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STRATEGIC PLAN FOR THE TARGET UNIVERSITY
volume 1
General presentation of the project
Strategic Plan

for the Target University (*Université-Cible*)

Volume 1 – General presentation of the project
PREAMBLE

The higher education and research institutions of Lyon and Saint-Étienne have been working for more than ten years to develop a leading academic site. Several milestones have been achieved and, in addition to the IDEX Excellence Initiative label, have culminated in an ambitious project to create a world-class, research-intensive university, providing diversified study programmes.

Within this framework, Claude Bernard Lyon 1 University (Lyon 1), Jean Moulin Lyon 3 University (Lyon 3), Jean Monnet University Saint-Étienne (Saint-Étienne) and the École normale supérieure de Lyon (ENS de Lyon) are working to develop a new public transformational institution referred to as the “Target University”, a new structure that builds on the vast potential of its founding institutions and the possibilities offered by the French Ordinance of December 2018. With its double foothold in Lyon and Saint-Étienne, the Target University will be directly under the supervision of the French Ministry of Higher Education, Research and Innovation (MESRI).

Fuelled by numerous working groups that mobilised several hundred people within the four founding institutions, this document gives a sense of the political, institutional and academic construction of the new institution. It will be submitted for approval to the governing bodies of the four founding institutions.

This document describes the project’s ambition, recalls its context and environment, establishes the organisational and operational principles of the new institution and presents its implementation trajectory. It lays the foundations for the statutes that will be presented to the governing bodies of the founding institutions with a view to creating the new structure in 2020 (it should be noted that drafting the statutes may lead to amendments for legal reasons at the instigation of the supervisory authorities and may include special provisions for the transitional period).

The approval of the text by the conseils d’administration (boards) thus constitutes the necessary formal commitment, prior to drafting the statutes of the future institution.

N.B.:
All of the roles described in the three volumes of this Strategic Plan should be taken as relating to both men and women.

The three volumes of this Strategic Plan were prepared in French and have been translated into English. In the event of any discrepancy between the French and English versions, the French text shall prevail.
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Part 1

POTENTIAL AND AMBITION
The Target University is a public transformational institution (établissement public expérimental), within the meaning of the Ordinance of December 2018, comprising Claude Bernard Lyon 1 University (Lyon 1), Jean Moulin Lyon 3 University (Lyon 3), Jean Monnet University Saint-Étienne (Saint-Étienne) and the École normale supérieure de Lyon (ENS de Lyon).

The Target University will be positioned as a research-intensive university, a melting pot for producing, transmitting and promoting knowledge. Its ambition is to be internationally, nationally and regionally recognised as a major player in the knowledge society. It will support the site’s Excellence Initiative (IDEX), an essential tool for realising this ambition, for the benefit of the institution’s students, staff and partners, as well as society as a whole.

1.1 The Purpose of the Target University

Mindful of their responsibility towards society, the institution’s governing bodies, together with their supervisory authorities, academic communities and partners, have designed their project in response to both the major challenges facing higher education and research in France and throughout the world and to the specific needs of their partners in the Lyon Saint-Étienne region.

The Target University project builds on the site’s strengths, seizing a unique transformation opportunity in response to the needs of society.

1.1.1 The higher education and research challenges in France and around the world

In our rapidly changing world, higher education institutions have an essential role to play in preparing students for their future careers and in creating and transferring knowledge that is relevant to the social issues of today. This involves adapting institutions to enable them to address developments in the global higher education and research environment:

- An increase in international competitiveness, which requires ever-increasing visibility and rigorous organisation on the part of institutions;
- Society has new expectations of universities, and they are now expected to explicitly contribute to addressing societal challenges and to participate in the economic development of their country, while also advancing knowledge;
- The organisation and content of programmes must adapt to meet the needs of a rapidly evolving world, in particular by offering students non-linear courses based on cutting-edge research results as soon as they begin their studies. Some of today’s jobs will not exist tomorrow; some of tomorrow’s jobs do not exist today. Individuals must now interact more frequently with lifelong learning over the course of their professional trajectories;
- A renewed focus on the link between the universities and grandes écoles and their region, where they act as a source of inspiration for the socio-economic

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world and a major factor in attractiveness, population flows and economic, social and cultural development. Although some of these institutions’ undertakings are developed internationally, their regional footing remains essential.

