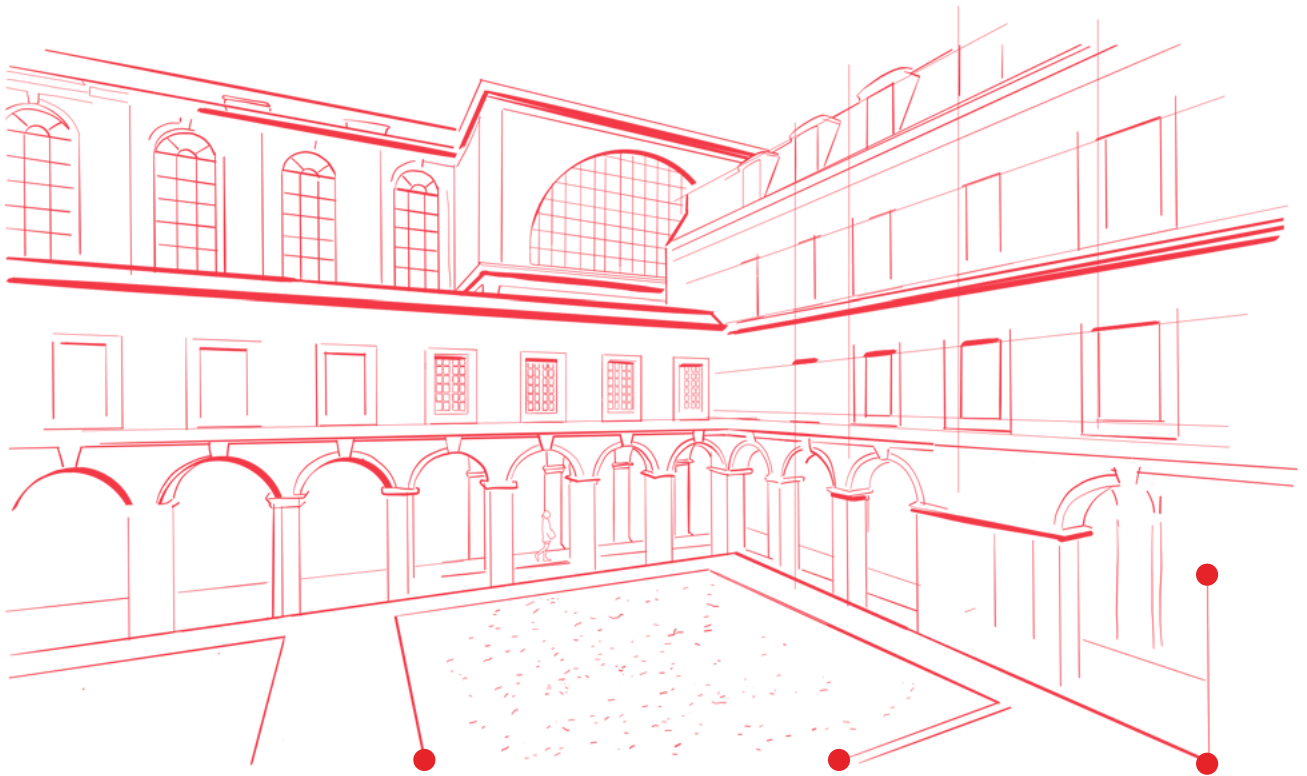


SciencesPo

**THE HÔTEL
DE L'ARTILLERIE,**
AN INNOVATIVE
FUTURE CAMPUS IN
THE HEART OF PARIS



SOMMAIRE

- 02 Editorial “A place to reinvent ourselves”
Frédéric Mion, President
- 04 Sciences Po, a stakeholder in the education revolution
- 06 What the Artillerie makes possible:
an innovative social science campus in the heart of Paris
- 10 The Plan: a multidisciplinary and innovative urban
campus centred on the Artillerie
- 12 A redesigned “campus district”
- 14 “A crucial lever for the attractiveness of Sciences Po”
Interview with Charline Avenel, Secretary General
- 16 The challenges of the Artillerie
- 18 A sound real estate investment
- 20 Seven multicultural campuses

EDITORIAL

"A PLACE TO REINVENT OURSELVES"



Sciences Po's history is punctuated by breaks with the past and creative innovations, beginning with its very establishment. This was the act of a liberal entrepreneur driven by a crazy ambition: to reinvent a

failing educational model to train the elite. Sciences Po's plan to acquire the Hôtel de l'Artillerie represents a new milestone in this dynamic history, a milestone at least as fundamental as the shift to five years of study, our internationalisation, the establishment of branch campuses or our social inclusion strategy. With the acquisition of this exceptional site in the heart of Saint-Germain-des-Prés, we have gained the ideal venue to reinvent our teaching and research model once more.

