

# End-of-Probationary-Period Evaluation Report

<b>Full title of the IDEX</b>	Université Sorbonne Paris Cité
<b>Key words</b>	innovative teaching, interdisciplinary programmes, overseas offices, incoming Masters grants, USPC doctoral degree
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<b>IDEX website</b>	<a href="http://www.uspc.fr/fr/propos/IDEX">www.uspc.fr/fr/propos/IDEX</a> <a href="http://www.uspc.fr">www.uspc.fr</a>
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## Summary

USPC is a force for global transformation. By combining long-term stability with an ambition to tackle global challenges, our Excellence Initiative Framework (IDEX) works towards making USPC one of the world's leading comprehensive, unified universities.

Together over the past six years our eight higher education institutions (HEIs) have laid down the foundations that guarantee the requisite stability for both national and international recognition. Every single HEI is fully committed to achieving our common objectives. Together in 2009 we created Sorbonne Paris Cité and together in 2012 we drafted our IDEX. Securing stability in the Greater Paris context is a great achievement attained through our ability to draw on the diverse cultural and historical practices of our HEIs and the wealth of experience they represent.

**Our stability** draws strength from the network of trust that exists between those institutions. To nurture that trust we have invested in a common course of action that delivers excellence through tighter collaboration. Creating a virtuous circle, the success of our first joint ventures has fostered greater unity. This in turn has allowed for new transformative schemes leading themselves to greater integration.

The organisation of our university is lean, simple and efficient: each of our HEIs retains their status as a self-governing institution and each has equal input into the administration of the USPC IDEX. Rather than unduly concentrating efforts on institutional issues, we have focused efforts on the efficient management of our IDEX endowment and on our engagement in delivering new ventures with transformative impact. Long-term stability afforded by current legislation<sup>1</sup> sanctions the cooperation of HEIs and research organisations into institutional communities. This model allows us to grow and evolve by welcoming new partners, such as the *Fondation Maison des Sciences de l'Homme* (FMSH), through a streamlined, transparent and flexible system of governance.

Our initial focus has been on inter-HEI actions that have contributed to the USPC identity at both a local and a global level. These include our strategic partnerships with universities developed through our overseas offices as well as our international scholarships for outgoing and incoming Masters and doctoral students.

Together, our HEIs have identified four principal themes that benefit from USPC's distinctive comprehensive cross-disciplinary community and that allow for swift innovation:

1. Cross-disciplinary collaborations in research and teaching & learning
2. New pedagogies and digital practices
3. International Programmes and the enhancement of the global profile of our member institutions
4. Campus life and student experience

Furthermore, along with its regional partners USPC is committed to leading knowledge exchange and technology transfer through its *SATT IDF Innov* TTO. Evidence of the growing importance of USPC's identity can be seen in the increasing number of research publications that carry the USPC signature: between 2011 and 2012 we moved from 1% to 5%, but since the implementation of our IDEX we have progressed from 24% in 2013 to 36% in 2014.

This approach is coherent with the nature of our organisational model uniting four universities and four specialised institutions. Moreover, it has been institutionally reinforced on two main occasions: the governing bodies of our HEIs approved our IDEX in 2012 and approved the USPC

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<sup>1</sup> Loi n° 2013-660 du 22 juillet 2013 relative à l'Enseignement supérieur et à la Recherche

charter in 2015. This has afforded our IDEX both legal stability and tighter governance through its executive Board<sup>2</sup>.

**Our ambition:** with these institutional issues behind us we are now able to concentrate our efforts on fully engaging with our common strategic vision and our transformative ambition. Our strategy has always been and will continue to be based on the following principles:

- beyond our core mission to finance and deliver world-leading research, we shall continue to deliver academic excellence in all areas of the university's activities;
- rather than simply promote excellence where it already exists, we shall continue to foster transformative ventures that are inter-HEI, cross-disciplinary, international in scope, innovative and risk-taking;
- we shall continue to guarantee that service provision is consistent with the ambitions of our joint collaborations (European Research Network\*, research infrastructures, Shared Services Centres\*): we shall continue to ensure that we invest in and develop our support services including new USPC-led Shared Services Centres for our HEIs;
- we shall continue to build on the comprehensive nature of our network of institutions; this shall be done through the executive teams of our HEIs but shall extend beyond these teams so as to engage with our community as a whole, with our students and administrative staff as well as our academic staff.

By focusing on tangible results, our global strategy has reinforced the legitimacy of our IDEX allowing us to advance in important areas – for example, the creation of the USPC Doctoral College, the use of 'university' in creating the USPC brand, etc. – as well as establishing USPC as the legitimate level at which to instigate innovation-led projects in research and teaching & learning. The inclusion in our community of national research organisations, of the FMSH as well as the expansion of international partnerships, reflects how dominant the appeal of USPC has become. The philosophies of our HEIs are forward-looking as demonstrated by the achievements of our international policies and the creation of USPC Chairs of Excellence in six of our HEIs which in turn have impacted on how decisions are taken regarding international recruitment.

The success of this strategy has required us to be flexible, to alter our initial plan when appropriate and be responsive in its implementation. This is a vital investment in the future as it will guarantee that our transformative drive is maintained over time.

We have progressively moved from project-led initiatives through which we have been nurturing our community since 2013 towards the implementation of integrated stable structures such as our Interdisciplinary Programmes\* (2014), Shared Services Centres (2015, to follow in 2016), and Academic Clusters\* (2015-16). In the very near future we shall be inaugurating new USPC Institutes following on from the first results of some of our Interdisciplinary Programmes: we shall be opening our Public Health Institute in 2016 with other Institutes to follow in 2017 and 2018.

To date we have not undertaken the steps required for USPC to be included in the major international league tables in place of our HEIs. We shall be engaging with this process now that we have proven the sustainability of our community thanks to the strategic framework that we have implemented together. Rather than simply make the most of opportunistic circumstances, we have built upon the magnitude of our common policies and ventures that demonstrate the reality of our comprehensive, unified university. We shall deal directly with this issue when we come to define the USPC Strategic Plan 2018-2022 by initiating discussions with the ranking agencies. We will look to integrate league tables by our tenth anniversary in 2019-2020. In the case of the ARWU, we shall expect to be ranked in the 40-50 brackets and will look to enter the top 30 before 2030.

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<sup>2</sup> All the items marked with an asterisk are defined in the glossary. See appendix 2.

Now, at the end of 2015, we are at a pivotal moment: our joint ventures are no longer simply the result of top-down measures that answer to initiatives taken by the USPC senior management team or to actions laid out in our IDEX; joint ventures are also being put forward by academics who believe that the collective level is the one that corresponds best to their objectives. For example, we have identified several research federations (The City of Gender, The Federation of Souths), new connections between laboratories that were once considered rivals (e.g. psychoanalysis and psychoanalytic psychopathologies), and cooperative initiatives concerned with current affairs that mix research, teaching & learning, and expertise (such as migrant and migrations, data science, etc.). Recently, more and more collaborations have come to light in this manner and are now being supported by our Academic Clusters\*.

# 1. ACHIEVEMENTS

## 1.1 TAKING ACCOUNT OF THE JURY'S RECOMMENDATIONS

Jury's recommendations	Response given	Any commitment(s) made accordingly
<i>Clarify indicators for tracking progress along the entire life of the project</i>	The dashboard has been refocused along the IDEX strategic priorities to support deployment of the steering committee (see Annex)	<ul style="list-style-type: none"> <li>Set up an annual IDEX seminar (July every year).</li> <li>Set up a dedicated steering committee.</li> </ul>
<i>Increase the leverage effect of the IDEX funding with an ambitious fundraising strategy</i>	<p>We have implemented a process to create a favourable framework for co-funding research by:</p> <ul style="list-style-type: none"> <li>using the private Knowledge Exchange and Technology Transfer agency, IDF Innov TTO to accelerate USPC impact;</li> <li>developing a services offer for promoting HEIs within the European area.</li> </ul>	<ul style="list-style-type: none"> <li>TTO positioning: defining a unified service offer, overhaul of the organisation in terms of management and academic-facing services, identification of impact potential, including platforms; late 2015 launch of a Shared USPC-TTO Service Centre.</li> <li>Creation (June 2013) of the European Research Network co-financed by institutions / IDEX.</li> <li>USPC winner of a European COFUND call for proposals (4 award-winners in France) to finance 30 PhD contracts/year for international students (€4.7M).</li> <li>€99M over 10 years provided by the Bettencourt-Schueller Foundation for the CRI (Center for Research and Interdisciplinarity).</li> </ul>
<i>HR policy: Formalize the partners' commitment to the use of staff replacement as a tool to transfer freed positions to the IDEX perimeter. Specify the strategy regarding tenure track positions</i>	<p>We have implemented:</p> <ul style="list-style-type: none"> <li>measures to increase attractiveness: USPC Chairs and long-term visiting fellowships;</li> <li>a joint recruitment strategy giving Academic Clusters responsibility for defining position profiles (for vacancies) for the academic areas they supervise;</li> <li>pooling the management of PhD contracts, whether financed by the State, IDEX or Europe (COFUND).</li> </ul>	<ul style="list-style-type: none"> <li>USPC Chairs of Excellence program approved in 2013 (Board meeting of June 26, 2013)</li> <li>Long-term visiting fellowship program approved under the 2015 annual work programme (Board meeting of April 8, 2015).</li> <li>9 Chairs and 12 long-term visiting fellowships organised.</li> </ul>
<i>Vigorously pursue ongoing effort to rationalize curricula and support functions</i>	We have moved forward significantly in wide-ranging efforts to streamline USPC doctoral schools and the USPC Masters offer.	<ul style="list-style-type: none"> <li>Creation of the Doctoral College in October 2014 (deliverance of USPC PhDs, coordination of practices, supervision of PhD students, catalogue of 180 courses for 6,000 PhD graduates). Coordination and design of Masters degrees assigned to the 4 Academic Clusters along with</li> </ul>

	<p>We have designed and implemented an innovative pooled approach in the form of Shared Service Centres.</p>	<p>projects for the creation of new Masters programmes (e.g.: Data Science in 2016 or 2017).</p> <ul style="list-style-type: none"> <li>• Co-accreditation of more than 20% of Masters programmes.</li> <li>• Redundant Masters programmes almost completely erased.</li> <li>• - Implementation of the Alter-PACES project, a new career access pathway for Medical Studies, by pooling the development of resources for the three institutions involved.</li> </ul>
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## 1.2 CHANGES IN THE PROJECT AT THE TIME OF GRANT AGREEMENT PREPARATION

The main changes were explained in the Delta Note appended to the endowment agreement signed on 28 December 2012. These mainly concern the project's governance, the IDEX perimeter and the recalibration of our IDEX framework to reflect the amount awarded (allocation of €800M instead of the €1,300M initially requested).

	Initial project	Agreement	Explanation of variance
<b>Governance</b>	Separate and strict governance for IDEX (CEO / Board of five founding members) p.33	Board grouping the eight founding members / Reinforced role for the PRES ( <i>Pôle de recherche et d'enseignement supérieur</i> - Centre of Research and Higher Education)	Desire for coherence between IDEX and USPC management systems. Simplification and tightening of the governance in 2013 by giving the ComUE Bureau a major decision-making role, subject to the fulfillment of Board priorities and IDEX committee input.
<b>IDEX perimeter</b>	37% of research resources (99 research units (RU)) Dual expansion effort (internal: higher quality / external: recruitment) targeting the transfer of freed-up HR resources (target: 60% - p. 11)	60% allocation to "early-stage" project proposals	The broadening of the IDEX perimeter to include all A-rated units comes in the context of the abandonment of unit-rating by AERES; all IDEX initiatives are based on selective evaluation processes at a rate of acceptance of between 20 and 50% of applications depending on the program.

## 1.3 STRUCTURING AND GOVERNANCE OF THE "TARGET UNIVERSITY"

### 1.3.1) Constitution and structuring of the "Target University"

The agreement between USPC and the French government agency ANR was concluded in December 2012. We are thus at the end of the first 3 years of the project and not 4 as indicated below.

***Has the "Target University" been created or is it in the process of being created?***

The "Target University" – a comprehensive, unified university bringing together eight HEIs – is embodied as an "institutional community (ComUE)" whose new statutes were approved by decree on 31 December 2014. This legal framework provides a stable policy and organisational framework for the future, helping us address the strategic priorities of USPC and our IDEX whilst facilitating greater integration between institutions. This is consistent with the development of our comprehensive, unified university and the roadmap described in the IDEX framework. Beyond the governing bodies mandated in our statutes (Board, Council of Members\*, University Council\* and Senate\*), our internal organisation is as follows: 7 lead Directors; four operational Shared Services Centres: Doctoral College\*, iLumens\*, PERL\* and SAPIENS\*<sup>3</sup>; four multidisciplinary Academic Clusters: Life Sciences and Medicine; Exact Sciences and Engineering; Social Sciences; Humanities, Arts, Literature, Languages<sup>4</sup>.

There are eight ComUEs in the Greater Paris area and they work together to put forward joint policies on topics of general interest. The Greater Paris Committee for Student Life and Social Advancement coordinated by USPC, is a case in point. The Presidents of these eight ComUEs meet four times a year to discuss various topics (international rankings, decisions on joint structures including several Excellence Laboratories (Labex) etc.). This informal group will be chaired by the President of USPC for the next two years.

***What institutional changes have taken place over the 4 years?***

USPC is a ComUE. Five research organisations (CNRS, INSERM, INRIA, INED, IRD), which were not members of the PRES SPC, have now joined USPC. The FMSH, which petitioned to join USPC in late 2014 and has been integrated in our activities since 2015, will become a full USPC partner of our IDEX in 2016.

An annual work programme setting out the year's targets of the IDEX strategy is voted by the University Council governing body on the basis of the Senate's recommendations.