The Lyon Saint-Étienne region, with more than two million inhabitants, is the second largest urban area in France in terms of population. This implies extremely varied educational needs and a specific responsibility with respect to diversity, social mobility and gender diversity.

According to the European Innovation Scoreboard, the region is one of the most highly innovative areas in Europe. Its academic institutions must therefore be suitable partners in order to support this dynamic in the long term. Elsewhere in Europe and the world, population centres with strong economic development draw on higher education and research systems that always include at least one world-class university.

1.1.2 Exceptional potential

Together, the founding institutions contribute essential assets that make it possible to formulate an innovative response to the challenges outlined above.

Teaching

At its inception, the Target University will have nearly 100,000 students, making it a natural reference point for the region.

The Target University will offer diverse learning models (University Institute of Technology (IUT), Bachelor’s degrees, DEUST (university diploma in scientific and technical studies) and
post-baccalaureate courses forming part of longer programmes, for example) across a wide range of disciplines. It therefore possesses all of the necessary elements for rethinking and building an undergraduate programme that will meet students’ expectations and needs.

At graduate level, the Target University will draw on the recognised training courses of its founding institutions, ranging from programmes developed in close consultation with professional sectors to courses focusing on research and teaching.

Its programmes will offer students a strong international outlook, with more than 80 double degrees across five continents, including the Erasmus Mundus Master’s programme and around 60 offsite programmes in a wide variety of countries, enabling it to welcome more than 11,600 international students each year.

With its 2,900 doctoral students, the Target University will have significant potential from its inception for doctoral instruction, based on the strengths of its research laboratories.

Research

The founding institutions and their national research partner organisations together comprise the main public research actor in the Lyon Saint-Étienne region, with 3,800 faculty members working in around 100 research units across all fields of knowledge. These units have contributed to the site’s successful responses to PIA (Investments for the Future programme) calls, including: EUR, Convergence Institutes and the LabEx laboratory of excellence (https://www.universite-lyon.fr/recherche/programmes-investissements-d-avenir/), in addition to the Equipex innovation programme of excellence (RMN, IVTV, Manutech, Lili, Phénocan), the IHU University Hospital Institute groups (OPeRa, Brain and Mental Health, OFSEP), the RHU University Hospital Research projects (CirB-RNA, PERFUSE, BETPSY, DEPGYN, IDBIORIV, Marvelous), the IRT Bioaster (Technology Research Institute), the ITE SuperGrid (Institute for Energy Transition), etc.

The site is the leading partner of France’s National Centre for Scientific Research (CNRS) and of the French National Institute of Health and Medical Research (Inserm), outside the Île-de-France (Paris) region. Approximately 2,200 CNRS staff members in 77 research structures, including 57 UMRs, participate in the advancement of knowledge in all fields of study. Researchers are also involved in teaching.

The 13 Inserm units work to raise the international profile of health sciences research, with a strong focus on fundamental disciplines in many fields and top-level translational research. The links between the research units and hospital institutions (University Hospitals (CHUs) and cancer centres (CLCCs)) are an acknowledged strength of the site. The French Research Institute for Digital Sciences (Inria) also forms part of the site. Its ten project teams mainly focus on fields of application relating to the site’s key strengths such as health, telecommunications and the digital environment. In the field of transport, two joint research units are shared with the French Institute of Science and Technology for Transport, Development and Networks (Ifsttar).

With regard to health sciences, research questions concerning food quality and, more generally, environmental and ecosystem health, are shared with ten Inra units (French National Institute for Agricultural Research).
The Target University has close ties with IFPEN (IFP Énergies nouvelles – French Institute of Petroleum new energies, a public research, innovation and training organisation) as well as with the major research laboratories of key industrial groups.

Research, federated at the Target University level, will develop international visibility by using a single signature for publications, capitalising on the publishing dynamics of recent years. Once the institution has been created, the joint signature rate will automatically approach the theoretical rate of 100%, driven by a policy of incentives and active monitoring to promote research (see relevant milestone in Section 4).

References to the Université de Lyon in the publications of faculty members from the four founding institutions (in % - source: Web of Science, March 2019)

In addition to the numerous international collaborations between individual researchers and research teams, the Target University will be able to draw on several international joint research units (UMIs) and International Associated Laboratories (LIAs) for its research in partnership with the CNRS, enabling international structured research collaborations with Brazil, Canada, China and Japan.

