

GOGGIN ICE CENTER



Forging Legacies Together

*The MUDEC-ArcelorMittal Story:
a Vision for the Future of the Château de Differdange*

UNIVERSITY ART MUSEUM

SHRIVER CENTER



MIAMI UNIVERSITY
Luxembourg
Foundation



Executive summary

For over half a century, the Château de Differdange has stood at the crossroads of two remarkable legacies: Luxembourg's historic steel industry and American higher education abroad. Since 1997, the Château, owned by ArcelorMittal, has served as the home of the **Miami University Dolibois European Center (MUDEC)**— an international campus of the prestigious Miami University in Oxford, Ohio USA.

To this day, the Château remains a powerful emblem of Luxembourg's industrial heritage and Differdange's enduring community spirit. Meanwhile, MUDEC continues to welcome over 175 students per semester — future leaders who immerse themselves in European culture, build relationships with local families and community, and become generations of Ambassadors for Luxembourg throughout their lives.

To ensure the building's continued educational mission, while cementing a lasting legacy of cultural exchange, community partnership, and global vision, we respectfully propose that ArcelorMittal consider donating the Château de Differdange to the Miami University Luxembourg Foundation (MULF),

This gesture would be:

- ⦿ a symbol of ArcelorMittal's enduring connection to Luxembourg and Differdange,
- ⦿ a long-term investment in global citizenship, giving thousands more students a place to learn, grow, and form and retain cross-cultural ties,
- ⦿ a powerful international public relations opportunity, showcasing ArcelorMittal's commitment to education, sustainability, and community development.

This proposal builds upon shared history, mutual respect, and a unique opportunity to turn a physical space into a lasting story of transformation — from steel to scholarship, from industry to inspiration.



The Legacy of Steel in Differdange

From fire and forge to community and culture

From the early days of the Industrial Revolution, Differdange has played a vital role in Luxembourg's steelmaking tradition. Founded in the 19th century, ARBED (today ArcelorMittal) became one of the pillars of the Grand Duchy's economy and a key driver of social and urban development in Differdange.

Today, steelmaking remains a living part of Differdange's identity, but the Château's function has evolved. This is not a loss of purpose, but a transformation in alignment with global realities and community potential.



Connecting continents and generations

Differdange represents a transatlantic bridge which has symbolic and tangible expressions. One powerful example: more than 12,500 tons of HISTAR® steel beams and columns manufactured in Differdange were used in the construction of One World Trade Center in New York City. These steel components, produced by ArcelorMittal and sold through its North American subsidiary, form part of the tower's base — a testament to Differdange's global reach and contribution to iconic American landmarks. In this way, the city and its industry already stand at the foundation of an enduring American symbol. MUDEC, likewise, continues to be a human and cultural extension of that same connection.



The Château — A Shared Symbol

A building with soul: the castle that connects continents

The Château de Differdange is more than an architectural landmark. Built in the 1570s and reconstructed in the 18th century, it embodies centuries of history. When it became the home of MUDEC in 1997, it also became a unique intersection between Luxembourgish heritage and American academic excellence.

Its current use is not an occupation but a continuation of this legacy: from hosting industrial visionaries to shaping intellectual leaders. MUDEC's respectful stewardship has preserved the Château, ensured its active use, and brought vitality to its halls. It is now a living campus, a meeting ground of ideas and cultures, and a beacon of Luxembourg abroad.



MUDEC and the American Connection

Bringing America to Luxembourg since 1968

The **Miami University Dolibois European Center** was founded in 1968 and named after John E. Dolibois, a Luxembourg citizen born in Bonnevoie. Dolibois was a Miami alumnus and U.S. Ambassador to Luxembourg. Since 1968, MUDEC has brought over 12,000 students to study, live, and engage in Luxembourg.

Students come not just as tourists but as temporary citizens. They are hosted by local families or in MUDEC's new 50 rooms dorm, volunteer in community initiatives, travel across Europe, and attend college accredited courses taught by faculty from both the U.S. and Europe.

The program offers a rare combination of academic rigor, cultural immersion, and personal growth. Over the decades, it has generated local economic activity, fostered enduring friendships, and built a bridge between Luxembourg and the United States that strengthens with every new semester.