The IDEX decision-making process is as follows:

- Appraisal of a project by the lead Director in charge;
- Presentation to the IDEX Committee\* comprising 14 members, representing all USPC member institutions for advice, under the chairmanship of the IDEX Lead Director\*;
- Approval of the proposal by the Board\*, which enjoys an explicit delegation of powers from the USPC Council\* (December 2014);
- Decision signed by the President of USPC.

***What competences are already exercised jointly? See below.***

***What competences are effectively transferred to the "Target University"?***

As part of the IDEX programme the powers exercised by USPC are:

**→ Research:**

- Interdisciplinary Programmes, the seeds of future Institutes;
- planning for investment in large-scale and medium-scale research infrastructures for scientific platforms and the coordination of human resources allocated to them;
- programmes to attract the brightest professors and researchers (Chairs, long-term visiting fellowships), international and cross-disciplinary PhDs.

<sup>3</sup> See Part 2 for Shared Service Centres to be set up soon.

<sup>4</sup> See paragraph 1.3.2 and the USPC organization chart in Appendix 2.

→ **Education:**

- accreditation of doctoral schools and the awarding of PhDs;
- implementation of a new access pathway into medical studies (Alter-Paces experiment);
- Shared Service Centre for innovation in teaching & learning and digital education (SAPIENS\*).

→ **International:**

- definition of strategic priorities around major international agreements;
- support for student exchanges (MIEM\* and MIREs\* mobility grants) to internationalise Masters courses.

→ **Campus Life:**

- campus life on the scale of the city;
- creation of the University Incubator Sorbonne Paris Cité (UiSPC\*), providing our students with a unique university environment for entrepreneurial risk-taking combining our network of coworking campuses with our centre for entrepreneurship and innovation, PEPITE Créaj-IDF\*.

Sharing/transferring powers require that USPC members contribute some of their own resources to the joint collaborations resulting from decisions taken at the USPC level. Such mechanisms also exist in many foreign universities where important decisions require multi-level commitments (from University, Faculties and Colleges, etc.).

We should also mention that real estate transactions carried out under the *Contrat de Projet Etat Région* (CPER - State-Region Planning Contract 2015-202) and decisions made in the allocation of positions created by the State in response to our strategic plan (74 between 2014-2016) were prioritised in 2014.

***Will these competences be enhanced in the future?***

Yes, they will. See part 2.

**1.3.2) Governance*****What changes have taken place with regard to project governance (and site governance if they are separate)?***

The IDEX framework governance mechanism has undergone two successive changes:

- a simplification phase (2012-2013), following the decision to switch from the complex dual organisational structure (IDEX/PRES) that was initially planned, but was misunderstood and not operational, to a simpler mechanism: our IDEX is a specific framework of primary importance within USPC with its own distinct decision-making process (see 1.3.1);
- this decision-making process was tightened at the end of 2014. In December 2014, the University Council granted the Board, Chaired by the President of USPC, a delegation of powers for all IDEX projects (see 1.3.1). Since early 2015, the IDEX has had a dedicated steering group composed an IDEX Lead Director coordinating six other lead Directors.

***What are the main decisions taken jointly by the governing bodies in place?***

The most important measures, whether with a strategic impact, are:

→ **Organisational structure of the Target University and the IDEX programme:**

1. In 2015 four **Academic Clusters** were set up across all of our major academic disciplines. They will constitute one of the principle mechanisms through which to pursue IDEX initiatives and USPC organisational structuring.

Four USPC Academic Clusters have been set up. They define and implement a joint, shared policy for USPC teaching & learning, research and promotion initiatives and programs, financed by our IDEX with additional financial support from members. After a trial period running from March to October 2015, carried out by lead academics selected by the USPC President and with the help of other academics appointed by our HEIs, these Academic Clusters began an operational launch phase that will last one year (USPC Board decision, 21 October 2015). In autumn 2016, they will control a significant share of IDEX resources and will be systematically consulted on the definition of academic profiles for new vacancies (see Part 2). These Clusters are not an additional administrative layer, but instruments for coordination and integration organised across the traditional boundaries of academic disciplines (see Part 2).

2. The creation of Shared Services Centres (now 4), providing support services to help implement initiatives concerning all USPC HEIs.

The USPC Shared Services Centres have been set up to develop support functions for all stakeholders. The Shared Services Centres take on an activity on behalf of member institutions under a joint policy framework. They operate as networks with a presence in each institution. The Director has an organisational and coordination role and ensures the implementation of shared policy. Shared Services Centres staff are placed under the direct authority of the President of USPC. Each of these centres provides an organisational link between institutions and USPC. 5 other Shared Services Centres are being trialed in the areas of transfer to businesses, continuing education, information systems, documentation and international partnerships.

#### → Research:

1. The establishment of **9 Interdisciplinary Programs**. A call for tender led to the filing of 67 proposals. A year of dialogue between the academics involved, interacting with experts outside USPC, has helped shape nine programmes (see presentation in the appendix 1)
2. The launch of **USPC Chairs of Excellence**, intended either for young academics with high potential or for established researchers. We have appointed nine people. We have also launched a long-term visiting fellowship programme: 12 visiting fellows will take part in the programme for 6 or 12 months in 2016.
3. Support for major **research infrastructures**, ranging from investment financing to a human resources policy,
4. The common signature policy for **research publications** which regulates the way Sorbonne Paris Cité is mentioned. While only 5% of papers cited in WOS in 2012 included this common signature, the figure was over 36% in 2014 (data from an annual database of over 9,000 publications).

#### → Transfer to businesses:

1. The creation of the **IDF Innov** Technology Transfer Office, charged with the promotion of research, particularly through a maturation fund.

## → Training:

1. USPC accreditation of 31 **doctoral schools**, in place of our HEIs. Each year we fund around fifty new doctoral contracts, focusing on international attractiveness and cross-disciplinary research. Since January 2015, **PhDs have been awarded by USPC**.
2. Coordinating the undergraduate and above all Masters offer, with the important first step (2015-2018) of **reorganising the curriculum** and launching a new access pathway into medical studies (AlterPaces).

## → Student life:

1. The importance given to the concept of student experience, which remains new in France.
2. Student cards have borne the "USPC" label since September 2015

## → International:

1. A **global internationalisation strategy** with the opening of overseas offices, support for the internationalisation of Masters degrees through a program of 200 incoming mobility grants, long-term visiting fellowships, support for international Labex initiatives, language training (PERL) and access to new housing for foreign students on our international programs.

## 1.4 TRAJECTORY

The trajectory we have followed has obviously undergone changes for both internal reasons (going from a project development phase to an appropriation and project acceptance phase by all communities) and external reasons (particularly after the Decree of July 2013 was passed). Here we can refer to management literature on such changes in direction (Henry Mintzberg, "Of Strategies, Deliberate and Emergent", Strategic Management Journal 6.3 (1985): 257-72): the author shows not only that there is always a gap between the strategy announced and that actually followed, but that this gap is beneficial to projects.

The table below demonstrates that there were delays, especially in the implementation of milestones, which are inherent in a progressive and integrative approach, but that nothing was left out that would call into question the joint ambition of the partners and the quality of the actions implemented.

### I. Governance

Operational engagement	Completion	Completion date originally scheduled	Difficulties encountered / forthcoming	Explanations of difficulties and changes in direction
Appointed Alliance and Coop mbs	100%	2 <sup>nd</sup> semester of 2012	These bodies were not in line with project management changes; they went out of phase at the end of 1 <sup>st</sup> semester 2013	New modalities of specific management for the IDEX (IDEX Committee, Deputy Directors) were implemented as of summer 2013. The Council of Members succeeded the Alliance.
Audit of information systems	100%	2 <sup>nd</sup> semester of 2012	-	An IT master plan is established on the basis of interoperability of tools.
Appointed IDEX Scientific	100%	1 <sup>st</sup> semester of 2013	Schedule and basis changed by the Decree of 22	The Senate was established in 2015 once the ComUE bylaws had been adopted.

Council mbs			July 2013.	
USPC website	100%	1 <sup>st</sup> semester of 2013	-	New site up (December 2015).
First teams integrated in departments and divisions	na	1 <sup>st</sup> semester of 2014	The Clusters replaced the concepts of departments and divisions. These were launched in March 2015.	Following the establishment of the ComUE new instruments for the development and implementation of joint policies have been established and developed: the Academic Clusters.
2014-2018 five-year contract	100 %	2 <sup>nd</sup> semester of 2014	-	1 <sup>st</sup> USPC / MESR strategic plan was signed 17 July 2014.
Second wave integrated in divisions / departments	100 %	1 <sup>st</sup> semester of 2015		Research teams were included in the early phase of Academic Clusters, especially in the definition of key and unifying themes as well as proposals of strong potential themes with high added value for USPC.
Draft USPC bylaws	100 %	2 <sup>nd</sup> semester of 2015		The <i>draft</i> was finalised in the 1 <sup>st</sup> semester of 2014.
USPC bylaws adopted by committees and institutions	100 %	2 <sup>nd</sup> semester of 2015		The bylaws were adopted by the 13 institutional governing bodies in June and July 2014.
Establishment of USPC	100 %	1st semester 2016		The decree was published on 31 December 2014.

## II. Research

Operational engagement	Completion	Completion date originally scheduled	Difficulties encountered / forthcoming	Explanations of difficulties and changes in direction
1 <sup>st</sup> call for project proposals	100 %	2 <sup>nd</sup> semester of 2012	Evaluation process took a long time to put together / agreement on the financial management.	62 inter-institutional projects were selected in the summer of 2013 (selection rate 31%).
AERES evaluation teams	100 %	1 <sup>st</sup> semester of 2013	No problem, note that the 2013 evaluations show marked progress compared to 2008.	
1 <sup>st</sup> call for Chairs and interdisciplinary programs	100 %	1 <sup>st</sup> semester of 2013	The general framework for Chairs, which upset institutional cultures in some institutions, involved extensive discussions. It was approved at Board level in June 2013.	Ad-hoc recruitment of Chairs on consideration of the candidate's application, according to opportunities and institutional strategy, rather than by an annual call for projects.
Implementation	100 %	2 <sup>nd</sup> semester of	Both bottom-up (67 initial	9 PIDs were pre-selected in June 2013

of first Interdisciplinary Programmes		2013	proposals) and top-down (groupings of some proposals, preselection on shared intercollegiate policy criteria) approach.	and confirmed after external evaluation in June 2014.
1 <sup>st</sup> revision of the IDEX perimeter	50 %	2 <sup>nd</sup> semester of 2013	The concept that the IDEX perimeter should define a fixed <i>a priori</i> perimeter of excellence is no longer retained and is replaced by rigorous and open selection process.	IDEX initiatives have been opened, theoretically, to all scientific and educational teams, but with selection on strict criteria of quality and added value for USPC (selection rate below 50% and about 22% for both calls for research project proposals).
2 <sup>nd</sup> call for project proposals	na	1 <sup>st</sup> semester of 2014	Operational difficulties in managing and monitoring calls for projects at the USPC level.	
2 <sup>nd</sup> revision of the IDEX perimeter	na		See above	
2 <sup>nd</sup> wave of PIDs	na	1 <sup>st</sup> semester of 2015	Given the scale of 1 <sup>st</sup> program (150 teams and 600 researchers involved, nine projects selected), it was decided not to conduct the 2 <sup>nd</sup> wave in the probationary period.	
3 <sup>rd</sup> call for project proposals	100 %	1 <sup>st</sup> semester of 2015		Delay of 2 <sup>nd</sup> call for research project proposals; 46 projects were selected (selection rate 16%).
3 <sup>rd</sup> revision of the IDEX perimeter	50 %	2 <sup>nd</sup> semester of 2015	See above	
4 <sup>th</sup> call for project proposals	na	1 <sup>st</sup> semester of 2016		Move to biannual frequency; from 2016, the calls will be transferred to the four Clusters.
4 <sup>th</sup> revision of the IDEX perimeter	50 %		See above	

### III. Partnerships

Operational engagement	Completion	Completion date originally scheduled	Difficulties encountered / forthcoming	Explanations of difficulties and changes in direction
TTO launch	100 %	2 <sup>nd</sup> semester of 2012	IDF Innov TTO was launched on schedule. It has just been positively assessed by the authorities (mid-2015).	

1st DIs processed by the TTO	100 %	1 <sup>st</sup> semester of 2013		
Competitiveness cluster agreement	25 %	2 <sup>nd</sup> semester of 2013	Only one cluster (Cap Digital) agreement out of the 4 planned.	
USPC alumni	na	2 <sup>nd</sup> semester of 2013		
Website / continuing education portal	na	1 <sup>st</sup> semester of 2014	Undertaking delayed	It was necessary to take account of the continuing education reform (law of 5 March 2014) and the ongoing repositioning of the ESR (higher education department at the Ministry of Education) on the subject of continuing education.  USPC submitted its application in December 2015 to the Pépite FC Label. USPC intends to take part in the implementation of the recommendations in the François Germinet report.
1 <sup>st</sup> fundraising campaign	na	1 <sup>st</sup> semester of 2014	At this stage, USPC chose to leave it to its member institutions, and to components or specific programs, to conduct sponsorship activities.	
Internship / job offer databases	na	2 <sup>nd</sup> semester of 2014	Id.: practicality concerns.	
Call for funds from alumni	na	2 <sup>nd</sup> semester of 2015	Id.	