The Target University will make internationalisation a central tenet of its development, running through its training, research and research transfer activities. It will build on the achievements of each of the founding institutions, brought together through IDEX and the International Alliance. Based on identifying strategic targets for international development in five zones (Japan, China, Canada, Brazil and Europe), this Alliance has resulted in the creation of four international centres, in a thematic approach that promotes multidisciplinarity in function of the research fields identified on the site (health, environment, engineering sciences, urban studies, etc.).

Several of the founding institutions are already listed in the major international rankings. In subjects such as mathematics, mechanical engineering, medical technology, earth sciences and physics, the Target University is at the top of the world rankings.
The Target University aims to be ranked in the top five French institutions in the various global international rankings, as well as in the subject rankings.

The Target University will be an actor in the higher education and research ecosystem, as its founding members have always been. It will participate in the community of universities and higher education institutions (ComUE) to coordinate actions and projects with other higher education and research institutions. It wishes to renew this commitment and to establish privileged relationships with its partners on joint projects.

The commitment of territorial, economic and institutional partners

This commitment is one of the site’s key assets. The Lyon Saint-Étienne site’s economic vitality makes it an ideal development location for a large research-intensive university. Particularly active sectors include green chemistry, health sciences (human and animal), the pharmaceutical industry, industries of the future, digital technologies, transport and mobility, materials, design, textiles, the environment and sustainable cities. The Target University is intent on increasing the synergy between academic and industrial research in these sectors and will also promote entrepreneurship (relying in particular on Beelys, the leading “PEPITE”, student hub for innovation, transfer and entrepreneurship, in France).

With some of the most powerful business and competitiveness clusters in France across various fields (biosciences, chemistry, digital technologies, energy, transport and plastics),
the two metropolitan areas of Lyon and Saint-Étienne jointly promote the French Tech label, which is particularly beneficial for start-ups. Innovations in all sectors are driven by recognised design, marketing and management skills.

The PULSALYS Technology Transfer Accelerator Office (SATT PULSALYS) responsible for accelerating technology transfer, the Carnot Institutes and the founding institutions’ research transfer subsidiaries play an essential role in enabling research results to be deployed in innovations and business creation projects.

The foundations
Finally, the foundations’ presence in Lyon and Saint-Étienne facilitates communication between the economic and academic worlds, through business chairs for example, and makes it possible to jointly address societal and economic issues in order to build projects and provide financial support to students. This support from the foundations contributes to the site’s positioning as a leader in terms of raising awareness and supporting entrepreneurship, as evidenced by the large numbers of companies being created.

Regional foothold
In addition to the five major campuses in Lyon and Saint-Étienne, the Target University offers an important regional network with its sites in Roanne and Bourg-en-Bresse.
1.1.3 A unique opportunity

The current context is particularly favourable for establishing a new institution:

- The actions conducted on the site over several years for the Investments for the Future programme have strengthened pedagogical and scientific collaboration between the institutions and provide essential resources for achieving the project’s goals;
- The French higher education and research system is undergoing significant change, supported by the recent Ordinance of 13 December 2018, which facilitates the hybridisation of the models used by universities and grandes écoles while developing institutions’ individual strengths;
- A national awareness of France’s structural weaknesses in terms of the organisation and results of its education system, both within primary and secondary schools and within universities, requiring us to rethink our models in the context of a more results-oriented culture;
- Support of national research organisations, which support this overall trend by developing site-level policies, regional applications of their national strategies.

1.2 Academy Ambition Reflected in Strategic Planning

The ambition of the Target University, a world-class, research-intensive university with a strong regional foothold, must be aligned with two key objectives as follows:

- Strengthening student success by meeting the expectations communicated by students, businesses, employers and society as a whole; and
- Increasing the scientific production, quality and visibility of research.

This ambition is reflected:

- In research and innovation, by developing research at the heart of disciplines and on cross-cutting issues, benefiting both academic and socio-economic environments;
- In doctoral teaching, by setting up, on an international scale, one of the French centres of excellence for supervising doctoral students;
- In teaching and education, using new undergraduate models and by hybridising university and school models to build on the strengths of different systems, promote student success, and establish degrees as benchmarks for students and employers.