My experience at MUDEC has been nothing short of amazing. From the ease of transitioning into the program to the numerous opportunities provided for students to the enthusiasm of the staff, I feel like I have really found my place here. There are so many things to be grateful for.

McKenna Lowry
20 years, from Atlanta, GA
Psychology major with business minor; pre-law track



About Miami University

From students who fearlessly shatter expectations, to student who shape the world!

As an original Public Ivy, Miami University, established in 1809, provides an Ivy League-quality education at a public-school price. Miami's Oxford, Ohio-based campus enrolls more than 19,000 undergraduate and graduate students, offering more than 120 undergraduate degree programs and select graduate programs of excellence.



Miami University has been recognized as **one of the top two public institutions in the nation** for its commitment to undergraduate teaching, according to the **2026 Best Undergraduate Teaching Programs** ranking from *U.S. News & World Report*. This is a one spot improvement from last year. Miami is ranked No. 12 overall among all US schools in that category. In the Writing in the Disciplines rankings, Miami is also ranked No. 2 among public schools and No. 20 overall. Miami earned a top 10 designation among among public schools for Undergraduate Research/Creative Programs, Undergraduate Engineering (non-doctorate), and Entrepreneurship.

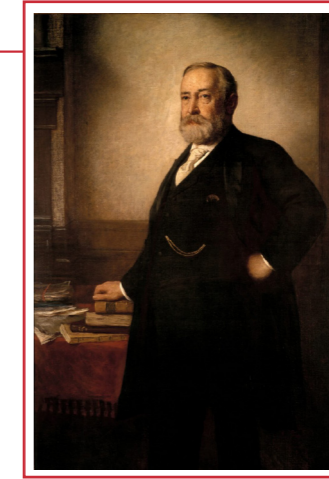
Furthermore

- ◉ Miami ranked No. 6 among public schools and No. 35 overall in LinkedIn's inaugural Top Colleges rankings – the only university in Ohio to make the list.
- ◉ Miami's Entrepreneurship program ranks as the No. 7 undergraduate entrepreneurship program in the world (Princeton Review, 2024).
- ◉ Miami ranked No. 14 among U.S. public universities in Time Magazine's inaugural listing of Best Colleges for Future Leaders (2023).
- ◉ Miami is alma mater to 14 current Fortune 1000 CEOs.
- ◉ Since 2023, Miami alumni have launched a dozen startups classified as "unicorns" for attaining valuations of more than \$1 billion.
- ◉ In 2025, Miami entered into a partnership with the world-famous Cleveland Clinic to advance education in quantum computing.



MIAMI UNIVERSITY

Miami University alumni include



Benjamin Harrison
23rd President of the U.S. (1889-1893)



Mike DeWine
Governor of the State of Ohio,
Former Congressman



Maria Cantwell
U.S. Senator, State of Washington



Paul Ryan
Former Speaker of the U.S. House of Representatives
2012 Republican
Vice-Presidential candidate



Brian Niccol
CEO of Starbucks



Ryan Graves
Head of global operations,
Uber



Bill Hemmer
Fox News anchor
and former MUDEC student

These individuals exemplify the university's ability to shape leaders and global influencers across politics, business, sports, and culture.



Why Now? Why This Gift Matters

The strategic opportunity for Mittal to lead with vision

This proposal emerges at a timely moment in the shared history of ArcelorMittal and the Grand Duchy of Luxembourg. With the construction of the company's new global headquarters in the Kirchberg district of Luxembourg City, ArcelorMittal has reaffirmed its strong and enduring commitment to the Grand Duchy.

A donation of the Château de Differdange to the Miami University Luxembourg Foundation would stand as another powerful testament to ArcelorMittal's dedication to its roots, its communities, and its legacy.

It would not only reinforce the company's historic relationship with Differdange and the steel industry but also symbolize a new chapter in its engagement: one that celebrates cultural exchange, education, and transatlantic partnership.

The **act of donation**, carried out through the Miami University Luxembourg Foundation, would be profound in impact: ensuring that this historic building continues to live, breathe, and inspire future generations in the heart of Luxembourg. ArcelorMittal would offer a vision by forging a lasting legacy of partnership, progress, and global perspective.

A Gift with Global Impact

With this act, ArcelorMittal offers more than a building — it is a future!