“ *A university based on openness and partnerships* ”

What the Artillerie makes materially possible is the Sciences Po of tomorrow: a multidisciplinary social science university among the most attractive in the world. Based on openness and partnerships, the university will serve as a public-spirited incubator for collective intelligence. Such a hub of educational and research innovation forms initiatives that influence the whole of society and beyond. To train change leaders, as Sciences Po has done so well since its inception, the university needed a space

equal to the demands of today's knowledge society and the continuing information revolution. The Artillerie gives it just that.

Located in the centre of France's capital alongside its key players and decision-makers, this site embodies one of the founding principles of our intellectual approach: to be a place of both thought and action. By bringing together faculty, students, practitioners and the general public, it advances another idea essential to our identity: to promote dialogue between the social science disciplines in close connection with society and with the aim of enriching public debate. This will be an exceptional work environment that favours excellence and stimulates collective projects to attract the best researchers and students from around the world.

“ *With the Artillerie, the future of Sciences Po is taking shape* ”

The campus reinvented around the Artillerie will also embody the engagement that Sciences Po has always cultivated: social engagement, engagement with the city, with new ideas, and with the world.

Indeed, with the Artillerie, the future of Sciences Po is taking shape.

Frédéric Mion
President



The old cloister of the Cour Sébastopol will be home to economics, political science and history researchers.

SCIENCES PO, A STAKEHOLDER IN THE EDUCATION REVOLUTION

Teaching tomorrow: a revolution in learning methods

Education is currently undergoing a revolution driven by two concomitant factors: an increasing demand for self-directed learning and the digital technology to accelerate and democratise knowledge production and sharing.

The role of the research university is changing: the priority is now to put that knowledge into perspective and break down barriers between disciplines to advance our understanding of a complex world. It is more than ever a question of learning to learn. Higher education must equip students with new skills suited to the jobs of the future: creativity, the ability to collaborate and to put one's ideas into action.

Sciences Po, a stakeholder in the education revolution

Building on a tradition of pedagogical innovation and freedom, Sciences Po wants to contribute to this revolution by allowing innovative learning methods and practices to emerge. Thanks to its educational approach, Sciences Po has the opportunity to be at the forefront of several key aspects of the current revolution: the general breaking down of barriers between disciplines and communities, learning through practice, and connection to learning resources.

Such an ambition can only be realised by inventing a new decompartmentalized urban campus: a platform for multidisciplinary research and teaching, engaged with the wider community.

This vision is perfectly in line with the Sciences Po 2022 strategic plan, and it is this plan that is made possible by the Artillerie.



The Artillerie site redevelopment plan (Cour Gribeauval): new living and working spaces.



The library on the Sciences Po campus in Reims, an innovative model.

WHAT THE ARTILLERIE MAKES POSSIBLE: A MULTIDISCIPLINARY EDUCATION AND RESEARCH PLATFORM

A central place for research

By bringing our schools (Master's level) and our research centres together, the Artillerie site will bring about an ongoing interdisciplinary symposium where different forms of knowledge meet and circulate.

It will promote interdisciplinary emulation, heighten our research potential and facilitate knowledge transfer.

As well as concentrating the academic community, the Artillerie will be outward-looking and dedicated to knowledge dissemination, with spaces designed for group and collaborative work, spaces to nurture links with start-ups and business, etc.