The path taken to achieve this ambition is reflected in an increase in international visibility, which should be reflected in the rankings but also in the concentration and quality of international partnerships. The overall objective for the next ten years is to position the Target University among the top five research-intensive universities in France and to improve its ranking in the top 100 of the world’s leading universities, with its specific attributes ensuring that it ranks first in several fields.
The ambition to be positioned at the highest level of international research is based on support for themes for which the founding institutions are currently renowned. The aim is also to advance high-potential areas on which the Target University wishes to position itself to reach the highest level of expertise. This is the goal of a strategy that will be developed with all actors, taking the form of support and stimulus actions for priority areas. This strategy will be developed in close partnership with national research organisations (CNRS, Inserm, Inra, and Inria), in a regional version of their national strategy, with the university hospital for clinical research and with the competitiveness clusters for industrial partners. The resources obtained in the major national and international calls for projects will contribute to this ambition via a system of central control. Governance will draw on the PFRs (training and research divisions), with the aid of their deputy director in charge of research as well as the institution's top faculty members.

In several sectors, support is needed in order to maintain and develop research infrastructures, platforms and large scientific equipment, some of which can already be found on the site (P4 laboratory, joint centre of nuclear magnetic resonance (NMR), digitisation of data in the humanities and social sciences (HSS), imaging and the IN2P3 computing centre). A key focus of the Target University will be to obtain additional world-class equipment in its fields of excellence. Synergies with European research-intensive universities will be sought to contribute to a European research policy.

Internationally, the Target University is mindful of the need to give faculty members the means with which to develop scientific collaborations in the best conditions possible and is committed to promoting student mobility. This student mobility will be able to draw on the creation of the recently accredited ARQUS European University Alliance, which brings together six other European institutions, in Germany, Austria, Spain, Italy, Lithuania and Norway. From an institutional perspective, it will develop a coordinated policy focused on strategic targets (Japan, Canada, Brazil, China, Lake Geneva-Alpine region), based on the attractiveness tools detailed in Volume 2, Section 10.

These ambitions, inherent in a research-intensive university, are based on first-rate disciplinary research, which also feeds inter- and multidisciplinary themes on major scientific challenges and key societal issues, often transversal in nature. These themes, affirmed at the Target University level, will help to promote synergies between the PFRs and between training and research and will contribute to the overall strategy.

These transversal themes, based on the site’s strengths, are likely to evolve in nature and number. Those already identified are briefly presented below; other themes are expected to come to light in due course.

**Global, individual and technology-related health issues**

In the field of health, scientific and technological revolutions and advances in the understanding of systemic characteristics, both human and societal, are leading to a rapid expansion in personalised medicine. This is correlated with developments of an unprecedented scale and pace in our healthcare system, justifying close cooperation between disciplines in all their diversity. Technological developments require skills in engineering, biomaterials, biomechanics, physics, imaging and big data management. This dynamic integrates innovations in practices that reflect a growing social demand for a new
relationship between individuals and their health, and the health system in general, including risk management from a legal, philosophical, managerial and economic perspective. The Target University has strengths in all of these topics, enabling it to rapidly position itself as one of the most dynamic institutions in the health sector in Europe, in a region that includes not only global companies, but hundreds of small and medium-sized enterprises (SMEs), competitiveness clusters and medical technology clusters.

Environment and society
The pressing environmental challenges of today require a concerted effort to understand the environmental dynamics and their foundations: the complexity of interactions and feedback between nature and human societies, and the invention of practical solutions to support the necessary responsible transition. These issues require approaches where the basic sciences, environmental sciences, management and risk sciences, human sciences, the sustainable economy and environmental law must all contribute to a proactive approach to these major issues.

Three key themes will build on current strengths to develop the Target University’s contribution in this field:

- Urban studies, which question the metropolitan context and the artificialisation of regions on all levels;
- Water and river basin management, involving communities and large companies; and
- The preservation and use of biodiversity and bio-resources, including ecosystem quality/health and the production of food resources.

Digital transitions
Digital transformations affect all areas of the organisation of our societies, all professions and professional practices and have a significant impact on our lifestyles. They are also at the centre of most research programmes across a wide range of disciplines in the site’s various research laboratories, opening up many opportunities for fundamental advances, the sharing of analytical methods, data mining or applications. This transversal theme unites all digital technology research, whether related to technological developments, software or questions to be answered in the various fields of application for many societal challenges. The key areas to be developed include: digital technologies in image production and processing, the Internet of Things, digital health, and data-related ethical and legal issues.

