas and degrees for all BBA and master's (Master in Management, MSc and MS[®]) programmes.**
- **Obtained the DD&RS label in 2023.**

New initiatives to shape the future of the school

— Development of 'for business' schools

To understand the management situations that future graduates will face, the skills base needs to be broadened: artificial intelligence is reshuffling the cognitive deck, all business activities are becoming increasingly litigious, innovation and creativity are essential elements of competitiveness, and international relations cannot be ignored in the business world.

With this in mind, SKEMA has created its 'for business' schools alongside the historic business school. All of them are multi-campus. They are based on a common foundation: programme collections, the expertise of the school's permanent teaching staff and its seven research centres, and the expertise of academic and institutional partners such as the IFRI, for the School of Geopolitics for Business, and Microsoft, for the AI School for Business.

SKEMA will develop a complete vertical range of programmes for each of its schools: undergraduate, graduate, postgraduate and executive education.

A "Design School for Business" has officially been created. It already boasts two programmes of excellence in cooperation with Politecnico di Milano and POLI.design: the "MSc Product Management and UX Design" and the "MSc Entrepreneurship & Design for Sustainability" programmes.

— Generative AI: launch of a pioneering "Generative AI for Good" Chair with Microsoft and creation of the "SKEMA AI Tutor".

AI is revolutionising all sectors of activity, particularly since the advent of generative AI, and higher education is no exception.

In July 2023, Kory Kantenga, senior economist at LinkedIn, was already declaring that job offers mentioning generative AI had increased by 600% between May 2022 and May 2023.

Since 2020, SKEMA Business School has structured its strategy around three dimensions: **innovation** (by setting up its AI Innovation Centre in Montreal, Canada), **training** (with the launch of the SKEMA AI School for Business), and **research** (with the SKEMA Centre for Artificial Intelligence (SCAI)).

The school is currently developing a unique skills repository, incorporating AI as a core skill. It aims to provide students with an in-depth understanding of AI and its practical applications in increasingly technology-driven professional environments.

To accelerate the deployment of AI in its courses and the transformation of its organisation, **SKEMA has announced the creation of the "Generative AI for Good" Chair in collaboration with Microsoft.** SKEMA will deploy all of Microsoft's AI solutions, particularly the Microsoft Copilot instant conversation solution for employees, professors, and students.

The Chair will also provide access to Microsoft's '**Future-ready skills**' digital resources, which will complement the concepts and uses already developed within SKEMA's programmes.

SKEMA is also transforming its teaching model by launching "SKEMA AI Tutor", a unique proprietary application in which SKEMA has succeeded in integrating its teaching method and exclusive course content. This application enables students to benefit from tailor-made learning.

Currently implemented in geopolitics, law and mathematics courses, **SKEMA AI Tutor will be extended to all SKEMA courses at the start of the 2025 academic year.** This scale-up will be based on the Microsoft AI solutions adopted by SKEMA.

SKEMA AI Tutor can be adapted to the different levels of courses offered by the school and covers a range of functions upstream and downstream of lessons, in particular for:

- Refresher courses for students.
- A summary of courses and available scientific literature.
- Generation of revision plans.
- Self-assessment to prepare for exams.

— Creation of SKEMA Transitions and launch of the "3D" plan

To accelerate the integration of sustainable development and management principles into all of the school's activities and to train committed talent capable of taking part in a dynamic of transformation, SKEMA created the "**SKEMA Transitions**" programme in 2022. SKEMA Transitions today details its "**3D**" Plan, which sets out SKEMA's commitments to environmental, social, and societal transitions.

SKEMA's 3D Plan is divided into four areas of action: research, training and education, community, and campuses and ecosystems. Thus, **from 2027, more than 50% of the research produced by SKEMA will be related to the SDGs.** In terms of training, SKEMA is implementing a *Transition Act* for 100% of its training programmes. And finally, 50% of student associations will include an impact dimension in their mission.

Additionally, the "3D" plan is structured around three major dimensions:

- **Diversity**. A hallmark of SKEMA, diversity is what makes us different and is our main asset. Diversity concerns people and their situations: gender, culture and nationality, age, educational backgrounds, skills and expertise, and the careers of graduates in various industries and countries. In 2024, the school has already created a '**Diversity and Inclusion**' Chair in partnership with the Premium Group. By 2025, **100% of students and staff will be trained in diversity management issues**. Building on the work of the Higher Education for Good foundation and projects carried out in partnership with local youth on its international campuses, **1,000 'Move For Good' projects will be carried out by 2027**.

SKEMA is also planning to launch a **success support centre (2025)**, and by 2027 the annual amount of financial aid received by students will have risen to **10 million euros**.

- **Decarbonisation**: SKEMA is committed to its low-carbon transition. **100% of its students and employees on all campuses will be trained in the challenges of low-carbon transition by 2025**. About **50 million will be invested in the campuses, with the aim of reducing our carbon footprint by 30% by 2030**.
- **Digital (& Data) for Good**: Digital technologies, and in particular artificial intelligence, are investing in and transforming virtually every economic sector. SKEMA intends to develop a culture of digital responsibility at the service of sustainable development. This will be achieved **by stepping up AI research, implementing a more inclusive AI, particularly via the SKEMA-Microsoft "Generative AI for Good" Chair, the development of digital responsibility for all stakeholders of the school, and the creation of an acceleration programme for start-ups supported by SKEMA between now and 2025 (AI for accelerating impact)**.
- **An enhanced multi-campus offering with a new campus in Dubai, United Arab Emirates**

Since its creation, SKEMA's ambition has been to create a global platform for higher education. To achieve this, **the school is pursuing its international expansion, with its own campuses in regions with high potential for innovation and growth, on every continent**.

SKEMA's DNA is based on the idea of providing French and international students with the unique opportunity of having rich, diverse and complementary multicultural experiences on its campuses to better understand the changes taking place in our world.

Located in the heart of the United Arab Emirates, **the new Dubai campus** will expand the horizons for SKEMA's French and international students and serve as an educational platform for students from the Middle East and Africa regions. These students will be fully involved in the major transformation projects underway in the region.

Located at the heart of DIFC (Dubai International Financial Centre), the main financial centre in the Middle East, Africa and South Asia regions, where almost 36,000 professionals work for more than 4,300 companies, SKEMA's Dubai campus in the UAE will join a community

of excellent academic institutions (NYU, LBS, Insead, etc.) and, like them, will benefit from a tailor-made infrastructure with the support of the *University Leadership Council*.

SKEMA will welcome its first students to Dubai at the start of the 2024 academic year. Several programmes will be open: Global BBA (third-year), Master in Management (PGE) (second and third year), MSc International Business, and the MSc in Sustainable Finance and Fintech (in a part-time executive education format) programmes.

SKEMA Years 2020-2025 key figures

	2020	To date	2025
Operating budget	92 M€	145 M€	150 M€
Number of students	8500	11 000	12 000
Number of campuses	7	9	9
Employees	600	750	800
Faculty	160	190	200

About SKEMA Business School

With 10,000 students of more than 130 nationalities, 190 professors and 57,000 graduates in 145 countries, SKEMA Business School is a global teaching and research institution that trains talents committed to transforming the world sustainably. Hybridisation between the humanities, social sciences and data sciences is at the heart of its model, and global exposure is its modus operandi.

Multi-accredited (AACSB, EQUIS, EFMD Accredited EMBA), the school is recognised worldwide for its research, more than 70 programmes of excellence, and its international multi-site structure in seven countries: Brazil, Canada, China, France, South Africa, the United Arab Emirates and the United States.

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