A responsible campus

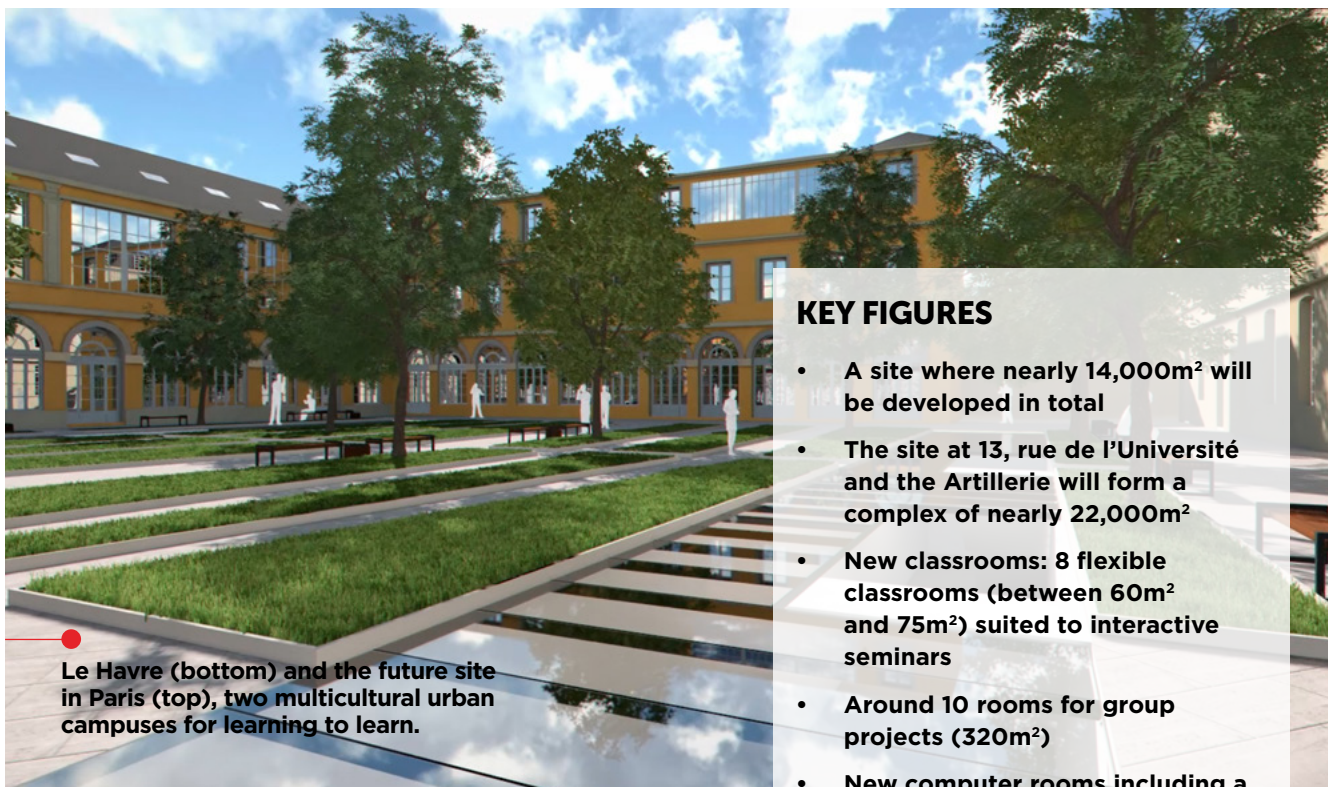
With 5,500m² of green spaces, and why not soon a kitchen garden and orchard, the new complex formed by the Artillerie and 13, rue de l'Université aims for the lightest possible environmental footprint. Priority is also given to the accessibility of spaces and facilities for all users.

Spaces adapted to the new frontiers of knowledge

The Artillerie will enable Sciences Po to take on the mission of a 21st century university: bringing a community together around the explanation, comparison, testing and experimentation of knowledge. With its range of technology-enabled, flexible teaching and learning spaces, this site creates the optimal conditions for interaction and for comparing and interpreting ideas.

The university must also train creative students, capable of working together in a multicultural environment and putting their ideas into practice. To this end, the Artillerie offers “third places”, midway between learning and social spaces, to discuss, create, innovate and collaborate. There, students will be able to develop the skills and attitudes essential to the young professionals of tomorrow.