Eco-responsible materials, energy, mobility
The design of new materials forms the basis for technological leaps and developments in a wide range of applications, from energy to transport, health and the environment. These materials are invented, designed and manufactured by integrating scientific, technological, economic, ecological and human issues at each stage of the life cycle. A global approach forms the heart of this work, in which a sober, circular economy approach is employed to address scientific challenges, respectful of raw materials, the environment and the societal impact. In these different fields of application, the chemical laboratories’ contribution is essential, as is their synergy with the local industrial fabric.
1.3 AN INNOVATIVE INSTITUTION

Like many research-intensive universities around the world, the Target University will be built around a powerful research core, with recognised teaching programmes focused on specific professional sectors. It will be structured around eight pôles de formation et de recherche (“PFRs” or training and research divisions) and two structures dedicated to undergraduate degrees: a university undergraduate school, the École universitaire de 1er cycle (EU1C), and an institute of technology, the École supérieure de technologie (EST). The model is designed to hybridise the specificities and assets of the universities and schools. It will have a strategic central governance system.

Central governance
This defines and drives the overall strategy of the Target University. It guarantees the coherence of the institution’s plans, its trajectory and the implementation of the conditions that will ensure the quality of the institution’s activities. It allocates resources, oversees the development of a multidisciplinary approach, and supports major projects and cross-cutting initiatives. It ensures a fair balance between strategic management and the principle of subsidiarity at all levels of the institution.

The eight PFRs
Eight PFRs embody the institution’s training, research and innovation activities. The PFRs stand out first of all for the clarity and coherence of their training programmes and for the scope of the research units linked to them. Their autonomy contributes to the international visibility and attractiveness of the Target University. The PFRs conduct their activities according to an objectives and resources contract (COM), which specifies the PFR’s specific project, its strategic plans, the Target University’s development objectives and the corresponding resources.

The university undergraduate school (EU1C) and the institute of technology (EST)
These two structures are dedicated to the success of undergraduate students and are responsible for the initial training and orientation of students entering higher education. Their vocation is to enable students to better orientate themselves, with training adapted to different profiles, aspirations, and personal and professional projects. These structures have dedicated objectives and resources contracts (COMs), which include the funding obtained as part of the call for new university programmes (CURSUS+ project, PIA3 Investments for the Future Programme).

The planned transformational institution is willing to adapt to the new expectations of its researchers, students and staff. Its objectives of simplification, efficiency and proximity of decision-making go hand in hand with the empowerment of every individual, in the service of a joint ambition.
1.4 VALUES AND COMMITMENTS

The founding institutions are driven by the intrinsic values of the higher education and research public sector: academic freedom and intellectual rigour, collegiality and social responsibility.

As part of an unprecedented transformation of French higher education and research, these values are reflected in gains in quality of work life for all of the institution's students and actors. These strong commitments form part of the project and the trajectory of the Target University.

1.4.1 Core values

Freedom, critical thinking and rationality

As a research-intensive university, the Target University takes on board academic requirements whose contemporary relevance is proven. The Target University will shoulder its social responsibilities and intends to contribute fully to contemporary debates: addressing the global challenges of climate change, rising inequalities and extremism, changes brought about by the development of digital technologies, health challenges. Convinced that scientific knowledge is an essential component of a free and informed public debate, the Target University intends to be a learning space for ethics and scientific culture.

Collegiality and participation

The Target University community is based on the principles of collegiality and debate, making the representation and participation of all of its staff and students a priority. This
collegiality applies to all of the Target University’s governing bodies: central bodies, bodies relating to the internal structure and the *établissement-composante* (component institution). It will open its governance to all its stakeholders, in line with international best practices.

**Openness, diversity and equality**

Convinced that a strong university is a university that strives to combat all forms of discrimination, the Target University will place diversity, and gender diversity, at the heart of its actions. The promotion of genuine equality between women and men at all levels is one of its priorities: recruitment, promotion, access to training, etc. Because diversity is a source of creativity and excellence, the Target University will be mindful to welcome students from diverse backgrounds: gender, social origin, geographical origin. The issue of disability is also a core concern for the Target University. To support individuals from all backgrounds in their path to success, specific procedures are in place within the PFRs, in particular to improve access to the highest degrees awarded.

**Sustainable development and responsibility**

The Target University will take a pioneering approach to sustainable development, a strong factor in its attractiveness to its partners, its students and also to future faculty members and administrative, technical and library staff. Through its research and teaching, the Target University will offer answers and solutions to climate change and will support the energy and ecological transition of our societies. Based on the studies and actions carried out on the site, the Target University will develop a continuous improvement process, for the benefit of students, staff and society.