The gift of the Château would:

- ⊙ Enable strategic investment in the site and its educational infrastructure
- ⊙ Secure the building's preservation as a historical and educational asset
- ⊙ Share **the legacy of ArcelorMittal** via generations of future leaders

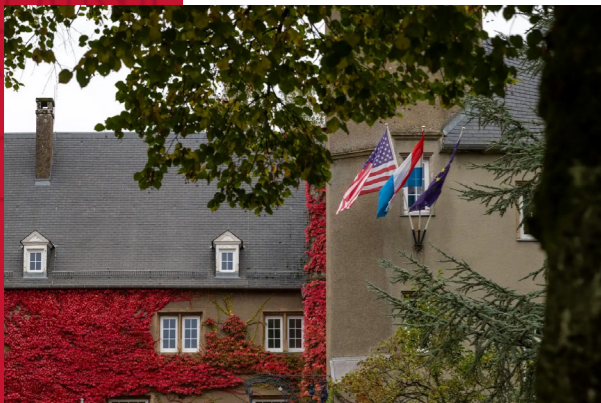
In recognition of ArcelorMittal's commitment, Miami University would be most honored to discuss the dedication of a space within the Château in recognition of ArcelorMittal's immense generosity and cement an ongoing partnership.

Thanks to this extraordinary act of philanthropy by ArcelorMittal, the Château will continue to serve as a campus, a cultural hub, and a lasting tribute to Luxembourg's rich industrial and intellectual history.



Appendix

More Photos of the Château and MUDEC life (available upon request)



Testimonials from alumni and Differdange residents

“ My experience at MUDEC has been nothing short of amazing. From the ease of transitioning into the program to the numerous opportunities provided for students to the enthusiasm of the staff, I feel like I have really found my place here. There are so many things to be grateful for.

McKenna Lowry
20 years, from Atlanta, GA
Psychology major with business minor; pre-law track

“ My experience at MUDEC has been nothing short of amazing. From the ease of transitioning into the program to the numerous opportunities provided for students to the enthusiasm of the staff, I feel like I have really found my place here. There are so many things to be grateful for.

McKenna Lowry
20 years, from Atlanta, GA
Psychology major with business minor; pre-law track

“ My experience at MUDEC has been nothing short of amazing. From the ease of transitioning into the program to the numerous opportunities provided for students to the enthusiasm of the staff, I feel like I have really found my place here. There are so many things to be grateful for.

McKenna Lowry
20 years, from Atlanta, GA
Psychology major with business minor; pre-law track

“ My experience at MUDEC has been nothing short of amazing. From the ease of transitioning into the program to the numerous opportunities provided for students to the enthusiasm of the staff, I feel like I have really found my place here. There are so many things to be grateful for.

McKenna Lowry
20 years, from Atlanta, GA
Psychology major with business minor; pre-law track

Timeline of MUDEC's history

- 1968** Inauguration of Miami University European Center (MUEC) in Luxembourg Ville, Centre Settegast at 24, rue du Curé.
- 1972** MUEC moves to the 9, rue Goethe, in Luxembourg City. Creation of the Student Activity Coordinator position. Creation of the Library in a separate location. More than 550 students have been enrolled.
- 1975** Creation of Miami faculty positions at MUEC.
- 1978** His Royal Highness Grand Duke Jean attends the convocation for the 10th anniversary of the Center.
- 1979** Creation of the student teaching program at area international schools and schools of the Department of Defense.
- 1980** Introduction of the study tour as part of the curriculum of the Center.
- 1982** MUEC moves to the 45A, avenue Monterey in Luxembourg City.
- 1988** The Trustees of Miami University change the name of the Center from the Miami University European Center (MUEC) to the Miami University John E. Dolibois European Center (MUDEC) to honor Miami Vice President and US Ambassador Dolibois for his outstanding service to the university, the Center, and the United States.
- 1993** MUDEC establishes a cooperative agreement with the Luxembourgish University Center.
- 1996** 5,000 students have been in enrollment at Miami University Center.
- 1997** MUDEC moves in the South of Luxembourg to the 15th century castle of Differdange. Miami Business School establishes a summer program in Luxembourg.
- 2007** Introduction of a second "mini" study tour in the curriculum of the Center.
- 2008** MUDEC establishes a cooperative agreement with the University of Luxembourg.
- 2011** First Alumni Reunion at MUDEC. 9,578 students have been enrolled since 1968.
- 2012** 10,000 students have been enrolled since 1968.
- 2013** 45th Anniversary of the Center.
- 2018** Over 700 alumni returned to Luxembourg to celebrate the 50th Anniversary of the Center.
- 2020** Luxembourg Digital Innovation internship program launches.