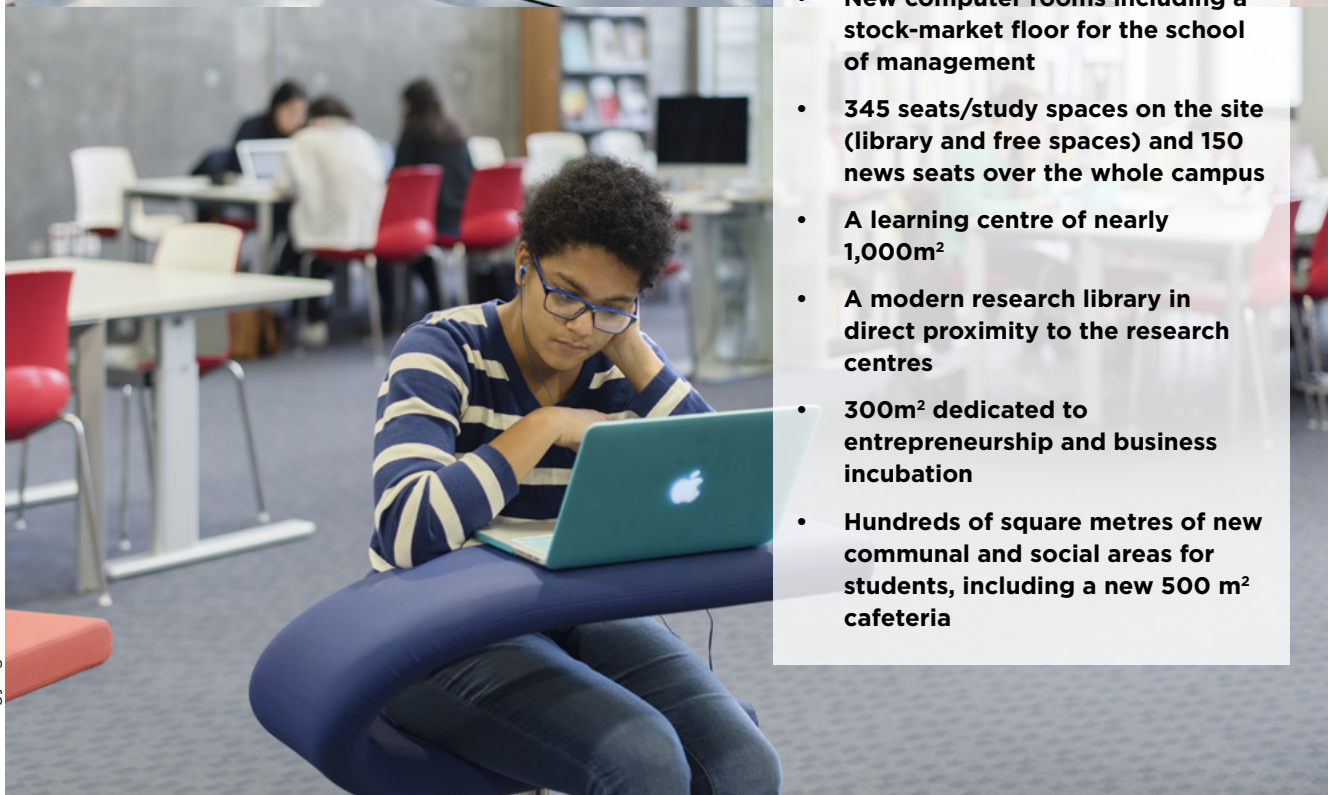
Finally, the new library planned on the Artillerie site will be a real learning centre. It will offer the largest possible range of online resources and the services to help users explore them, as well as flexible workspaces for all types of use (spaces for group work, individual study spaces, etc.).



Le Havre (bottom) and the future site in Paris (top), two multicultural urban campuses for learning to learn.

KEY FIGURES

- A site where nearly 14,000m² will be developed in total
- The site at 13, rue de l'Université and the Artillerie will form a complex of nearly 22,000m²
- New classrooms: 8 flexible classrooms (between 60m² and 75m²) suited to interactive seminars
- Around 10 rooms for group projects (320m²)
- New computer rooms including a stock-market floor for the school of management
- 345 seats/study spaces on the site (library and free spaces) and 150 news seats over the whole campus
- A learning centre of nearly 1,000m²
- A modern research library in direct proximity to the research centres
- 300m² dedicated to entrepreneurship and business incubation
- Hundreds of square metres of new communal and social areas for students, including a new 500 m² cafeteria



An experimental campus at the heart of the city, connected to the professional world

Employers place increasing value on experience – as much the type of experience that attests to technical skills as experience that helps develop behavioural skills. Students' expectations are changing too: tomorrow's graduates want above all to join organisations where they feel their work is meaningful. As such, practitioners and learners must be in contact on a daily basis.

The Artillerie will make this contact possible. Only an urban campus in the heart of the economic, cultural and social hub can provide the constant interaction that must underpin the day-to-day life of the university of the future. With the university so close to business and decision-making centres, professionals are just a step away from coming to teach, tutor group projects, present their organisations and more. Meanwhile, students are educated through a constant interplay between core academic learning and the social and professional environment around them, building their study path and career plan in contact with the real world. In the heart of the city, Sciences Po's Artillerie will further consolidate Paris's status as a world-class centre for innovation and contribute to the renewal of French higher education.