Significant initiatives have already been implemented by the Target University’s institutions: joint purchasing organisation for green electricity, organisation of sustainable development days with student associations, eco-friendly awareness campaigns, recruitment of energy managers, etc.

Monitoring and evaluation of the actions performed and of the initiatives to be developed will help the Target University to obtain the “Sustainable Development in Higher Education Institutions” (DD&RS) label.

**Quality of work life at the heart of the Target University’s collective project**

Based on a strong awareness that its staff members are the key to the success of its missions, the Target University will provide a framework for meaningful work and will promote individual development. It will ensure a high degree of autonomy and responsibility in the workplace. In addition to the essential focus on occupational safety and health issues, the Target University will have the resources to excel, particularly in the fight against discrimination and in supporting its staff (see Volume 2, Section 3).
1.4.2 Commitments for all

The Target University project is designed to ensure real added value for all those who study, teach, perform research and work there.

An institution that is agile day-to-day, with clear and coherent missions
With unambiguous missions and clearly identified resources, and with the PFRs and undergraduate structures, the Target University will construct an effective framework and a more coherent learning context adapted to various different profiles. The administrative organisation will gradually be simplified to provide everyone – students, academic staff, administrative staff – with an improved service and streamlined procedures allowing them to benefit from greater availability for their core activities. The Target University will be committed to shortening decision-making circuits, simplifying procedures and applying the principle of subsidiarity whenever necessary.

Degrees recognised and valued by applying a continuous improvement approach to the quality of training programmes
A key added value of the Target University for students is the recognition of their degrees, which will lead to better job opportunities and prospects. The focus on graduate employability indicators will support the efforts of the Target University to ensure greater recognition of degrees and to adapt its training map and teaching methods. The doctorate is the flagship diploma of a research-intensive university. Doctoral students are supported to help them achieve high-quality professional integration.

A dynamic campus life
The Target University considers campus life to be an integral part of students’ university experience and informal training, contributing to their success and development. By providing significant support for student associations and initiatives, encouraging cultural and sporting activities, and developing alumni networks, the Target University will leverage its diversity to create a rich campus life in all of its locations.

Renewed organisation
The university’s academic ambition will be delivered through a renewed organisational approach. With the PFRs, the Target University will ensure that work is better valued along with the missions of the various structures working in the fields of training, research and the functioning of the institution. By adding the strengths and assets of its founding institutions, the university will gradually build the framework for a much improved operating mode.

Beyond the development of international academic relations, the Target University will encourage the internationalisation of its services and procedures, for the benefit of students and staff, in order to increase its attractiveness.

To assist its research units, the university will specifically focus on international development and, through its actions, increase visibility among the European institutions. It will promote partnership research and consolidate business relationships. The university will make available the necessary financial resources to promote its attractiveness and to support
young researchers, with an infrastructure and platform strategy adapted to its ambition and appropriate research services. Similarly, all newly recruited professors will benefit from an endowment and a reduced service for a sufficient period of time to set up their academic activity. All of these actions play a role in the university's ambition to contribute to international research at the highest level. In order to assist training activities, the decisions entrusted to the PFRs are decentralised and the teaching teams have a more flexible and responsive working environment with short decision-making circuits.

**Digital transformation**

This will be a major challenge for the Target University. It must help to build a strong digital strategy with the relevant socio-economic actors and communities, as well as a common internal vision of the university's pedagogical transformation for the direct benefit of its teacher and student communities. The Target University's founding institutions have strong skills in this field, all of which are assets to be used in promoting this ambitious strategy by drawing on innovative operational mechanisms.
Part 2

STRUCTURE OF THE TARGET UNIVERSITY
The central governance will be of a new type, permitted by the French Ordinance of December 2018. It will carry the overall strategy and identity of the brand in order to ensure overall consistency. As such, it will define general policies and common charters, ensuring harmonised operations and management within the Target University. With respect to the multiyear contract and strategic planning, it will implement strategic and management dialogues with the PFRs, formalised by multiyear objectives and resources contracts (COMs), which will be readjusted annually.

The principle of subsidiarity, which involves assigning responsibility to the level of governance most appropriate to assume it, is at the heart of the relationship between central governance and the internal structures of the Target University. It will guarantee efficient strategic management and a shared development dynamic at all levels, while respecting the autonomy of the PFRs, both in their academic fields and in the operation and management of the resources allocated to them.