#### IV. Training

Operational engagement	Completion	Completion date originally scheduled	Difficulties encountered / forthcoming	Explanations of difficulties and changes in direction
Consistency of offer WG	100 %	2 <sup>nd</sup> semester of 2012	-	
Submission of the educational offering	100 %	1 <sup>st</sup> semester of 2013	-	
AERES evaluation of offer	100 %	1 <sup>st</sup> semester of 2013	-	

Collegium WG	100 %	2 <sup>nd</sup> semester of 2013		An IUT (Institut Universitaire de Technologie - University Institute of Technology) Directors Working Group was formed in 2014.
undergraduate degrees WG	100 %	2 <sup>nd</sup> semester of 2013	Undertaking pushed back to account for the workload on the educational offering.	Call for projects on undergraduate success at the end of 2014
1 <sup>st</sup> call for PhD applications	100 %	2 <sup>nd</sup> semester of 2013		A 1 <sup>st</sup> call was made in 2012 and then on an annual basis.
Establishment of Academic Clusters	50 %	1 <sup>st</sup> semester of 2014		Medical College set up in the second semester of 2015.
1 <sup>st</sup> foundation course / Undergraduate degrees	100 %	1 <sup>st</sup> semester of 2014	Pushed back to 2015 with a double call for projects for undergraduate degree success and interdisciplinary undergraduate degrees on the one hand, and Innovative Teaching and Learning on the other.	
New graduate schools / Doctoral College	100 %	1 <sup>st</sup> semester of 2014		
New Labex / IDEFI degrees	75 %	2 <sup>nd</sup> semester of 2014		Two specialties from the Labex SEAM, one specialty from the Labex Inflammex, and the AIIRE degree linked to the IDEFI IIFR (Institut innovant de formation par la recherche - innovative education and research institute) were created in 2014 and 2015.
Doctoral colleges	100 %	2 <sup>nd</sup> semester of 2014		The CED was created in September 2014.
2 <sup>nd</sup> Doctoral Contract Call	100 %	2 <sup>nd</sup> semester of 2014		
3 <sup>rd</sup> Doctoral Contract Call	100 %	2 <sup>nd</sup> semester of 2015		
Evaluation of new educational mechanism	na	2 <sup>nd</sup> semester of 2015		It will be launched in autumn 2016 in preparation for the five-year contract from 2019 to 2023.
New Undergraduate degree programme	75 %	1 <sup>st</sup> semester of 2016		Innovative undergraduate degree initiatives for 2015-2016 (dual honours, innovative teaching and learning, undergraduate success).

## V. Human Resources

Operational engagement	Completion	Completion date originally scheduled	Difficulties encountered / forthcoming	Explanations of difficulties and changes in direction
Recruitment of an Permanent Secretary	100 %	1 <sup>st</sup> semester of 2013		
USPC technical committee	100 %	1 <sup>st</sup> semester of 2013		
HR WG	100 %	1 <sup>st</sup> semester of 2013	Work on internal mobility and the joint USPC BIATS continuing training policy.	
1 <sup>st</sup> staff position redeployment campaign	na	1 <sup>st</sup> semester of 2014	Undertaking premature given the 2014 priorities, including those related to the development and adoption of the ComUE bylaws	
2 <sup>nd</sup> staff position redeployment campaign	na	1 <sup>st</sup> semester of 2015	Undertaking premature: it was first necessary to set up Clusters.	
3 <sup>rd</sup> staff position redeployment campaign	100 %	1 <sup>st</sup> semester of 2016		It will be carried out on the basis of input from the 4 USPC Clusters.

## 1.5 OTHER ACHIEVEMENTS

### 1.5.1) Transformational nature and added value

***What are the major achievements of the IDEX and in what respects could they not have been achieved without the support provided by the PIA programme?***

5 remarkable achievements can be identified from the IDEX programme.

- 9 Interdisciplinary Programmes** were launched in the summer of 2014 (see appendix 1). An emergence and selection phase raised 67 projects, which were then gathered in these 9 programs rallying about 150 research units from all the USPC institutions, as well as national and international partners; each of these programmes puts major societal issues in the crossfire of various disciplinary fields. Some of these projects will be maintained as Institutes after an evaluation in late 2016.
- An upsurge of innovation in teaching & learning.** The IDEX built a global policy, first by providing members with services

#### Three Shared Services Centres for innovative teaching

- SAPIENS: provides support in training for innovative teaching (800 trained academics) and MOOC design (18 projects supported).
- PERL: provides online language resources designed by 13 newly hired language teachers.
- iLumens: provides training through manikins simulation for medicine students in all three relevant universities – the first European platform of its kind.

dedicated to innovation in teaching (support for MOOC design, lifelong training for academics, language learning kits, training through manikins for health curricula) and second by providing incentive funding. Building on its two Idefi programs, USPC is already a major hub for innovative university teaching.

3. **Internationalised curricula.** By funding incoming and outgoing mobility grants and international PhD grants, we have improved the international visibility of our Masters and PhD degrees. This policy is linked to an accommodation offer (through a partnership with the CROUS) so as to provide high-quality conditions and lay the foundations for a strong alumni network.
4. **Reinforced support for research.** Our IDEX has provided members with support systems geared towards the IDEX strategic goals. This is notable regarding our drive to promote USPC member HEIs within the European Research Area, or the setting up of a digital research infrastructure (Cirrus).
5. **A global doctoral policy.** We now deliver the USPC PhD degree (see appendix 2), within a policy that associates management of all PhD grants (*contrats doctoraux*) with attentive care for PhD students employability (the Doctoral College's training department has a 200+ course training catalogue).

#### The European Research Network

This network, cofunded by the IDEX and its member institutions, supports investigators in designing and monitoring H2020 projects. It also carries the HRS4S human resources policy of USPC.

#### Cirrus, the USPC computing platform (<http://cirrus.uspc.fr/>)

Opened in 2015 and providing researchers with access to 4500 processor cores for data treatment, 2000 terabytes of storage space and the possibility of creating 500 virtual machines.

#### USPC-managed PhD grants

Each year: around 220 Ministry grants; 16 grants from the USPC Strategic Plan; 40 IDEX grants (incl. 30 from the Cofund programme from 2016); 20 Labex grants. This amounts to roughly 300 /year.

***In what respect do the IDEX actions stem from a strategy that goes beyond simply funding and coordinating the operations carried out by the members?***

While the IDEX programme has helped initiate many innovative projects, it has also had major impact in terms of:

- Synergizing initiatives dedicated to internationalization, research, training, and campus life, designed not as independent policies, but as four facets of a global policy;
- Increasing the mobilization of institutional resources and commitment (internal organization, provision of Lead and Functional Directors), promoted through close integration in the design and monitoring of projects, including those led by the Academic Clusters, and joint support mechanisms through the Shared Services Centres.

The commitment of the governing bodies of our member HEIs in creating Academic Clusters and Shared Services Centres is a strong sign of the enduring nature of the dynamics of integration and transformation that are at work.

### 1.5.2) HR policy and mobilisation of resources

#### **What are the mechanisms for allocating the human resources?**

Our HR strategy is based on three pillars:

1. Targeting recruitment to strengthen research excellence and USPC visibility (through USPC Excellence Chairs and the long-term visiting fellowship programme), forming a pool of students with high potential and stimulating the internationalisation of Masters (MIEM and MIRES programmes), doctoral and post-doctoral degrees (international cross-disciplinary contracts for doctoral students; recruitment via research project proposal initiatives, the nine Interdisciplinary Programmes and Chairs). However, if a recruitment policy is to be sustainable, it must be accompanied by a talent management policy.

#### **The USPC Chairs of Excellence**

Based on a strict framework (international level of excellence, co-financing of institutions, scientific added-value for USPC) and nominations reviewed by the institutions, nine Chairs were awarded to top researchers, with either junior (3) or young high-potential senior profiles (4 including Frédéric Moynier, ERC starting grant 2015- 2020 from Washington University, St. Louis) to create new teams on themes that are innovative and foundation-building for USPC, or confirmed senior profiles (George Smoot, Nobel Prize in Physics 2006, from the Berkeley National Laboratory; Marc Lavoie, leader of the post-Keynesian economics, University of Ottawa) to greatly enhance an already recognized area. They have helped to change practices in member institutions to attract academics of the highest level. They include packages combining an academic position and additional research support for the financing of equipment, operation or recruitment (doctoral and post-doc). We have chosen to ensure their integration into teams which include other world-class researchers, remunerated within the framework of the policies of USPC HEIs. The total amount contributed by the IDEX is between €350k and €700k per Chair.

#### **Long-term visiting fellowship programme**

USPC has set aside the sum of €500k in 2015-16 to fund internationally recognised visiting researchers. These fellowships are meant to last for a substantial period (from 6 to 12 months), to include significant funding from the host institution, particularly in terms of practical assistance on arrival (housing), and to give substance to long-term collaborations with foreign institutions, complementing the Chairs of Excellence initiative. Funding may cover the visiting researcher's salary, equipment or operating costs, as well as travel missions that may involve the visiting researcher's original team members. 40 very high level applications were received (including from the Universities of Harvard, Princeton, Yale, Columbia, Arizona and Ottawa) and 12 were selected.

2. If a recruitment policy is to be sustainable, however, it must be accompanied by a talent management policy. We must pay attention to the different aspects of our talent management policy, including ensuring the quality of our processes (HRS4R), the attractiveness of our campus life, and the improvement of available career paths through the development of a continuing education offer for our faculty and other personnel, including the creation of an internal executive training school and an international mobility program dedicated to administrative and technical staff that is running currently.
3. Pursue the increased pooling of a growing number of jobs in order to ensure that provision is matched between research goals and human resources. This policy, which was first

established at doctoral level, through the management by USPC of doctoral scholarships containing the Strategic Plan from 2015, of nearly all ministerial doctoral scholarships from 2016, of doctoral scholarships financed by the IDEX and those financed by European funds will be reinforced by the role of Academic Clusters in defining the profiles of academic positions.

The recruitment of teaching post-docs and support staff in the context of two calls for teaching projects, experts working in the Shared Services Centres, notably SAPIENS and PERL, or European project support staff in the H2020-USPC network, has also helped to strengthen our capacities for action in areas important to our overall strategy.

***How is recruitment carried out:***

- ***Which body decides on the creation and/or assignment of jobs coming under the IDEX?***

Appointment decisions for positions financed by our IDEX are taken exclusively by the USPC Board prepared in accordance with the modalities described in section 1.3.1. These decisions are made by analyzing the quality of applications of candidates (curriculum vitae, research or teaching project), who are approached in advance to make sure they are interested in joining USPC. The appointments are undertaken by our HEIs, in accordance with their procedures, on the basis of the decisions approved by the Board.

For Senior Chairs, this entails the utilization of a long-term position partially or fully financed by the institution. For other types of posts (Junior Chairs, long-term visiting fellowships, doctoral contracts, research engineers, help with language learning), a contract funded by the IDEX can be used for a short time.

- ***Who appoints the recruitment committee and how is it made up?***

Our HEIs are the direct employers for research or teaching appointments (Chairs, visiting researchers, doctoral students) and a large share of administrative staff appointments.

- ***What policy or policies is this committee mandated to implement in order to select the person to recruit?***

Appointments are operated by the employer HEI. The latter has ultimate control over the appointment process, depending on the nature of the position (contract, civil service, hospital/university position, etc.). For Chairs and long-term visiting fellowships, this consists of a ratification of the decisions taken in advance through the process described above. For other posts (support staff, language teachers), there is an open application process on the basis of job profiles defined at USPC level, with a committee appointed by agreement between partner HEIs (this is how 14 positions were recruited for the PERL language Shared Services Centre).

Overall management of the process is organized through the IDEX decision-making bodies, while at the same time guaranteeing the involvement and interests of our HEIs.

***What is/are the institution(s) employing personnel recruited thanks to the IDEX funds?***

Our HEIs are the employers for academic positions (Chairs, visiting researchers, doctoral students) and a large share of administrative support appointments.

***What percentage of the jobs of the IDEX member institutions has been freed by them to be made available to the Initiative?***

Our HEIs undertake to free up positions for the appointment of Chairs, either at the time of appointment (Senior Chairs) or at the end of a successful tenure track. This *ex-ante* mechanism currently concerns a limited number of appointments.

From 2016, almost all (95%) of doctoral contracts currently funded by the State in our HEIs will be entrusted to USPC and we shall distribute them among doctoral schools, as part of the joint doctoral policy. This represents about 300 contracts per year (see above),

These *ex-ante* decisions are accompanied by an *ex-post* monitoring of how vacancies are dealt with by institutions, as well as connections with the IDEX. Thus, for the 2013-2015 period, around 20% of professors and assistant professors recruited (permanent positions) were made in direct connection with the IDEX programmes.

Finally, forthcoming job campaigns will be organized as follows:

- coordination of schedules of partner institutions;
- input of Academic Clusters on the appointment profiles for vacancies;
- decision taken by the Board for some appointment profiles on joint projects led by the IDEX.

**What instruments are used to serve the talent management policy?**

Doctoral students ( <i>contrats doctoraux</i> )	
Recruitment procedure	Methods implemented: International and Cross-cultural IDEX scholarships (30+10/an): centralised procedure, directly managed by the Doctoral College which defines selection criteria and juries .  Scholarships from IDEX funded projects (Research call for projects, Interdisciplinary Programmes, Labex): decentralised procedure within each programme; programme leads define themes and appoint at the highest level.
	Developments envisaged: from 2016, 250 additional scholarships (currently provided directly to member institutions) will be allocated to doctoral schools by USPC.
Type of contract (and name of employer)	Methods implemented: 3-year fixed-term contracts valued at approx. 100k€, possibly with additional teaching responsibilities; the host HEI is the employer.
	Developments envisaged: maintain the procedure.

Post-doc	
Recruitment procedure	Methods implemented: Decentralised recruitment process. Research programme and Labex leads are the best positioned to identify opportunities (and to choose between this and hiring a PhD student or inviting a guest lecturer).
	Developments envisaged: maintain the procedure.
Type of contract (and name of employer)	Methods implemented: 1 or 2 year fixed term contract depending on the project.
	Developments envisaged: maintain the procedure.
Remuneration policy	Methods implemented: Yearly salaries range from 35k€ to 50k€ depending on experience and project type/responsibilities.