Sciences Po, a long-standing tradition of innovation

Sciences Po can claim an increasing openness to the hard sciences in addition to its long-standing culture of interdisciplinarity in the social sciences. Projects such as the Médialab, Dime SHS and Archelec are leading the way. Since its establishment, Sciences Po has sought to constantly renew teaching and learning practices, with invention of the “methodology tutorial”, regular presentations and debates, etc. Our educational approach already provides many opportunities to put learning into practice in real world conditions (engagement in non-profits, group projects, simulation exercises, the Law Clinic and MOOCs). The library has already begun its transformation into a learning centre. In fact, the Artillerie is the natural extension of Sciences Po's entire educational approach for the 21st century.

Nearly 2,500 practitioners
teach at Sciences Po.



© Martin Argyroglo - Sciences Po

The Make It Work simulation (2015).
A Sciences Po education involves many
practical exercises and group projects.



© Martin Argyroglo - Théâtre des Amandiers

THE PLAN: AN INNOVATIVE URBAN CAMPUS IN THE HEART OF PARIS

A vast, all-inclusive complex

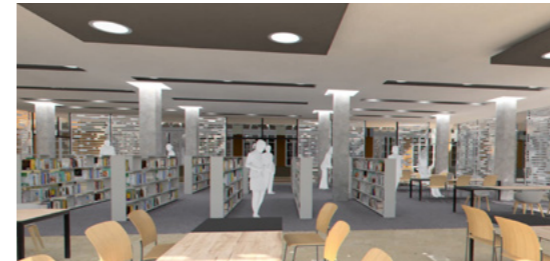
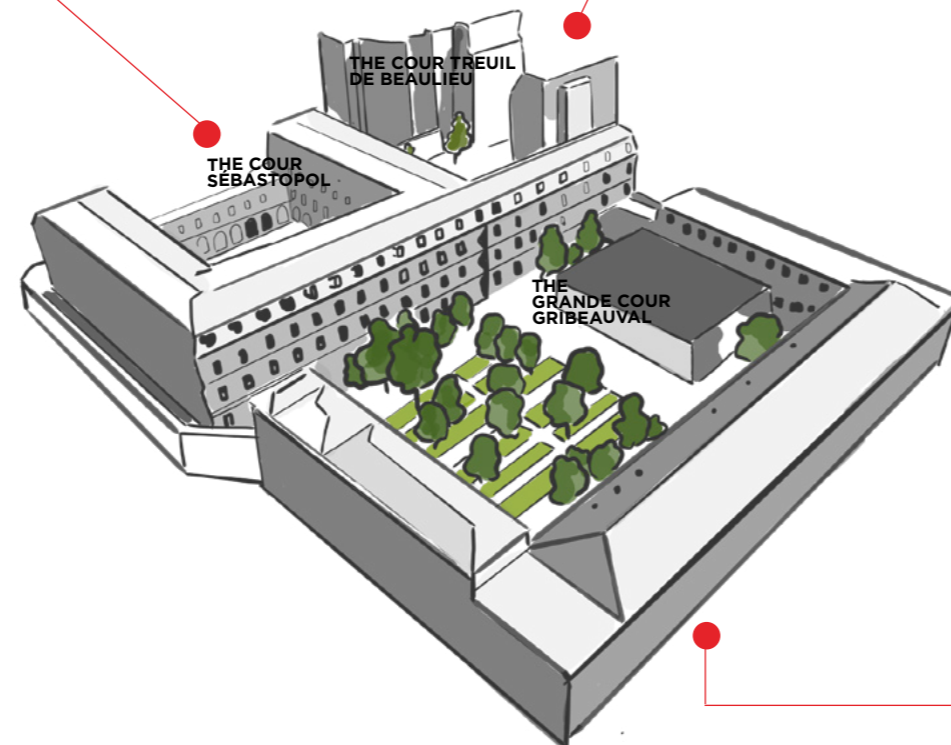
The Artillerie will give the Sciences Po campus in Paris a new heart. The new complex linking the Artillerie and 13 rue de l'Université will represent half of Sciences Po's surface area in Paris, with nearly 22,000m². This is enough to bring together all faculty and almost all Master's students; the new integrated space will be home to our ten research centres and seven of our eight graduate schools. Around a redeveloped cloister, gardens, library and cafeteria, the academic community will move freely from learning spaces into innovative, flexible, open and connected work and study spaces. Meanwhile, the public will gain access to this architectural gem for the first time.