2.1 CENTRAL GOVERNANCE OF THE TARGET UNIVERSITY

The Target University’s central governing bodies will be:
- The Conseil d'administration (the CA or board), a decision-making body comprising two statutory boards:
  - the university council (conseil d'établissement, CE), and
  - the strategic steering committee (conseil d'orientation stratégique, COS);
- The executive committee (COMEX), a collegial, executive and arbitration body; and
- The academic assembly, an advisory and decision-making body held in restricted form to examine issues related to individual careers.

The role of these three bodies is described in the following paragraphs. Their composition is detailed in Volume 2, Section 1.

The Target University will have a Bureau composed of the president, the vice-presidents and the president of the ENS de Lyon. This Bureau, which will meet weekly, will assist the president in the executive direction and management of the university. The director general of services will participate as a guest.

The Target University will have a central technical committee (CT), a health, safety and working conditions committee (CHSCT), a university joint commission (CPE) and a joint consultative committee for non-permanent staff (CCPANT). For the CHSCT, and in order to ensure proximity, organisation at the PFR or campus level can be introduced.

In order to strengthen the links between the établissement-composante and the governance of the Target University, the president of the Target University will be an ex officio member of the Conseil d'administration of the ENS de Lyon, an “établissement-composante” in the sense of the Ordinance, also represented on the CA and CE of the Target University.

2 The ENS établissement-composante will maintain its own governing bodies.
Stakeholders in the development of the Target University, the national research organisations (CNRS, Inserm, Inria, Inra and Ifsttar) and the CHUs will occupy a privileged place in the central governing bodies or in those of certain PFRs, and/or through their interactions with the COMEX (see Section 2.1.2).

**The president**

The president will lead the Target University through its internal boards, commissions and committees. He will be elected by the CA of the Target University, which he will chair and whose deliberations he will carry out. Beyond his statutory powers and arbitration role, the president’s missions will be to represent, develop partnerships and manage the institutional policy of the Target University. In this capacity, the president will be responsible for relations with supervisory bodies, local authorities and major academic and economic partners in France and abroad.

The president will be assisted by a student vice-president and a small team of vice-presidents chosen by the president, and which covers the following main areas: academic affairs, major programmes, internal affairs, quality and trajectory of the transformation, partnerships and international affairs.

The presidential team, the *Bureau*, and more broadly the COMEX, will have the specific mission of ensuring the necessary conditions for the success of the Target University. They will ensure the success of important stages in the project’s construction and the transformation of the Target University. To this end, the central governance will define and monitor performance criteria and indicators to ensure that the transformation trajectory is successful (see Section 4).

Section 2 of Volume 2 describes the responsibilities of the president and the presidential team in detail.
2.1.1 The *Conseil d’administration* (CA or board)

The *Conseil d’administration* is a decision-making body that comprises two statutory boards: the university council (*le conseil d’établissement*, CE) and the strategic steering committee (COS). The board and the CE will make decisions in their respective areas of competence.

The board will comprise 36 members, half of whom are elected members and half of whom are outside members. The number of members of the board will be increased by one unit when the president of the Target University is not a member in any other capacity. In the event of a tie, the president will have the casting vote.

The board will meet three or four times per year and will have decision-making authority for the following issues:

- Election of the president of the Target University;
- Adoption of amendments to the Target University’s statutes;
- Adoption of the Target University’s internal regulations;
- Approval of the institution contract;
- Approval of the recruitment campaign, budget and financial accounts;
- Approval of objectives and resources contracts (COMs) for the internal structures;
- Approval of the Target University’s annual activity report;
- Approval of association agreements with other partner institutions on the site; and
- Integration of an institution or exit of an *établissement-composante*.

**University council (conseil d’établissement, CE)**

The CE will be competent on matters concerning the general affairs of the institution. Chaired by the president of the Target University, it will be composed of 26 members, the majority of whom are elected.

**Strategic steering committee (conseil d’orientation stratégique, COS)**

The COS will provide the institution with external, independent competencies. It will give its opinion and make recommendations on the strategic planning of the Target University and its transformation trajectory. It will be composed of ten members from outside the Target University.

The CE and the COS will each meet several times a year, independently of the CA.