	Developments envisaged: maintain the procedure.
Principal recruitments	<p><u>USPC-Chair associated post-docs</u> (Cosmochemistry chair, IPGP)</p> <ul style="list-style-type: none"> <li>• Berengere Mougel, October 2014, 40 k€, Study of lunar origins by Cr isotopes and study of Earth differentiation by W isotopes.</li> <li>• Deborah Chavrit, January 2015, 40 k€, Tracking cosmic particle flow on Earth through geological time by He and Ne isotopes in cores.</li> <li>• John Creech, October 2015, 45 k€, Study of the Earth core formation and composition combining Pd, Pt and Ni isotopes.</li> </ul> <p><u>Interdisciplinary Programme Post-docs</u></p> <ul style="list-style-type: none"> <li>• Gabrielle Chomentowski (Société Plurielles), 2015, 42 k€</li> <li>• Alexis Zimmer (La Personne en Médecine), 2015, 42 k€</li> </ul> <p><u>Labex Post-docs</u></p> <ul style="list-style-type: none"> <li>• Katherin Martin (Australie), 2013, , 48 k€, In vivo investigation of human PR3 transgenic mice: a novel animal model to understand the role of PR3 in chronic inflammation and autoimmune vasculitis</li> </ul> <p><u>Shared Services Centre Post-docs</u></p> <ul style="list-style-type: none"> <li>• Grégory Miras, October 2015, 38 k€, Teaching Post doc, specialised in multimedia teaching design within the PERL service.</li> </ul>

<b>"Tenure track" actions or arrangements</b>	
Recruitment procedure	Methods implemented: Tenure-track hiring policy must be in line with global staff career management policy: beyond the tenure track period, it is necessary to offer stable positions with appropriate salaries. This global vision, taking into account new appointments as well as current staff, depends on employer HEI (universities, schools, institutes, research bodies). The importance of tenure track is therefore variable (important in Sciences Po, much less elsewhere). Funding used for these appointments come from Labex programmes, notably LIEPP (6 appointments on 3 to 6 year fixed-term contracts) and junior USPC chairs, which have met with limited success (3 appointments on 3-year fixed-term contracts).
	Developments envisaged: The moderate success met by the junior chair procedure has led us to rethink this aspect of our talent management policy. In the future, to get closer to needs on the ground, Academic Clusters will coordinate main actions. This is also how we expect to extend the procedure beyond the Humanities.
Type of contract (and name of employer)	Methods implemented: The tenure track system uses fixed-term contracts, which can then be relayed by permanent contracts or civil servant positions. This is the objective of the junior chairs.
	Developments envisaged: maintain the procedure.
Duration of procedure	Methods implemented: The Chair procedure requires 3 years of funding to solidify interaction between the new appointment and their host institution.
	Developments envisaged: maintain the procedure.
Remuneration policy	Methods implemented: Our priority is to make sure the procedure ensures the best integration of the new appointment in the host institution; as such the remuneration policy of the tenure track appointment is aligned to the standard pay-scales of the institution, including bonuses.
	Developments envisaged: maintain the procedure.
Career management	Methods implemented: Tenure-track candidates benefit from the career management and monitoring system of their host institution.
	Developments envisaged: maintain the procedure.

Planned supporting resources	Methods implemented: Chair funding includes running costs, investment costs, and PhD and post-doc appointment costs.
	Developments envisaged: maintain the procedure.
Principal recruitments	<ul style="list-style-type: none"> <li>• Anne Revillard (Sciences Po, 2013): policy analyst and sociologist with a focus on gender and discrimination legal issues. Originally from ENS Cachan.</li> <li>• Joan Monras (Sciences Po, 2014): young professor specialized in urban and labour economics. Originally from the University of Columbia</li> <li>• Johnny Cheung (INALCO, 2015): world-class researcher in Iranian Studies, especially on nomadic minorities. Originally from the University of Leiden.</li> <li>• Romain Lachat (Sciences Po, 2015): expert on electoral behaviour and sociology. Originally from the University of Pompeu Fabra, Barcelona.</li> <li>• Giacomo Parinello (Sciences Po, 2015): environmental historian specialised on the notion of global environmental risk. Originally from the Institute of Social Ecology, Vienna.</li> </ul>

<b>High scientific and technical potential</b>	
Recruitment procedure (notably composition and method of appointing the selection committee)	Methods implemented: these appointments involve permanent positions, usually as professor or PUPH (medical professorships), with funding to help the new appointment benefit immediately from scientific resources (running costs, investment and PhD or post-doc appointments), and sometimes additional salary (in the form of bonuses). In general, these positions come from institutions while accompanying funding comes from our IDEX. The salary levels fit the candidate's situation (experience, career, scientific level).
	Developments envisaged: Here too, Academic Clusters will play a greater role. This will help integrate talent attraction policies with the general IDEX research policy, notably by involving the Interdisciplinary and Labex programmes.
Type of contract (and name of employer)	Methods implemented: Appointments are provided, depending on their status and negotiations, a fixed-term contract or permanent position (Professor, Research Director or PUPH).
	Developments envisaged: maintain the procedure.
Remuneration policy	Methods implemented: Salaries are aligned with the institutions' pay scales (civil servant positions including various bonuses).
	Developments envisaged: maintain the procedure.
Career management	Methods implemented: Candidates benefit from the career management and monitoring system of their host institution.
	Developments envisaged: maintain the procedure.
Planned supporting resources	Methods implemented: Chair funding includes running costs, investment funds, and PhD and post-doc appointment.
	Developments envisaged: maintain the procedure.
Principal recruitments	<ul style="list-style-type: none"> <li>• George Smoot (Paris Diderot, 2013): World-famous astrophysicist, Nobel Prize for Physics 2006. Originally from UC Berkeley</li> <li>• Frédéric Moynier (IPGP, 2014): Geochemist and astrochemist, awarded an ERC grant in 2015. Originally from Washington university, St Louis</li> <li>• Simon Fillatreau (Paris Descartes, 2015): Immunologist and vaccination specialist. Originally from Deutsches Rheuma-Forschungszentrum Berlin</li> </ul>

<ul style="list-style-type: none"> <li>• Laurent Desvillettes (Paris Diderot, 2015): Mathematician. Originally from ENS Cachan.</li> <li>• Loïc Azoulai (Sciences Po, 2015): European Law specialist. Originally from the European Law Institute, Florence.</li> <li>• Marc Lavoie (Paris 13, 2015): Post-Keynesian economist. Originally from the University of Ottawa.</li> </ul>
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Number and funds totalled over the period	Doctoral students	Post-doc	Tenure track	High potential
Number of recruitments made solely with the IDEX funds	186	65	3	2
Funds devoted to these recruitments by the IDEX	18M€	3,07M€	1M€	1,4M€
Number of recruitments made with joint IDEX/IDEX partners' investments				4
Funds devoted to these recruitments by the IDEX				2,3M€
Number of recruitments made with joint IDEX/Labex investments	The IDEX policy does not include co-funded salaries with Labex programmes; however the Labex appointed 233 PhD students	The IDEX policy does not include co-funded salaries with Labex programmes; however the Labex appointed 73 post-docs	The IDEX policy does not include co-funded salaries with Labex programmes; however the Labex appointed 12 tenure-track researchers	0
Funds devoted to these recruitments by the IDEX	0	0	0	0

**How are these instruments used to serve the strategic orientations of the IDEX?**

The quality of these appointments and the selection methods guarantee the good integration of these academics into the main axes of our IDEX and its related programmes, including Labex and Idefi. See examples in part 1.5.8.

1.5.3) Research and training

**What are the strategic lines with regard to research and training?**

The actions taken, with the support of our Shared Services Centres, have helped to structure sustainable links between research teams and teaching staff across our HEIs as well as initiate transformative long-term disciplinary, cross-disciplinary and international synergies.

A. The USPC strategy on **research policy** has consisted in structuring these different axes through a series of initiatives whose main aspects are briefly described below.

1. Interdisciplinary Programmes: they have been launched with the intention of being transformed into Institutes with a multiannual budget for those having been successfully evaluated at the end of 2016 (see 1.5.1).
2. Attracting top-level researchers and PhD students
  - USPC Chairs of Excellence and long-term visiting researchers from overseas (see 1.5.1 and 1.5.2).
  - Doctoral policy: the Doctoral College (CED), the Shared Services Centre for doctoral studies, led to the creation of the USPC doctorate. The Doctoral College coordinates and harmonises the policies of the 31 USPC doctoral schools. The Doctoral College, drawing on its USPC Doctoral Training Centre for Professional Initiatives (CFDip - *Centre de Formation des Doctorants aux Initiatives Professionnelles*) offers 200+ courses to support future USPC doctors effectively in their professional development.
3. Policy of excellence: supporting the most innovative projects and fostering the development of research infrastructures has been a strategic focus for our IDEX.
  - *Support for innovative research projects*: 2 non-thematic research calls for proposals (2012-13 and 2014-15) have helped support projects in all areas (108 projects have been selected for a global amount of €17.5M, thus including 500 researchers and corresponding to a 22% selection rate).
  - *Support for technology platforms*: This initiative started in 2015 (11 projects supported for an amount of €2.5M). It supplements the actions of all our members and external partners (regional, national and European operators, companies ...). It provides crucial added value for USPC:
    - By pooling and upgrading equipment;
    - By providing access for all to a higher level of technology;
    - By strengthening our shared policy with research organisations (CNRS and Inserm mainly), particularly in HR for engineering positions;
    - By making such technology accessible to companies through services provided by IDF Innov TTO.

An ongoing IDEX budget of a minimum of €2M/year will, as from 2016, be allocated on the basis of proposals developed by the Academic Clusters, and be supplemented through co-financing from the Labex and external funding. The organisational contribution provided by Labex also translates into their participation in coordinated IDEX initiatives, in their own thematic areas (co-financing of young researchers positions, proposals for Chairs and long-term visiting fellowships, development of promotion and transfer activities, dissemination actions etc.) and in the definition of the joint USPC policy (inter-Labex seminar on expertise in June 2015).

B. The USPC **educational policy** strategy has consisted in improving ways of teaching & learning and encouraging projects that directly support students in their courses as well as their development from being secondary school pupils to actors in the world of work. This policy has been coupled with work to pool curricula, particularly for Masters degrees. Innovation for Masters programmes will now stem from the four USPC Academic Clusters.

1. As we have already explained, the promotion of innovative teaching & learning has guided the transformations carried out under our IDEX (see paragraph 1.5.1). For health studies, this strategy took a specific form through both the *Alter-PACES* project to update the methods for the recruitment of health professionals, as well as the Shared Services Centre iLumens.

2. Increased cooperation between teaching staff has led to the restructuring of the Masters offer (there are now only two overlapping Masters specialisms at USPC), with many co-accredited Masters. Thanks to our Labex and our IDEFIs, new specialisms have also been created - two Labex SEAM specialisms, a Labex Inflammex specialism, and the AIIRE degree linked to the IDEFI IIFR.
3. A targeted policy of internationalisation of our curricula has been undertaken at Masters level in synergy with our doctoral policy, through the MIEM and MIREs programmes (mobility grants for incoming and outgoing international Masters students). These programmes have helped enhance the international mobility of USPC students significantly.
4. For prospective undergraduate students, USPC has largely consolidated its teaching offer that is now presented in a more legible way. Our IDEX framework has helped implement a specific strategy to facilitate the advancement of secondary school pupils to higher education and foster the success of students who need specific support as well as those with high potential (total of €3M committed):

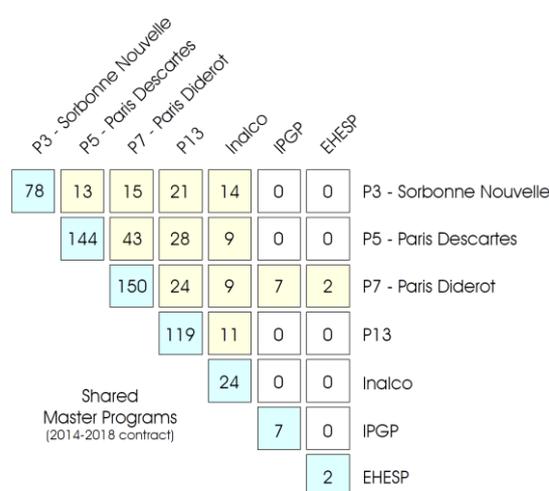
- *Choice of courses, refresher courses and undergraduate success*: 38 projects to combat failure at undergraduate level have been implemented since September 2015;
- *Creating cross-disciplinary undergraduate degrees*: 12 projects were selected to establish dual-honours within existing programmes, particularly in cross-disciplinary areas (Hebrew/Arabic, Languages and Humanities and Earth Sciences; Health Sciences and Law/Business/Economics).

To illustrate the new curricula, we have provided the co-accreditation template for Masters degree specialisms below (order of the columns and rows: Université Sorbonne Nouvelle, Université Paris Descartes, Université Paris Diderot, Université Paris Nord 13, Inalco, IPGP, EHESP). Sciences Po does not issue Masters degrees.

**Alter-PACES and iLumens**

To diversify the profile of health students, Alter-PACES offers an alternative to the current PACES system by opening health studies up to undergraduate students who excel in their studies. These students can enter the second year of medicine, dentistry, pharmacy and midwifery, after taking two or three additional courses units in Life Sciences and Medicine.

iLumens is a simulation-based medical teaching platform, perfecting learning in fundamental areas. Thanks to a real-life setting and high-fidelity manikins, medical students are able to learn the essential multifaceted components of health professions in a safe environment. iLumens was designed to train students and health professionals around the world, and has raised private funding amounting to €786k (from Dassault Systems, LFP, Ferring, CNP assurances, Société Générale and Philipps Health Care).