New iconic spaces



The Cour Sébastopol: *a cloister to promote reflection*

A place of exceptional harmony, the old cloister and garth of the Dominican monks adjoined to the Saint Thomas Aquinas Church will be renovated and open to the public. It will offer economics, political science and history faculty a space conducive to reflection, with work areas and a research library. Computer rooms, meeting rooms and collaborative workspaces will be put in to meet all users' needs.



The Cour Treuil de Beaulieu: *an old orchard to see projects bloom*

The monks' old orchard will be replanted. Below this garden area, journalism and communication students will have specific spaces for learning in real-world conditions: newsrooms, collaborative workspaces, TV and radio studios, editing room, etc.



The Grande Cour Gribeauval: *a garden to cultivate knowledge*

The monastery's former kitchen garden will once again be used as a garden at ground level. Under the large courtyard, the basement will accommodate the library and its flexible study spaces. The area will be a hub for creation and digital technology, with a fablab, the Medialab and the Sciences Po incubator, along with other group work rooms. Here, a dedicated space for economic initiative and entrepreneurship will be connected to the research centres and the future school of management.

A centre for student life will occupy a new building above ground, with a cafeteria, social areas, and open spaces for users to enjoy as they see fit.

The sociology, economics, political science and history research centres will also be located here, close to the Urban School and the Doctoral School.

Two connected sites

The Artillerie site will be connected to the nearby site at 13, rue de l'Université by new circulation spaces at ground-level and underground.

“A CRUCIAL LEVER FOR THE ATTRACTIVENESS OF SCIENCES PO”

CHARLINE AVENEL, SECRETARY GENERAL



How did you go about bringing this ambitious, complex project to fruition?

We have been moving mountains since 2013 to win the support of the various stakeholders! But we firmly believed in the potential of this site to

achieve our dream for tomorrow’s students. The Paris City Council saw in it a means to develop the attractiveness of the capital’s centre. We also convinced the state, which is parting with this property but preserves its heritage interests – we are working hand in hand with the architects of Bâtiments de France and the planning departments of the Paris City Council. The banks and the Fitch rating agency were able to appreciate the sustainability of the deal, and some donors have already committed to the project.

Why defend the choice of an urban campus?

Our central Paris location has always been a constituent part of Sciences Po’s very identity: a world-class university in the heart of the city, near the decision-making centres, which is active in public debate and involves many practitioners in teaching. The acquisition of the Artillerie will be a crucial lever for our international attractiveness. It is a unique opportunity to create a real campus and improve student life. And, most importantly, to provide research and education facilities that will make it the future face of higher education, in which Sciences Po has a stake and a vision to defend.

How does the Artillerie facilitate the development of Sciences Po’s educational approach?

The Artillerie does more than facilitate its development; it reinvents our educational approach. This project strengthens the exchanges between students and faculty and the dialogue between disciplines by bringing together our research laboratories and connecting them with our schools. The Artillerie will be a “showcase” of pedagogical innovation: new flexible classrooms, new collaborative spaces, a courtroom, a stock-market floor, a recording studio and more. We are bringing this former novitiate into the digital age. This deal is the condition for achieving all our ambitions as part of a sustainable development plan.

Does this also mean new modes of living and working?

The site formed by uniting the Artillerie and 13 rue de l’Université will be Sciences Po’s largest in Paris. We are creating an open, green campus with new project spaces and new places to socialise and relax for students, faculty and staff. It also means a more streamlined administration, as we will be able to bring together on a few sites services which are currently scattered. The entire Sciences Po community will benefit. More broadly, a whole area of the city will be reconfigured! With the Paris Council, we have the opportunity to design a student district in its own right, to rethink the flow between spaces and their openness to the public.

“ We are bringing this former novitiate into the digital age.



© O.H.N.K - Marie Sorribas

Renovated in 2010, the Paris campus has begun its transformation into a learning centre.



© Martin Argyroglo / Sciences Po

THE CHALLENGES OF THE ARTILLERIE

Established in the seventeenth century by the Dominicans, the “monastery of the Jacobins” – a reformed branch of the order of St. Dominic – was transformed into the Artillery museum after the 1789 revolution. From then on, the building was occupied by the ministry of defence.

Four years of building work will be necessary from 2017 to 2021 to develop the plots with the greatest architectural interest, and to create new spaces that will transform the Artillerie into an innovative campus.

An exceptional heritage to develop and promote

The estate has seen four centuries of history since the Dominicans were established here in 1632. Each century has left its mark: the north wing and its monumental staircase in the seventeenth, the cloister and arcades in the eighteenth, the army’s exhibition galleries in the nineteenth (the ancestor of the Invalides museum!), and also the research areas where the Lebel and Chassepot rifles were invented.