Timeline of ARBED's legacy

- 1911** Creation of Arbed. On this date, six blast furnaces were fired to start production.
- 1976** Creation of Mittal Steel. Mittal Steel's rapid growth since 1989 has been the result of a successful consolidation strategy combined with a number of significant acquisitions.
- 2002** Creation of Arcelor. Arcelor was created in February 2002 by the merger of Arbed (Luxembourg), Aceralia (Spain) and Usinor (France).
- 2006** Creation of ArcelorMittal
- 2007** The newly merged ArcelorMittal continued to pursue an expansive growth strategy with 35 deals announced worldwide.
- 2008** ArcelorMittal continued to make investments, with major transactions announced in Australia, Brazil, Canada, Costa Rica, France, Russia, South Africa, Sweden, Turkey, United Arab Emirates, United States and Venezuela, including the majority was completed. But following the deterioration of the economic situation during 2008, ArcelorMittal suspended most of its investment activities at the end of the year.

Post-crisis, ArcelorMittal has cautiously restarted certain projects to capture growth in the main emerging markets and in mines.
- 2016** Action 2020, a 5-year strategic plan. The company announced Action 2020, a five-year strategic plan targeting US\$3 billion in structural improvement in EBITDA and annualized cash flow exceeding US\$2 billion by 2020. The tenth anniversary of the merger between Arcelor and Mittal Steel was celebrated in August 2016, a merger which paved the way for ten years of industrial leadership by ArcelorMittal.
- 2020** Our commitments to low carbon steel. ArcelorMittal announces in 2020 its commitment to be carbon neutral at group level by 2050, reinforcing its commitment made in 2019 for its European activities to reduce CO2 emissions by 30% by 2030, and be carbon neutral by 2050.
- 2022** Our commitments to our communities. ArcelorMittal Luxembourg was the main partner of Esch2022, European Capital of Culture. A partnership which demonstrates ArcelorMittal's commitment to the Luxembourg cultural world.
- 2024** First 100% environmental investment. ArcelorMittal Long Products Luxembourg is committed to reducing diffuse emissions from its installations in Differdange to a minimum.

Map of the site and current acilities



Press coverage excerpts of MUDEC and Differdange's transformation



Miami University has been recognized as **one of the top two public institutions in the nation** for its commitment to undergraduate teaching, according to the **2026 Best Undergraduate Teaching Programs** ranking from *U.S. News & World Report*. This is a one spot improvement from last year. Miami is ranked No. 12 overall among all US schools in that category. In the Writing in the Disciplines rankings, Miami is also ranked No. 2 among public schools and No. 20 overall. Miami earned a top 10 designation among among public schools for Undergraduate Research/Creative Programs, Undergraduate Engineering (non-doctorate), and Entrepreneurship.



Miami University has been recognized as **one of the top two public institutions in the nation** for its commitment to undergraduate teaching, according to the **2026 Best Undergraduate Teaching Programs** ranking from *U.S. News & World Report*. This is a one spot improvement from last year. Miami is ranked No. 12 overall among all US schools in that category. In the Writing in the Disciplines rankings, Miami is also ranked No. 2 among public schools and No. 20 overall. Miami earned a top 10 designation among among public schools for Undergraduate Research/Creative Programs, Undergraduate Engineering (non-doctorate), and Entrepreneurship.

Quote from Adam Bain former COO of Twitter



“MUDEC and Lux was a huge part of shaping both my personal life (I met my future wife there!) and my professional life (living and traveling in Europe provided an incredible basis as I'm now overseeing teams in all the places I traveled).

Adam Bain
former COO of twitter

Villmools **Merci**



MIAMI UNIVERSITY
**Luxembourg
Foundation**

Château de Differdange
*1, Impasse du Château
L-4524 Differdange
Grand Duchy of Luxembourg
luxembourg@MiamiOH.edu*

+352-5822-22-1