**How to read this chart:** There are 150 Masters specialisms at Paris Diderot, 15 of which are co-accredited with Sorbonne Nouvelle, 43 with Paris Descartes, 24 with Paris 13, 9 with Inalco, 7 with IPGP and 2 with EHESP). Co-accreditations may involve three institutions or more, which is why the number of co-accreditations is greater than the number of Masters specialisms. For EHESP, these are the courses offered in Ile-de-France.

	Themes	Number of researchers concerned	Number of students concerned	Funds allocated
Specific investment of the IDEX in research	Interdisciplinary Programmes	550		4 M€
Specific investment of the IDEX in research	Research projects	490		18,6 M€
Specific investment of the IDEX in research	Research platforms	650		3 M€
Specific investment of the IDEX in research	PhD grants (international and transdisciplinary)	100		10,2 M€
Specific investment of the IDEX in research	USPC chairs	20		5,5 M€
Specific investment of the IDEX in research	Information system	5000		0,9M€
Specific investment of the IDEX in training	Incoming and outgoing grants		600	7 M€
Specific investment of the IDEX in training	"Bachelor" action	361	17000	3,3 M€
Specific investment of the IDEX in training	Innovation in teaching	1000	5400	6 M€
Joint IDEX/IDEX partner investments				
Joint IDEX/Labex investments				
Joint IDEX/IDEFI investments				
Joint IDEX/other PIA project investments				

PIA1 projects	Key structural impacts	Synergies with the partners external to the Initiative	Other contributions of the project to the Initiative	Any enhancement of the project potential by the Initiative
Labex Who Am I?	The Labex helps structure collaboration: 1/3d of its funded projects mobilize teams from both Paris Descartes and Paris Diderot.		The Labex has provided continuing training to PhD students to enable cross-disciplinary mobility.	The IDEX Europe Research Network has helped several Labex members write up a successful ERC proposal.
Labex SEAM	SEAM has proved remarkably attractive, attracting more than 30 junior or senior academics on full-time positions within its member units	SEAM has gained support from IDF-Innov TTO for two new promising start-ups		The IDEX and the Labex have cofounded new platform resources, mostly in high-pressure equipment and electronic microscopy
Labex ImmunoOnco		ImmunoOnco informs and provides scientific guidance to the PACRI project gathering all cancer-specialised centres in the Paris region. It is at the heart of a strong industry tech transfer network.	ImmunoOnco has been especially active in tech transfer, resulting in 10 patents filed over 4 years as well as a Stage-II clinical trial.	
Labex ICCA		ICCA has set up a strong network of parapublic or private partners in creation industries (HadoPi, Touscoprod, Gobuz) and is positioned as counselor to the Ministry of Culture.	ICCA fostered an innovative transnational ANR project with HEC Montreal, the Campus Condorcet and private companies.	
Labex UnivEarthS	Among other inputs, the Labex has provided vital input and resources to the new USPC computing platform. It has been active in the SET cluster in defining future data science initiatives.		UnivEarthS has created a new interdisciplinary Doctoral School (STEP-UP), diversifying our PhD offer.	UnivEarthS has benefited from two early Chairs of Excellence (Smoot, Moynier) and three long-term invitations, strengthening its international position.
Labex EFL	EFL has federated an up-to-now very fractured linguistics community across practically all USPC		The Labex has had a strong impact on the restructuring of the Masters offer in	EFL benefitted from three international scholarships out of 28 and 2 cross-

	institutions, paving the way for an upcoming reconstruction of the doctoral apparatus (next five-year strategic plan)		linguistics and language acquisition.	culture PhD scholarships out of 10, reinforcing its perimeter.
Labex Inflamex		The Labex has launched two new start-ups and been active in fundraising from public and private sources (10M€ over 4 years).	Inflamex has created a new Masters specialty on Inflammation.	The São Paulo overseas office has enabled the Labex to create strong collaborations with Brazilian researchers.
Labex LIEPP	The LIEPP Labex has been instrumental in setting up a tenure track policy for USPC, hiring 6 junior researchers from France and abroad.			LIEPP has received significant support from the Research calls for projects (6 projects out of 146 across all disciplines).
Labex GR-Ex		GR-Ex covers all of France's red cell research community into a single programme with USPC at their centre, including national reference centres and government bodies (EFS, INTS).	GR-Ex has been instrumental in formalising the links with USP (São Paulo) and was a key actor of the September 2015 joint seminar.	
Idefi IIFR	IIFR has structured a new Masters specialty (AIRE) and a new Bachelor's degree (Living Frontiers)	IIFR has attracted a 99M€ grant from the Bettencourt-Schueller foundation to become a world-leading innovation ecosystem in training.		The IDEX has provided IIFR with support, especially through PhD scholarships out of the Strategic Plan positions and the cross-culture programme but also through the Research call for projects.
Idefi FORCCAST	FORCCAST informs the USPC teaching innovation policy, notably regarding non-academic and low-degree audiences.	FORCCAST contributes to USPC's links with secondary education through its numerous activities in high schools.		

**Are these strategic lines embodied by a specific structure (e.g. collegium, departments, institutes, schools, etc.)?**

The specific intermediary structures are: the Academic Clusters, Interdisciplinary Institutes (initiated by Interdisciplinary Programmes) and the Shared Services Centres.

The Academic Clusters have a role in structuring our IDEX as well as USPC itself. By focusing on the various aspects of our strategies (research, teaching & learning, international, platforms, transfer, human resources), they are responsible for increasing integration between the institutions on these various levels and fostering the emergence of new projects.

The Interdisciplinary Institutes are not yet in place. As indicated above, they will be created in 2017 following an evaluation in 2016 of the Interdisciplinary Programmes launched in 2014. A USPC Public Health Institute, bringing together the proficiencies in this area (from the Humanities, Social Sciences and Medicine) in both research, education (Masters, doctorate, etc.) and expertise, will be launched in autumn 2016 (see appendix 1).

A Medical Collegium has been set up (see appendix 1). It groups together the management teams of the three medical faculties and is working to develop collaborations in all fields, especially around USPC-led projects (AlterPaces, iLumens).

Shared Services Centres have been set up (four to date) to provide operational organization/structures for USPC initiatives.

**What competences are exercised by these new entities?**

The powers of the Academic Clusters (already partially in effect) are as follows:

- Participating in the decision-making process over an increasing share of IDEX funding;
- Being a force for integration (changes in course offer, new lines of research, areas of cooperation with strategic partner universities, etc.);
- Providing input on the profiles for job vacancies in the institutions.

Stemming from the fact that they are IDEX-driven mechanisms, Academic Clusters will increasingly play a major integrative role.

Interdisciplinary Programmes receive funds from our IDEX endowment. They are free to use these funds for the actions that they decide upon. They are directly connected to USPC, not to a particular HEI. The transformation of some of those programmes into Institutes will have one major consequence: it will increase their budget significantly and extend their freedom of action (via an *ex-post* instead of an *ex-ante* reporting), as well as their sustainability over a longer period of time (6 years, renewable).

#### 1.5.4) Policy for transfer to industry

**What are the main successes of the IDEX policy for transfer to industry?**

Our HEIs have made progress in terms of experience of technology transfer to industry. In this area, where much remains to be done, and where the specifics of USPC come into play, the strategy deployed over the last three years rests mainly on the three following aspects:

- Firstly, to increase the awareness of academics as to the importance of transfer technology and ensure support for this initiative through training programs co-organised with IDF Innov TTO (2014). This awareness-raising initiative has been extended to USPC students (see below section 1.5.5)

- In the autumn 2015, we initiated, together with IDF Innov TTO, a project mapping the scientific and technological scope likely to create value, through platforms and expertise that will help construct services to industry.
- Finally, we decided to make IDF Innov TTO, our sole impact acceleration centre, with the dual aim of reinforcing the stability of PIA tools and reducing the fragmentation of structures between our HEIs, as recommended in the Guillaume Report (2007).

The results obtained fall short of our potential, yet they are clearly improving, as our IDEX metrics show, and are already helping us capitalise on some success stories: the contribution of €2M from Sanofi to the Virchow-Villermé Centre; the setting up of an Alexion Pharmaceuticals R&D Centre (ranked 3<sup>rd</sup> in the Forbes 2015 ranking of "The World's Most Innovative Companies") within the IHU Imagine (*Institut Hospitalo-Universitaire* – University Hospital Institute), the first of its kind outside of the USA; and a ten-year €99M support fund from the Fondation Bettencourt-Schueller for the Centre for Research and Interdisciplinarity.

Designation	Réseau Fibré Métrologique à Vocation Européenne - REFIMEVE			
Socio-economic sector	Télécommunication/ fibre optique / Time Metrology			
Research themes involved	Infrastructure project transferring ultra-precise time and frequency references by the RENATER network to a set of labs across France, with a possible extension to Europe			
Names of the partners within this sector	Paris 13 (PI Partner), CNRS (UMR7538), RENATER, SYRTE (Paris Observatory), CNES + 16 other CNRS labs localized various regions in France.			
Form (framework agreement, contract, etc.) and nature of the contribution obtained (payments in €, provision of human resources, equipment sharing, sponsorship, skills-based sponsorships, etc.)	Consortium of three French firms: Muquans, Syrlinks and Keopsys. Technology transfer agreements have been signed with Muquans and Keopsys for an amount of 24 k€ + 5% of royalties on the sold equipments for a period of 10 years			
Flagship result or achievement obtained thanks to the IDEX	REFIMEVE+ is an EQUIPEX funded by 6.7M€ for 8 years. Within this program, the first laser frequency comparison has been performed between SYRTE (Paris) and PTB (Braunschweig) through and optical fiber link of 1500 km. The accuracy of this worldwide première is about 10 to the power -17.			
Funding (including IP [Intellectual Property] revenues) received from companies under these collaborations	2012	2013	2014	2015
	See above			
Other funding received from external partners on the project (ANR, Europe, etc.)	Ile-de-France and Franche-Comté Regions, ANR, EURAMET (H2020) for an approximate total of 700 k€			

Designation	Square Predict
Socio-economic sector	Insurance
Research themes involved	Fusion of open and insurance-derived big data, with data quality (including semantic, uncertainty, inconsistency, privacy), big data analysis and big data visualization.

Names of the partners within this sector	Private Project coordinator: Arrow financial consulting Industrial partners: Deltametric, Digital& Ethics Academic partners: University Paris Descartes (LIPADE laboratory), University Paris 13 (LIPN laboratory), School of engineer (EiSTI)			
Form (framework agreement, contract, etc.) and nature of the contribution obtained (payments in €, provision of human resources, equipment sharing, sponsorship, skills-based sponsorships, etc.)	A public/private sector consortium was created after being awarded financial support in response to the second Big Data call (PIA 1). Human resources: 3 post docs, 3 doctoral students, 4 engineers, Equipment sharing: big data platform shared with the USPC Interdisciplinary Program, accessible to many sectors including insurance companies and health sector/hospital. Partners investment: Private Arrow Financial: 1. 4M€ Deltametric: 165 k€ Digital&Ethics: 120 k€ LIPN (University Paris 13): 595 k€ LIPADE (University Paris Descartes): 595 k€ EISTI (IQuartz laboratory): 300 k€			
Flagship result or achievement obtained thanks to the IDEX	Big Data Team of the Interdisciplinary USPC Program « Imageries du vivant »			
Funding (including IP [Intellectual Property] revenues) received from companies under these collaborations	2012	2013	2014	2015
	Ongoing talks with IDF Innov TTO			
Other funding received from external partners on the project (ANR, Europe, etc.)	Program supported by Bpifrance			

Designation	Lytid, next generation terahertz sources and applications			
Socio-economic sector	Industry			
Research themes involved	Terahertz quantum cascade laser technology			
Names of the partners within this sector	MPQ lab, Université Paris Diderot, Labex SEAM, SATT IdF Innov			
Form (framework agreement, contract, etc.) and nature of the contribution obtained (payments in €, provision of human resources, equipment sharing, sponsorship, skills-based sponsorships, etc.)	Co-funded maturation project from Labex SEAM and SATT IdF Innov (120k€) Agreement signed between Lytid and Paris Diderot University. (Lab and office 8m2) AIMA Laboratoire (25k€) Bpifrance. (HR, equipment sharing) I-LAB 2015 Awards category "émergence" (Bpifrance and French Ministry for Research) Prism Awards 2016 finalist for TeraCascade in the "Scientific Laser" category			
Flagship result or achievement obtained thanks to the IDEX	- Technological transfer - Start up creation - First product: TeraCascade, September 2015, compact, user-friendly and powerful terahertz laser source of great use to both researchers and industrials			
Funding (including IP [Intellectual Property] revenues) received from companies under these collaborations	2012	2013	2014	2015
	None yet			
Other funding received from external partners on the project (ANR, Europe, etc.)	Agoranov, French public incubator (counseling)			

Designation	NF-kB research: Breast cancer, new biomarker for identification of the most aggressive tumors
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Socio-economic sector	Diagnosis and Research			
Research themes involved	Oncology, Breast cancer, metastasis			
Names of the partners within this sector	Université Paris Descartes, Laboratory NF-kappaB, Diferentiation and Cancer, INSERM U 1016, CNRS UMR 8104, Institut Cochin/ EA7324 Université Paris Descartes CliniSciences IDF Innov TTO			
Form (framework agreement, contract, etc.) and nature of the contribution obtained (payments in €, provision of human resources, equipment sharing, sponsorship, skills-based sponsorships, etc.)	Exclusive licence agreement Development of the project in Europe and the United States financed by IDF Innov TTO to Clinisciences: 45 000 € Funding by Clinisciences: 60 000 €			
Flagship result or achievement obtained thanks to the IDEX	Research and technological transfer with the IDF Innov TTO			
Funding (including IP [Intellectual Property] revenues) received from companies under these collaborations	2012	2013	2014	2015
	Funding received from the exclusive licence in 2015: 16 650 €			
Other funding received from external partners on the project (ANR, Europe, etc.)	None			

Designation	CRI – Center for Interdisciplinary Research			
Socio-economic sector	Health and Life Sciences, Citizen Science			
Research themes involved	Interdisciplinary sciences			
Names of the partners within this sector	Université Paris Descartes, Université Paris Diderot, Fondation Bettencourt Schueller			
Form (framework agreement, contract, etc.) and nature of the contribution obtained (payments in €, provision of human resources, equipment sharing, sponsorship, skills-based sponsorships, etc.)	7 M€/year for the next 10 yrs + 28 M€ for a real estate project dedicated to the CRI development			
Flagship result or achievement obtained thanks to the IDEX	The CRI is an ecosystem for promising students and an incubator for several projects, some of which are already underway, such as the AIRE Masters degree, the new Bachelor's degree on Living Frontiers, a new MOOC Factory or the Leadership programme on "Teaching through Research".			
Funding (including IP [Intellectual Property] revenues) received from companies under these collaborations	2012	2013	2014	2015
	See above			
Other funding received from external partners on the project (ANR, Europe, etc.)	None			

Share of these three partnerships in the funding received from companies out of all the IDEX project actions (as a %)	As IDEX project actions, the Labex and Idefi programmes have raised 12,1M€ (not accounting for the Bettencourt funding). Private funds across USPC are largely raised by teams and individuals very active in the IDEX (see specific indicators for full amount).
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**What relations are established with the SATT (society for accelerating technology transfer)? For what results?**

Although the contours of IDF Innov TTO extend beyond the scope of USPC, we have chosen to rely fully on this tool to promote our knowledge exchange and technology transfer policy. USPC successively contributed to reinforcing the *affectio societatis* of IDF Innov (2013), signed a management agreement (2014) to implement the USPC/ANR agreement on the services financed by the *Fonds National de Valorisation* (FNV - national fund for the promotion of research) and prepared a joint action plan (2015) based on the common ambition that "IDF Innov TTO be USPC's unique promotional body up to 2020".