The coming renovations will aim to reveal the original structure and put all the past “lives” of the building on display, by showcasing the elements of great historical and heritage value. The authenticity of the facades will be preserved, the decor and gallery of the cloister restored, the landscaped areas corresponding to the kitchen garden and the cloister garth recreated, and the canons conserved to recall two centuries of military use.

New spaces to be created

The development of the Artillerie also means the creation *ex nihilo* of new spaces to meet the needs of the twenty-first century educational community: high-tech equipment and services, flexible spaces to encourage innovative teaching and group work, etc.

The works will see the library installed in the basement of the large Gribeauval courtyard, illuminated by windows overlooking the garden, equipped with modular furniture and technology-enabled. This library of the future will stand next to other creations like the fablab.

At ground level, a new building will emerge from the Gribeauval courtyard, housing new study, teaching and social spaces.

Consultation with builders and architects will be organised in 2017 to choose the project that is to become the symbol of Sciences Po’s modernity and openness.

Reims, a model for the Artillerie

Housed in a former Jesuit college from the seventeenth century, the Reims campus has already given Sciences Po experience of estate redevelopment that combines the restoration of a historical site with technical and educational innovations.

© Martin Argyroglo / Sciences Po



FOUR YEARS OF CONSTRUCTION WORK

- **2nd - 4th quarter 2016: definitive acquisition from the state.**
- **End of 2016: end of the programming phase and launch of the architectural and building consultation.**
- **2017 - 2021: architectural assessments, drafting and filing of final building permit, building and redevelopment work.**
- **September 2021: opening of the Artillerie site.**

© O.H.N.K. - Marie Sorribas



A SOUND REAL ESTATE INVESTMENT

A rationalised campus that will save money

In 2004, Sciences Po undertook to thoroughly streamline its Paris campus. Twenty-eight rental addresses were vacated between 2004 and 2012.

The acquisition of the Hôtel de l'Artillerie will allow a further sixteen rental contracts to be terminated, and completes the process of streamlining Sciences Po's Paris campus to seven locations around its historic centre (see map on page 8). The plan therefore generates significant savings in rent, which will offset the annual cost of the loan after ten years.

Functionally, the operation will allow the entire campus to be reorganised, services to be grouped together and pooled, and economies of scale to be achieved by connecting the new site and the René Rémond site at 13, rue de l'Université.

Balanced funding

The total cost of the plan is approximately €200 million. In addition to the acquisition cost (€87 million excluding duties and taxes, or €93 million including duties and taxes) this amount includes numerous items: works, removals, redevelopment of existing sites, student housing, taxes and charges.

The funding is based on loans totalling €160 million, supplemented by a capital contribution and an ambitious fundraising campaign which should raise up to €20 million.

The operation will be over 85% self-financed from the very first years by the savings in rent.



In 2021, the footsteps of students and faculty will resound under the arches of the cloister (Cour Sébastopol).

SEVEN MULTICULTURAL CAMPUSES

The new Parisian campus planned for 2021 is part of a whole that extends well beyond Paris. By then, a quarter of Sciences Po students will attend our regional campuses.

Urban campuses all over France

Since the 2000s, the Undergraduate College has been spread out over seven campuses across France. Besides the general core curriculum which leads to a bachelor's degree in three years, each regional campus offers specific courses linked to a geographic area and specific themes. Dual degrees are also offered with foreign universities such as Columbia (New York), UCL (London) and Keio (Tokyo).

Le Havre campus

Europe-Asia Programme

Overlooking the new port of Le Havre, the campus hosts 250 students of over 30 nationalities. By the end of the programme, all students are proficient in French, English and at least one Asian language (Chinese, Japanese, Korean or Hindi).

Poitiers campus

Europe-Latin America Programme

The Poitiers campus (located in a sixteenth-century townhouse) offers in-depth courses on Latin American and European affairs, courses in the humanities and social sciences, and artistic workshops. Courses are taught in French, Spanish, Portuguese and English.

Reims campus

Europe-North America Programme

Europe-Africa Programme

The campus accommodates nearly 700 students, with a Europe-North America programme focused on transatlantic relations and a Europe-Africa programme concentrating on the diversity and economic development of the African continent.

Dijon campus

Central and Eastern Europe Programme

Located in the heart of the Burgundy region in a beautiful nineteenth-century building, the campus accommodates about 200 students of over 25 nationalities. Here much of the teaching focuses on the challenges of the enlarged European Union.