The resulting action plan comprises:

- a service-offering component: the unification of the TTO's services with our HEIs';
- a project component: the mapping of expertise and platforms with a view to nurturing the interface with the business world;
- an organizational component, with the gradual deployment of a Shared Services Centre in charge of impact acceleration.

Since the creation of IDF Innov TTO, 188 invention disclosures have been analyzed, leading to the filing of 92 intellectual property titles, including 15 copyrights, for a total financial investment of €0.97M. 55 maturation projects (34 ongoing) have been supported for a total amount of €9.7M. 8 start-ups are being created in connection with these maturation projects, which have been the subject of five licenses, while 29 others are under negotiation or being canvassed.

**What areas are excluded from the SATT's scope of cooperation? How are these exclusions justified?** None

### 1.5.5) Student life and life on the Campus

Student partnership is fundamental to our community vision and we aim to make USPC France's foremost university community for *student experience*<sup>5</sup>. We tailor student-facing services to meet the needs of individuals and foster student engagement, student enterprise and international experience.

Through extensive student surveys, we guarantee students the opportunity to be heard by our HEI managers. Beyond student voice, however, we see our students as partners in the university experience and we openly engage with the challenge of closing the feedback loop. Our student partnership policy allows us to define pedagogies that go beyond innovation and are student-responsive, and to develop employability strategies that go beyond curricular process and guarantee transferability.

Campus life at USPC offers the whole of our community, students and staff alike, the possibility of engaging through a variety of sporting and cultural activities. The strategy is simple: improve staff working conditions and we will improve the overall student experience. At USPC we are also permanently working with local authorities to improve health, accommodation, catering and transport services for all of our students and staff.

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<sup>5</sup> "Internationally, institutions have adopted the term student experience as a phrase that encompasses not only the academic aspects of teaching, learning and curriculum but also student lifestyle and extracurricular activities, academic advice, support and mentoring, and work experiences" (Purdue University, Pillars supporting the total student experience, 2004).

*Student surveys:* USPC has created an office for campus life. We have instigated recurrent and permanent quantitative and qualitative surveys into the student and staff experience. USPC is the first university in France to undertake such research and we are working closely with student unions and societies in implementing the findings.

*Fostering student engagement:* a 150,000 euro annual student initiative fund allows individual students or student societies wishing to initiate a USPC-wide project to apply for a development grant. The number of projects including students from at least two of our HEIs has grown exponentially since 2012.

*Student housing:* worth 1 million euros, the USPC-Crous de Paris agreement grants access to 1,200 self-contained student flats in the 12<sup>th</sup> and 13<sup>th</sup> districts of Paris. Over the next ten years, the Crous de Paris will reserve 120 flats per year. We also provide 30 flats per year to our brightest PhD students through a private tenancy scheme.

*USPC Sports Association:* open to our 120,000 student strong community, 10,300 academics and 5,500 staff making it the biggest HEI sports associations in France. In 2013 and 2014 USPC won the HEI championship in athletics (*Challenge du Monde des Grandes Ecoles et Universités*).

### Student enterprise

The University incubator Sorbonne Paris Cité provides our students with a unique university environment for entrepreneurial risk-taking. Our coworking campuses across Paris (winner of the City of Paris coworking call for interest 2015) provide precious office space; our partnerships with local and global businesses provide valuable professional guidance. The UiSPC centre for entrepreneurship and innovation, PEPITE Créaj-IDF, offers help and support throughout a student's entrepreneurial journey, from flexible timetables to our graduate diploma in entrepreneurship. Whether our students are creating their own jobs or acquiring forward-thinking work experience, UiSPC acts as an enabler. Over 3,400 students have attended student enterprise workshops organized by USPC in collaboration with our professional partners.

### 1.5.6) Culture, Science and Society

Our ambition is to position USPC as a renowned socio-cultural agent, and this was mentioned explicitly in the Interdisciplinary Programmes call for projects. This dimension was not an initial priority in the first phase of our IDEX in which we have largely:

- Funded conferences on major societal issues (abused children in 2014, refugees in 2015)
- Established new partnerships with younger audiences (the *Arbre des Connaissances* not-for-profit organisation, the *Savanturiers* programme carried by the IIFR Idefi) or medical patients (linked with the eponymous INSERM mission).
- Spotlighted the notion of expertise with project leaders (Labex symposium in March 2015)

### 1.5.7) Construction of the identity

Our short history is defined by an interdisciplinary approach to excellence and innovation in academic practice and research. We are committed to connecting globally with the world at large as well as with our community of students, academics and administrative staff. USPC is above all a network of people *cum-munus* sharing common values which is why we have created an Office for Campus Life Research which allows us to engage with our community as partners.

The construction of the USPC identity has been carried out primarily through the development of our initiatives, helping to demonstrate the value of what we do or help to do. Examples of such actions, demonstrating USPC's core values, have been given throughout this document. In order to raise awareness of our achievements, we have deeply altered our communication strategies.

To build a recognisable academic identity nationally and internationally, we have created a corporate identity, dropping altogether such tourist symbols as the Eiffel Tower and adopting the more legible and durable codes used by our international partners. The new USPC website (December 2015) has been developed to showcase all of our initiatives and projects. Its new landing page includes a collaborative news feed allowing for contributions from USPC stakeholders within member institutions.

The site is international in scope with English and Spanish versions as well as landing pages in 10 other languages.

We have also changed the editorial line of the USPC newsletter by introducing more subjects that closely concern stakeholders in terms of their research, teaching & learning activities and campus life. It is now distributed monthly to over 15,000 readers.

Furthermore, we make preparatory documents (minutes of meetings) and decisions (Board documents) available online in accordance with the transparency standards of good academic governance.

#### **Gender Studies and Equality at USPC**

USPC has set up a gender equality network, bringing together the initiatives undertaken by ComUE universities, institutions and research organizations. Various initiatives have come out of the organization of this network: in March 2015 an international symposium on the careers of women in academia was organized; "La Cité du genre" was launched bringing together research and studies into gender at USPC; a three-month visiting fellowship on the subject of gender and gender equality was set up; and finally a shared HEI members mechanism was put into place to prevent and combat sexual harassment. In 2016, USPC together with CNRS will hold the 9th European Conference on Gender Equality in Higher Education.

***For all the students enrolled in courses developed or promoted thanks to the IDEX funding,***

- ***does or will (specify the time frame) enrolment take place in the "Target University"?***
- ***does or will enrolment take place jointly in one of the member establishments of the "Target University"?***

All students are registered at one of our HEIs that is responsible for organising (or co-organising) that specific programme. All students from our HEIs are also USPC students. This applies to all curricula, both those funded by our IDEX endowment and all other programmes.

- ***how is the feeling of belonging to the "Target University" developed?***

In 2015, we issued a new single multiservice student ID card. One side of the card has a common visual identity whilst the other is specific to each HEI.

In March 2016, we shall organise the first USPC PhD Graduation Ceremony, consistent with the fact that since January 2015, all PhDs are awarded by USPC.

Beyond these important emblematic actions, we must also underline two USPC initiatives to promote:

- Student engagement. USPC was the first university in France to be approved by the national office for Voluntary Community Service, the Agence du Service Civique. We recruit volunteers (*services civiques*) in such areas as the promotion of culture, support for international students, support for persons with a disability, etc. The USPC Student Volunteer Awards celebrate the work done by student volunteers across the Greater Paris area;

- Arts & Culture. USPC will create an online ticket office (2016) for the USPC community as a whole. We currently sell over 1500 of tickets per year across 10 of Paris's major venues<sup>6</sup>. USPC has also developed exclusive partnerships with France's major national festivals.

***What is or will be (specify the time frame) the formal link between the "Target University" and the researchers and the lecturer-researchers recruited thanks to the IDEX funding?***

Researchers recruited through with our IDEX endowment were not intended to constitute a special category attached to USPC by a specific formal link. USPC is committed to establishing links with all academics and administrative staff regardless of the method of financing their activities or their salaries.

***Indicate how, thanks to this identity, the "Target University" does or will (specify the time frame) simplify interfacing with the socio-economic world and become its point of contact.***

As we noted above, this simplified interfacing will take place through IDF Innov TTO.

### 1.5.8) International visibility

The international initiatives led through the IDEX framework have greatly implicated our HEIs. Many examples of this international leverage are provided in this report and their all-inclusive transformative drive are showcased by our Chairs of Excellence and long-term visiting fellowships, our programs for attracting young doctoral researchers and postdocs, our international Masters programs, and our mobility programmes for administrative staff.

Extending this dynamic and anchoring it in the long term led us to sign cooperation agreements with several major universities: with the National University of Singapore, the University of São Paulo, the University of Buenos Aires, the Argentine Inter-University Council, the University of Montreal and the University of Sydney. These agreements have been accompanied by the opening of overseas offices in Buenos Aires and São Paulo, with the opening of the Singapore office scheduled for January 2016. These overseas offices are responsible for structuring medium and long-term research and teaching & learning activities. Several calls for project proposals have helped support teams working in collaboration with universities in Singapore, Brazil and Argentina. The projects our IDEX endowment fund range across all the major disciplines and do indeed meet the societal themes and issues identified with our partners. For example, the USPC-USP joint seminar held in São Paulo in September 2015 was organized around four wide-ranging themes (earth policies, energies of the future, bioinformatics and gender - often related to

Prateek Garg, a student on the AIV (Approches interdisciplinaires du vivant - Life Sciences, interdisciplinary approaches) Masters, was awarded a MIEM grant. With an undergraduate degree in Life Sciences in India, he was then appointed to one of the best computational development laboratories (Prof. Adami, Michigan State University), where he completed a 6-month research internship. Rather than continue his studies in the United States, he decided to register on the cross-disciplinary Life Sciences Masters programme at USPC, attracted by the interdisciplinary aspects of the research on this program. Prateek Garg has excelled both in his academic work and on his internship. In the summer of 2015, he led the USPC Paris Bettencourt team in the MIT "International Genetically Engineered Machines" (IGEM) competition. The team's efforts were rewarded with second place in the Nutrition section of the competition.

<sup>6</sup> Athénée Théâtre Louis-Jouvet, Centre national de la Danse, Comédie-Française/Théâtre du Vieux-Colombier/Studio-Théâtre, La Gaité Lyrique, La Villette, Le Centquatre, MC93, Théâtre de la cité International, Théâtre de la Ville/Théâtre des Abbesses, Théâtre du Rond-Point, Théâtre National de Chaillot.

our Interdisciplinary Programmes) as well as haematology (in close collaboration with the Labex GRex).

Two other examples illustrate how we pursue this international strategy in different geographical areas and the dynamic role that it plays in the long term to promote the visibility and excellence of USPC:

- establishment of collaborative arrangements with emerging countries, such as setting up the Kazakhstan Sorbonne Institute, an innovative mechanism with joint courses in French with Abai University in Almaty;
- in the field of public health, the Villermé-Virchow Centre (CVV) was developed through a partnership between USPC and the Charité Hospital (Berlin). CVV's originality lies both in the fact that it positions itself from a cross-disciplinary perspective (participation in the World Health Summit) on public health issues and in its activity as a producer of online courses, including MOOCs (a project presented by CVV has just been selected as one of 12 French IDEFI-N winners).

#### The USPC / NUS agreement

A framework agreement was signed in February 2015 with the NUS. The collaboration took the form of joint co-funded calls for project proposals covering initiatives in the areas of education, research, PhD student mobility and knowledge exchange (for a total of €830k, including about €500k contributed by USPC).

As a result of this already fruitful partnership, 2 high-level research projects have emerged: the first one, led by Professors Alexandre Mebazaa (Paris Diderot) and Arthur Richards (NUS), deals with biomarkers and with epidemiology of acute heart failure using data sets from both France and Singapore. The two PIs have already co-authored the most recent recommendations on the management of heart failure in intensive care medicine: "Acute Heart Failure and Cardiogenic Shock: A Multidisciplinary Practical Guidance, *Intensive Care Medicine* (Sept. 2015): 1-17. They have included the top experts on heart failure management from more than 15 countries. They will also extend their research to other continents with different phenotypes (Australia, North and South America and Africa).