Nancy campus

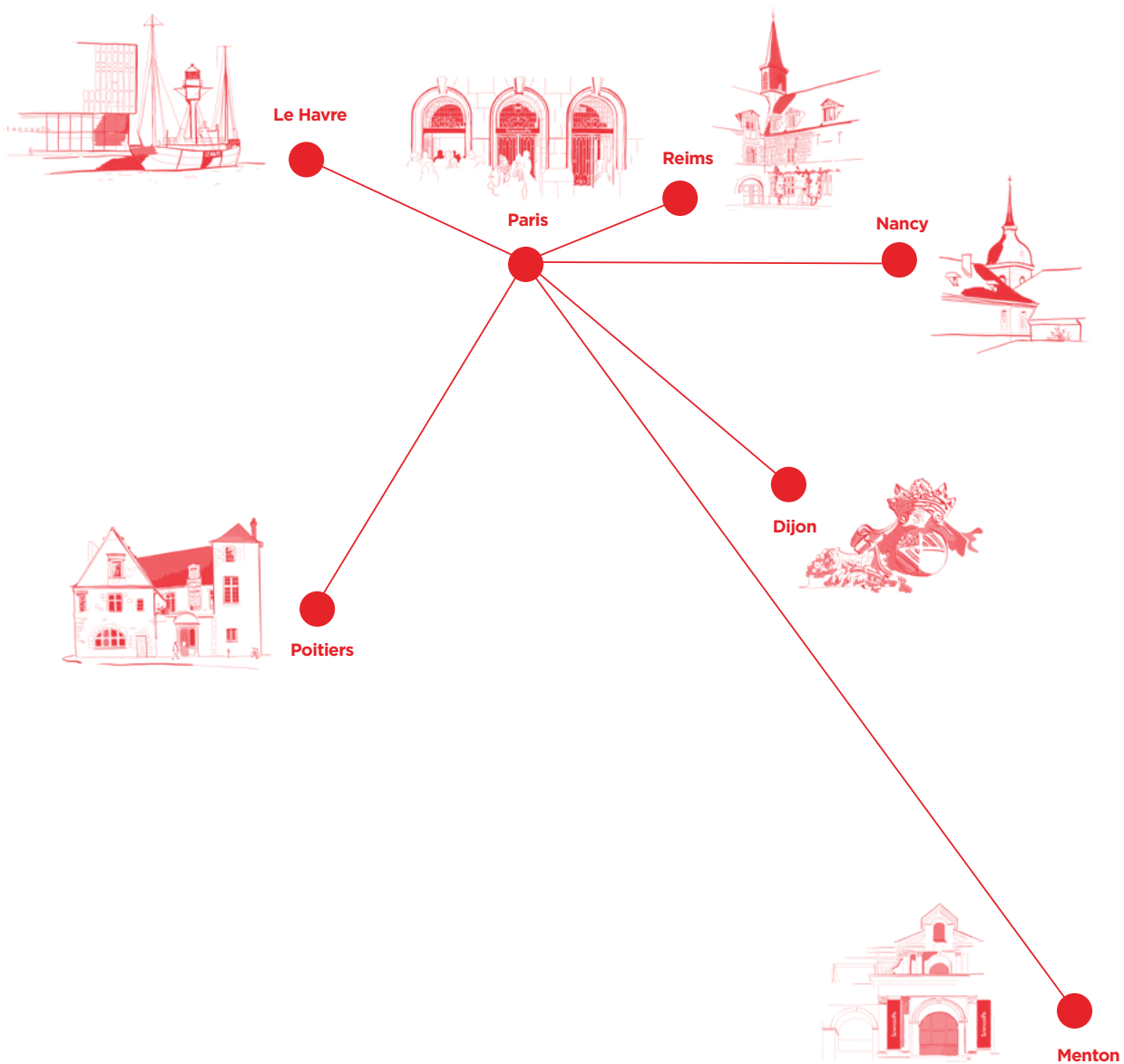
European Franco-German Programme

Established in 2000 in the eighteenth-century Hôtel des Missions Royales, the campus hosts nearly 300 students mainly from France and German-speaking regions. Courses are taught in French, English and German, with the opportunity to learn languages such as Swedish and Russian.

Menton campus

Middle-East - Mediterranean Programme

In an exceptional setting on the Mediterranean sea, the Menton campus focuses on the political, economic and social issues specific to the Mediterranean, Middle East and Gulf regions. Courses are taught in French, English, Arabic and Italian.



***Sciences Po in Paris...
and six other cities***