The second project, entitled "NUS-USPC Exchange Program for Entrepreneurs & Start-ups" aims to bring together the Singapore and Paris startup ecosystems: start-ups incubated within USPC and the NUS can visit the partner institution to explore and seize opportunities in these two very dynamic cities for entrepreneurship.

The development of this strategic partnership will continue with the selection of a representative to head up a USPC office in Singapore in 2016 (for a total budget of €375k, including the salary of the representative and an allocation for a new call for collaborative projects).

#### 1.5.9) Focus: remarkable achievements

Below a few examples of the successes and dynamics of our IDEX framework:

- **Pedagogic innovation to transform teaching.** More than 70,000 people have already enrolled in the English-language version of our Gravity MOOC led by Prof. Pierre Binetruy (Université Paris Diderot), in collaboration with George Smoot, winner of the Nobel Prize in Physics in 2006 (and USPC Chair of Excellence). This MOOC is supported by SAPIENS and the Labex UniverEarthS; *Pareo (Passeport pour Réussir et s'Orienter* - passport to success and finding your way), and is an experimental programme based on innovative teaching & learning: flipped classrooms, adaptive learning, memorisation of material and active blended-learning with the Activation of Vocational and Personal Development methods. It is being tested on

fifty students who have dropped out in the middle of the first semester of different undergraduate courses and who are mainly from disadvantaged backgrounds.

- **Innovation in teaching & learning and research to raise funds and inspire international practices.** The successes achieved by the projects coordinated by François Taddei, researcher in biology at Université Paris Descartes, head of the Innovative Institute for Training through research Idefi and the Center for Interdisciplinary Research (CRI) have resulted in strong international recognition (collaborations with Harvard, Tsinghua, etc.) and the decision by the Bettencourt-Schueller Foundation to support the CRI over the next 10 years for a total amount of €99M.
- **Internationalization as a driver for transformation.** The IDEX funded mobility grants for incoming international Masters students (MIEM) has had a transformative impact on 27 USPC Masters programmes. For the Master of Public Health, the proportion of international students from low- and middle-income countries grew from 33% to 48% between 2012 and 2015, and the total percentage of international students rose from 65% to 80%. The School of Public Affairs at Sciences Po has been able to draw on a three-pronged strategy to develop its Master of Public Policy (MPP): the allocation of MIEM grants, the setting up of five double degree programmes with partners of excellence from elsewhere, and a promotional campaign conducted mainly in India, China, Brazil and the United States. The results have been outstanding moving from 32 applications in the 2014 programme to 200 applications in 2015.
- **Cross-disciplinary research approaches as a driver for transformation.** One of the research themes of the *Politics of Earth* programme is to measure the correlation between environmental data and election results, for example between soil pollution and the number of votes for the National Front. This collaboration between sociologists, political scientists, geologists and ecologists can highlight links between environmental inequalities, social inequalities and electoral behaviour, thus making soil and air part of electoral sociology. Over the course of 2015, the *Politics of Earth* programme led to the publication of six books (in French and English) and 14 articles (some still under revision). It also enabled the production of many data visualisation documents (graphs and maps), and the migration of a large database of Ile-de-France data, the HyperAtlas, online. The programme has also enabled three postdocs and one PhD student to be taken on and has hosted six interns. It has contributed to debate through participation in many public events and many contributions in the media. Finally, it has helped develop several research projects funded by external financing: Shinrai (on expertise following the Fukushima disaster, funded by the IRSN (French Institute for Radiological Protection and Reactor Safety, €139,665); EDGE (on environmental diplomacy, funded by the European Commission, €337,500) and a project being developed with the World Bank on the modeling of environmental migration, pre-financed by the Alliance program for a total of \$15,000.
- **Research excellence at the heart of USPC.** Virginia Orgogozo is a biologist at the Jacques Monod Institute (Université Paris Diderot), where she established her team in 2010. Her work, developed within the Labex Who Am I?, consists of a combination of various approaches for identifying mutations responsible for evolutionary changes between *Drosophila* species and retracing evolutionary history. She obtained an ERC Starting Grant in 2013. Distinguished by the journal *Cell* as being among the "40 under 40" in 2014, she received the CNRS bronze medal and the Prix Irène Joliot Curie for "Young Woman Scientist" the same year.

The IDEX Cosmochemistry Chair was awarded to Frédéric Moynier, a brilliant young researcher who previously held a tenured professorship at Washington University in St Louis.

Thanks to this Chair of Excellence, he has been able to attract top-notch foreign students and post-docs and to build new state-of-the-art experimental facilities. He is at the core of a new cross-disciplinary group working on the origins of the solar system. Within just 24 months, he has been able to secure funding from the ERC (consolidator grant) and be elected to the Institut Universitaire de France (IUF). He has also engineered a new analytical platform (ISOTOPE) funded by USPC and which he now manages. Moreover, he has launched a new cooperative programme with several medical doctors and professors from USPC (Université Paris-Diderot/Inserm, Lariboisiere and Bichat) aimed at applying isotopic tracer techniques developed at IPGP to medical problems.

For the year 2015, Université Sorbonne Nouvelle has had the highest selection rate of ANR-funded projects of all SSH universities in France – 25% against an average of 10%. « CLUSTER93 » is an ANR-funded project through the « Joint Research-and-Industry Programme » (PRCE). Bringing together about 25 researchers from 8 HEIs, including one Canadian institution (HEC Montréal), as well as two companies specializing in digital and cultural entrepreneurship established in the Seine-Saint-Denis area (known as « le 93 »), north of Paris, its aim is to work out a new socio-economic model, initially based on comparisons with Montréal, allowing for a convergence of interests between upperground and underground actors of the sector, i.e. to find a « middle ground ». Its development has been made possible through seed money from Labex ICCA (« Cultural Industries and Artistic Creation ») and Campus Condorcet. The PI, Pr. Fabrice Rochelandet, studies digital economy and information and communication technology at Université Sorbonne Nouvelle.

Our excellence is also reflected in our significant collective strength. USPC can count among its staff, 30 members of the French Academy, one Nobel Prize laureate in Physics, one Fields medalist (Artur Avila, mathematician at Paris Diderot, 2014), one Holberg Prize awarded in 2013 to Sciences Po philosopher Bruno Latour (head of the USPC Interdisciplinary Programme *Politics of Earth* and the Idefi FORCCAST) and one Japan Prize awarded in 2015 to Alain Fischer (Professor of Immunology at Université Paris Descartes, Director of IHU Imagine). Every year, about 10-13 winners of ERC awards and many recipients of prestigious national and international awards are distinguished within USPC. In 2015, five researchers were recognized as Highly Cited Researchers in Molecular Biology and Genetics, Clinical Medicine and Mathematics.

## 2. PROJECTION INTO THE FUTURE

***With respect to the "Target University" and the major objectives that have not yet been achieved (see table in 1.4), what - if applicable - are the main milestones remaining to be crossed?***

We shall not be implementing any new institutional reforms in the coming six years.

We shall, however, be intensifying and extending integration projects (research, teaching & learning, international, campus life). Pursuing the transformative goals set under the 2012 framework, particularly in terms of international attractiveness (strategic partnerships, rankings, etc.), and drawing on our experience and initial achievements, we want to transform USPC into a global reference for innovation in teaching & learning,

Research and teaching & learning initiatives will be driven by our four Academic Clusters. The latter will be responsible for bringing to light emerging and high-risk projects, new research areas and courses, strengthening doctoral schools, the future of our various Labex and Interdisciplinary Programmes. In order to be able to do so, the Clusters will be entrusted with a significant share of the IDEX resources (between 1/3 and 1/2 of the PIA funding, excluding Labex and IDEFI

endowments until 2019). The implementation of our IDEX framework will be supported, as we have also mentioned, through the setting up of new Shared Services Centres (international, knowledge exchange and technology transfer, university business incubator, library resources and facilities, information systems, scientific infrastructures). USPC has been responsible for awarding doctorates since the beginning of 2015. Plans are now being made for Masters degrees to follow suit with the next national accreditation campaign (2019-2023).

A joint human resources policy will support our strategic actions. This will unfold as follows (from 2016-17):

- A USPC-wide allocation of about 300 doctoral contracts a year (see 1.5.2);
- The definition of an HR policy for major scientific infrastructures;
- The profiling of teaching and research positions by the Academic Clusters.

From 2018 onwards, USPC will seek to be ranked in various international league tables, viz. Leiden, ARWU, THE, QS and US News. Université Paris Descartes and Université Paris-Diderot, already included in some of these rankings, will withdraw on behalf of USPC. We should be ranked in the 40-50 bracket of the ARWU league table, taking pride in being the university with the most students in the top 100. We should note that Arizona State University, which is 90<sup>th</sup> in the ARWU league table, has almost 80,000 students and Toronto University, ranked 25<sup>th</sup> in the ARWU league table and 19<sup>th</sup> in the THE league table, has just over 70,000 students.

In order to achieve this we shall be focusing on ten specific areas over the next two years:

- 1) Strengthening the role of our four Academic Clusters to help structure USPC and assist in the definition of the expenditure programme of the IDEX endowment;
- 2) Transforming a number of the nine Interdisciplinary Programmes into Institutes, to be set up for 6 years (renewable);
- 3) Strengthening our efforts in innovative and digital teaching & learning;
- 4) Developing our initiatives in the areas of library resources & facilities, as well as scientific and technical information, in which we have a position of central importance in Ile-de-France;
- 5) Intensifying our joint policy on human resources;
- 6) Developing new or enhanced Shared Services Centres and networks;
- 7) Creating a metrics and rankings unit to improve our position in league tables;
- 8) Turning IDF Innov TTO into a joint centre for impact acceleration;
- 9) Injecting energy into campus life, furthering our contribution to making Paris the world's number one student city (QS 2014, 2015, 2016);
- 10) Signing new strategic agreements with several other universities overseas.

Nature of commitment	Description of the indicator	Target	Date of achievement
1-1- Definition of the permanent internal organisation of our Academic Clusters	Decision taken by the University Council.	Full launch of our Academic Clusters (Staff, Council, Executive Committee) in 2016	- Approval: March 2016 ; - Full launch October 2016
1-2-Global strategy for the four Academic Clusters (research, teaching & learning, international, etc.)	White paper submitted to the governing bodies of USPC	Clear proposition for 2017-2020 funding new priorities through the IDEX endowment	March 2017
1-3-Masters Programs	Define a new integrated offer of Masters degrees	Simplify the overall offer. Amplify interaction between HEIs.	2017-2018 and strengthened in our Strategic Plan 2019-2023
1-4- Research	At least 10 research		- Creation of a Shared

Infrastructure	infrastructures are managed in common at USPC level with the help of a specific Shared Services Centre (in interaction with our TTO)		Services Centre: December 2016 - Extension of new research infrastructures: 2017-2019
1-5 (and 5) Human Resources	Academic Clusters issue proposals on the use of vacant positions (professors and assistant professors). For around 10% of these vacant positions, position profiles in research and teaching & learning can be defined by the Academic Clusters.	Integration of members; operational capacity to define and support ambitious projects.	Each year, starting in April 2016 (with positions to be taken up in 2017)
2-1-Interdisciplinary research	Creation of several interdisciplinary Institutes (from the 9 Interdisciplinary Programmes)	6-year funding for successful programmes from the IDEX endowment	Decisions to be taken between 2016 and 2018
2-2-Interdisciplinary Institutes	Creation of the Institute of Public Health		Approved by University Council July 2016
3- Pedagogical innovation	Creation of the USPC "Innovative Teaching Initiative"	Foster the collaboration between Idefi (IIFR, Forccast), Sapiens, iLumens, researchers in education science or in psychology of education.	December 2016
4-Library facilities	Creation of a Shared Services Centre	Better integrated HEIs	December 2016
5- Human Resources	ca. 300 doctoral scholarships for the doctoral schools decided by USPC and its Doctoral College.	Transfer to USPC of the distribution of the main part of the doctoral scholarships (currently decided by our members).	- Starting: January 2016 - Full achievement in January 2018
6- Shared Services Centres	White paper submitted to University Council		July 2016
7-1-Indicators and International Ranking	Creation of an operational unit	Improve the visibility in various league tables	September 2016
7-2-International Ranking	Direct ranking of USPC (in at least 2 international league tables)	International Recognition of USPC as a comprehensive, unified university: formal request from USPC	2018
8-Tech transfer	Creation of a Shared Services Centre, joint with IdF Innov TTO	Amplify capacity, quality, and integration	- Proposition submitted to University Council: July 2016 - Creation of the Shared Services Centre: December 2016

10-1-International Collaboration	<ul style="list-style-type: none"> <li>- Conclude new strategic agreements with at least 4 universities</li> <li>- Extend and strengthen our actual agreements</li> </ul>	<ul style="list-style-type: none"> <li>- Complete our international network. The main targets are Australia, China, Germany and Africa</li> <li>- Evaluate the results of our current agreements, and develop them through joint cooperation in research and teaching &amp; learning (joint labs, joint diplomas, liaison offices).</li> </ul>	<ul style="list-style-type: none"> <li>- For new agreements: between 2016 and 2019</li> <li>- For current agreements: at the term of the MOU.</li> </ul>
10-2-International Affairs	Creation of a Shared Services Centre	Amplify capacity, quality, and integration	December 2016
Evaluation: Future of the Labex and Idefi	International Evaluation	Provide an independent assessment of the quality and the structural role of the Labex and Idefi	<ul style="list-style-type: none"> <li>- Talks between USPC and HCRES (High Council for Research and High Education Evaluation): February 2016</li> <li>- Evaluation: 2017</li> <li>- Decision for financing (after 2019) the Labex and Idefi: 2018</li> </ul>

With two universities holding election campaigns in 2018 and the other two in 2020, the matter of a possible merger between our four universities as already discussed in 2013, is bound to crop up again. Through our joint actions over the next three years, we shall need to make the case for several credible scenarios with or without a merger. No matter what the result of these discussions will be, we need to ensure the cohesion of all 8 HEIs without simply focusing on the matter of the universities. This serves to underline the importance of USPC's position as a robust, overarching, comprehensive, unified university.

#### ***What are the main difficulties to overcome in order to achieve this?***

The AERES pointed out in its report published in January 2014 that "this [USPC's] ambitious project remains vulnerable to this day. In contrast to the determination of management teams, support from the academic communities remains weak to say the least." Several recommendations were made centering around the idea that "the strengthening of the project through majority support is all the more essential in that the road ahead is still a long one." While maintaining that support is stronger in some HEIs than others, we do essentially share the AERES viewpoint and took it into account in the actions taken from the end of 2013 to mid-2015.

Within the eight IDEX initiatives nationally, we have the distinction of having had to reach significant political milestones: elections were held in 2014 at Université Paris Diderot, Université Sorbonne Nouvelle and Inalco, and then in 2015 at Université Paris Descartes. On each occasion, teams favourable to USPC and our IDEX were elected, and discussions moved USPC and its projects forward. As experience demonstrates, however, it is likely that an institutional community with comparable ambitions and power to those of the top 30 research universities worldwide will not take shape before our 20th anniversary<sup>7</sup>.

<sup>7</sup> The example of the Swiss Federal Institute of Technology, EPFL, confirms this diagnosis. While achievements since 2012 under the leadership of Patrick Aebischer have been impressive, it would be wrong to ignore the vision and legacy of the founder, Maurice Cosanadey, President of the school from 1963 to 1978.

***With which university (or universities) does the IDEX intend comparing itself to adjust its strategy and pursue its development trajectory?***

Three factors lie behind the success of the project developed since 2012:

- the political cohesion of our eight HEIs, allowing tighter and more effective governance notably through weekly meetings of the Board;
- the launch of projects addressing all the communities of our university, bound by excellence;
- the choice of a participatory and responsive organisational structure, consistent with a lean management style, helping us to focus the IDEX resources on projects rather than structures.

Without fully removing certain weaknesses, the development of a collaborative model has reduced their impact:

- It has made it possible to focus debate around our IDEX and its objectives, whereas project preparation conditions in 2011-12 meant that our IDEX framework was at best ignored and misunderstood and at worst unacceptable to some communities. Our HEIs are now in a position to take our IDEX strategy into account in their own development, making the transformative effects of our framework operational. Nevertheless, and this is to be expected, we are not yet where we need to be.
- The collaborative mode developed has made our institutional community more acceptable but this has come at a cost in terms of time taken to set up organisation and project management structures (Academic Clusters, Shared Services Centres, resource allocation, etc.).

We must build on joint-interest projects to further the internalisation process of our IDEX and its transformative goal. Over the next three years, this will push us to continue moving forward with an integrative model based on new opportunities:

- The arrival of the FMSH will extend the reach of our policies internationally and will further the dissemination of our research results in Humanities and Social Sciences;
- A stronger commitment on the part of national research organisations that joined the ComUE in 2014, particularly the CNRS and INSERM.

Given our strengths and weaknesses as well as our values and the approach we have undertaken, we are now able to clarify how we may make use of international comparisons. It is rewarding to be able to "compare the incomparable"<sup>8</sup>, but it is important to know how to go about doing this. Many of the governance issues that need to be resolved over the next ten years, including closer integration between our autonomous HEIs, do not exist for the research universities we could compare ourselves to. For us, the most useful benchmarks are not those at an institutional level that attempt to combine metrics relating to research, education, innovation, governance, internationalisation and strategy, but rather the detailed comparisons on specific strategies such as innovative teaching, campus life, cross-disciplinary projects, recruitment of new teams, etc., with experiments led in various universities<sup>9</sup>.

<sup>8</sup> *Comparer l'incomparable* is the title of a stimulating book by Marcel Détiéne (Seuil 2009), a former professor at EPHE and Johns Hopkins University, which reacts against the tyranny of nation-centred approaches to Social Sciences. As the title of the book indicates, he explains that nothing is incommensurable and that bold comparisons help us break free of patterns of thought and national ways of thinking that seem so "natural" that we forget to question them. He also says, however, that we must limit ourselves in scale to avoid the pitfalls of global analogies, which are often seductive but rarely rewarding.

<sup>9</sup> Foreign universities have taken their lead from USPC initiatives. Tsinghua with the Centre for Research and Interdisciplinarity, and Columbia with iLumens are cases in point.

For some of our endeavors, we follow the University of London style 'university system' model. UoL's *Aims and Objectives* for 2014-2019 (Academic Excellence, Innovative High-Quality Services, Valued and Relevant Property, A High-Performing Organisation) correspond to some of our engagements, such as, the quality of doctoral and Masters programmes, collective research infrastructures, library resources & facilities, campus life & student experience, relations with public authorities and part of our international strategy. This is demonstrated through some of the actions we have led over the past three years via our existing Shared Services Centres and this will continue to develop.

Our goal, however, is not simply to exist as a university system. We aim to be recognised as a comprehensive, unified multi-campus university. This leads us towards other comparisons and means other decisions take on their full meaning: the policy of using the common "Sorbonne Paris Cité" signature for research publications; awarding USPC doctorates; strategic international agreements established at USPC level; extending the Masters programme coordination in 2019; setting up Academic Clusters able to define and carry out a collective strategy with an impact on HR policies.

The research quality of our HEIs invites comparisons with institutions in the top 100 ARWU ranking. Universities that are close to us are highly multidisciplinary, have a large student population and are committed to providing opportunities for diverse student populations. In North America, these components are found in public universities like Toronto, Austin Texas, Ohio State or Arizona State. It is interesting to note that the last three are part of the University Innovation Office, an alliance that brings together 11 research universities as well as the California State System, "to advance the goal of graduating more diverse and low-income students". This is yet another form of collaboration, focused on a specific goal also of interest to us. The University of Toronto is a particularly interesting case: it is a large 70,000 student strong public university that is very well ranked internationally, with three campuses whose coordination poses some interesting and (at least partially) transposable challenges. The University of Toronto was formed from the merger of several institutions, and has a strong medical component, large libraries, a complex internal mechanism (member colleges, federated colleges, specialised schools, general schools, research institutions, etc.), 700 undergraduate programs, 222 graduate programs (Masters and PhD), and a particular interest in the advancement of students from all social backgrounds.

We fully engage with these hybrid comparisons – both the university system and research universities – using the IDEX as a process to address the second model more and more strongly, but without neglecting the university system logic. It is interesting to note that this hybrid model has come to light in other countries, for example in the USA (see the report, "Between Collaboration and Merger: Expanding Alliance Strategies in Higher Education," published by the TIAA-CREF Institute in November 2015).

Nevertheless, are these comparisons truly useful in "adjusting our strategy," or shaping our governance? There is reason to doubt this, given the differences in the social and economic conditions and the singularity of the overall challenges we shall be facing over the next 10 years.

### 3. OPTIONAL ASSESSMENT AND ANALYSIS

The Excellence Initiative Framework is vital for us to achieve our global ambition. If taken individually, each of the following projects presented here might have seen the light but would have encountered serious deficiencies.

Of course, our actions are to be understood comprehensively and for this our IDEX is fundamental. Beyond the necessary financial resources that come with the IDEX agreement, our framework has fuelled our desire and channelled our drive to achieve our collective aim.

In 2009, before the Excellence Initiatives had even been launched, the USPC partner HEIs had taken the decision to work together on joint collaborations. But the type of venture undertaken and the sense of our overall aspirations were changed by the IDEX. The desire to be measured against the world's best universities and the changes that this implies has been taken to a level that had not been contemplated in 2009.

Our new ambition has been driven by the PIA and the IDEX, and the tenacity and stability that we have shown in implementing our comprehensive and robust framework have been bolstered by long-term financial investment. This long-term vision has allowed us to demonstrate the flexibility required to stay true to our objectives even if this has required us to find alternate routes tailored to new contexts and new global challenges.

These past three years we have moved forward along the following four lines of direction:

- Gaining political legitimacy as an institution as demonstrated by the approval of our IDEX by the governing boards of all fourteen of our HEIs and research institutes as well as the FMSH's desire to become a USPC partner HEI;
- Gaining acceptance of our IDEX as a global excellence framework as demonstrated by the fact that all of the framework's measures as defined in 2011 have been initiated and most are now operational;
- Gaining credibility for our ventures through strict selection procedures ;
- Gaining results that positively impact the whole of our community, from academics to students to administrative staff, as well as results that foster interest from business, industry and the public sector.

These achievements guarantee a strong platform from which we can continue to build. The next 3 years shall see the development of our Academic Clusters and Shared Services Centres. This organisation concerns both USPC and our IDEX, and will enable greater integration between our HEIs. Combining both the global level of USPC and the local level of our HEIs will serve to increase the quality of both our research and teaching & learning programmes.

We shall fully reap the benefits of our strategy by 2018-2019, a decisive moment for two of our member universities – Université Paris Diderot and Université Sorbonne Nouvelle – as well as for our global ambition with the definition of our strategic plan 2019-2023.

The objectives that this new phase will hold will be largely dependent on the scope of support afforded to us by the authorities regarding resources, time and trust.

## Prizes

Prix Ernest Déchelle	Bertrand DUVILLIE	2011
Prix Mémain – Pelletier, Institut de France	Nathalie CARTIER-LECLAVE	2011
Médaille Waksman	Xavier NASSIF	2011
Prix Irène Joliot-Curie 'Jeune Femme scientifique', Institut de France	Bénédicte MENEZ	2012
Prix Lazare, Boucher-Dedieu, Institut de France	Laurence COLLEAUX	2012
Prix Applications des sciences à l'industrie, Ivan Peychès, Institut de France	Pascal RICHET	2013
Prix Leconte, Institut de France	Zoé CHATZIDAKIS	2013

Médaille Louis Pasteur	Guillaume DUMENIL	2013
Prix Victor Noury, fondation de l'Institut de France	Valérie LALLEMAND-BREITENBACH	2013
Prix Holberg	Bruno LATOUR	2013
Prix de biologie humaine et sciences médicales, Gaston-Rousseau, Institut de France	Manuel THERY	2014
Prix de biologie humaine et sciences médicales, Roy-Vaucouloux, Institut de France	Robin FAHRAEUS	2014
Médaille Fields	Artur AVILA	2014
Prix de la Fondation générale de Santé pour la recherche clinique et translationnelle, Institut de France	Jérôme LARGHERO	2014
Prix Jaffé, Institut de France (physique)	Étienne ROLLEY	2014
Prix Koenigswarter de l'Académie des Sciences Morales et Politiques, Institut de France	Jean-Louis HALPERIN	2014
Prix Mémain-Pelletier, Institut de France	Jean-Claude BARON	2014
Médaille d'argent du CNRS	Margaret MARUANI	2014
Prix de la Fondation NRJ, Institut de France	Jamel CHELLY	2014
Prix Sophie Germain	Bernhard KELLER	2014
Fondation André-Romain Prévot – Médaille Louis Pasteur, Institut de France	Erick DENAMUR	2015
Prix Dandrimont-Bénicourt, Institut de France	Renaud DENTIN	2015
Prix Dolomieu, Prix Fondé par le Bureau de recherches géologiques et minières (BRGM), Institut de France	Rolando ARMIJO	2015
Prix Étancelin, Institut de France	Jean SOULIER	2015
Prix Georges Charpak 2015	Jean-Jacques SZCZECINIARZ	2015
Japan Prize	Alain FISCHER	2015
Prix Lamonica de Cardiologie (Fondation pour la recherche biomédicale – P.C.L), Institut de France	Jean-Baptiste MICHEL	2015
Médaille d'argent du CNRS	Catherine POSTIC	2015
Prix Mémain-Pelletier, Institut de France	Valérie CORMIER-DAIRE Gilles MITHIEUX	2015

## 4. INDICATORS

### 4.1 INDICATORS COMMON TO ALL THE IDEX

cf. submission platform

## 4.2 SPECIFIC INDICATORS TO EACH IDEX

Strategic orientations	Indicators	2011 baseline	2016 target	2015 number
<b>Internationalisation and global integration</b>	1. Privileged international partnerships	0	6	9
	2. % of partnerships with TOP 100 universities	nd	25%	33%
	3. Academic semesters abroad	50	100	316
	4. Foreign students	10 %	25 %	15%
	5. International joint degrees	19	25	61
	6. International Masters degrees	19	25	41
<b>European Research Area</b>	7. ERC grants	40	60	61
	8. European funding	≈ 9,5 M€	11,4 M€	17,3 M€
<b>Leverage effect</b>	9. Lifelong training income	10 M€	15 M€	32,1 M€
	10. Private contracts	25 M€	35 M€	79 M€
	11. USPC foundations fundraising	1 M€	4 M€	4,1 M€
	12. Apprenticeship contracts	1 500	3 000	1 920
	13. Plateform outside funding	n.d	2, 5 M€	1,6 M€
<b>Tech transfer and business relations</b>	14. Patents/year	30 / yr	100 / yr	44
	15. Start-up creations/year	nd	10 /yr	11
	16. Contracts with competitiveness clusters	1	4	1
<b>Transformative effect</b>	17. Interdisciplinary Licence degrees	n.d	20 %	30%
	18. New degrees based on Labex and Idefi programmes	0	8	8
	19. Number of PhD students in Idex programmes	10 %	80 %	96%
	20. Students in innovative curricula	10 %	30 %	31,2%
	21. Academic hires on Idex projects	0	30 %	20%