2.1.2 The executive committee (*comité exécutif*, COMEX)

The COMEX, chaired by the president of the Target University, is the executive body. It will comprise the president and his team, the directors of the PFRs, the director of the EU1C, the director of the Saint-Étienne campus, and the director general of services (DGS) of the Target University.
The COMEX embodies the collegial leadership of the Target University. It will implement the institution’s overall policy. It will participate in reflecting on and constructing the academic policy of the Target University and will be responsible for implementing its strategy and development trajectory. Through its opinions, it will contribute to the annual drafting of the objectives and resources contracts and to their monitoring. In this regard, it will help the president to prepare the strategic decisions proposed to the CE and Board. It may be convened in a conflict resolution procedure (see Volume 2, Section 8).

Once or twice a year, joint meetings will be organised with the highest governing bodies of the university’s partners within the framework of an extended COMEX to address subjects of high strategic importance. The meetings will primarily concern partner research organisations closely associated with the Target University (CNRS, Inserm, Inra, Inria), the university hospitals and socio-economic partners. They will offer an opportunity to work with these partners to build a joint strategy for the site based on overall academic policy, joint recruitment prospects, the development of joint projects, support for platforms, etc.

In its regular meetings, the COMEX will examine matters related to the overall activity of the Target University, in particular matters concerning interactions between the PFRs, the development of the EU1C, links between campuses and PFRs, etc. The COMEX, through its opinions, will be involved in supervising the training programmes in order to guarantee the coherence of the Target University’s global offer, in particular by limiting duplications and ensuring regional balance.

2.1.3 Academic assembly (assemblée académique)

The academic assembly’s composition will ensure that the PFRs, the EU1C and all of the disciplinary fields of the Target University are represented. It will be responsible for formulating opinions and recommendations on the university’s research and education strategy and will be responsible for forward-looking and analytical missions. It will generate ideas relating to student and campus life.

The academic assembly will be divided into three committees: the academic affairs committee (which includes the disciplinary section), the student life and campuses committee, and the committee for issues related to individual careers. It will meet at least twice a year in plenary session, when it will be chaired by the president of the Target University.
2.2 EIGHT PFRs (POLES DE FORMATION ET DE RECHERCHE)

The PFRs (training and research divisions) are constitutive structures of the Target University, grouping together unincorporated internal entities (faculties, departments, institutes, “internal schools”, groups of components) and, in the case of the Sciences and Humanities PFR, a legal entity (établissement-composante).

Within the scope of their academic competence, the PFRs’ missions will include: initial training including work-study training, lifelong learning, research training, knowledge production and dissemination, the transfer of research and innovation results, and professional integration. The PFRs will perform these missions within the framework of an overall policy and in line with strategic plans decided at the Target University level, in conjunction with the établissement-composante.

Subsidiarity allows the PFRs to be autonomous and they will be essential actors in the Target University’s overall strategy, contributing to its visibility and international attractiveness.

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THE TARGET UNIVERSITY’S EIGHT PFRs

Details of the ambitions and operations of each of the PFRs can be found in Volume 3.

**Biosciences and pharmaceutical sciences (BSP)**

This PFR will include the Lyon Biosciences training and research unit (UFR), the Institute of Pharmaceutical and Biological Sciences of the Claude Bernard Lyon 1 University and the Biology department of the Jean Monnet University Saint-Étienne.

Its scientific project combined with training at the interface of biology, biochemistry and pharmacy aims to make it a national reference centre for the “One Health” concept by 2030.

**Law**

This PFR, which will bring together the law faculties of Lyon 3 and Saint-Étienne, will be the Target University’s Law School from day one. The Law School will be multidisciplinary and will offer demanding and ambitious training and research activities on both campuses in the following key fields: law, management of health and social organisations, international relations, Francophone studies, security, defence and strategic studies.

**Education and sport**

This PFR will combine Lyon 1’s STAPS UFR and the STAPS and Educational Sciences departments of Saint-Étienne, the Académie de Lyon’s ESPÉ, and the ENS French Institute of Education (ENS-IFE), forming a group focused on teacher training and professions centred on teachers, educators and practitioners in charge of different audiences.

**Engineering**

The Engineering PFR (School of Engineering) will draw on the departments and an “internal school” of Lyon 1 university and on a faculty and an “internal school” of Saint-Étienne university to offer training covering the major fields of engineering and computing, offering multiple gateways and integrating work-study options and lifelong training. The School of Engineering will combine schools, laboratories and existing master’s degrees within the Graduate Schools (GS), whose objective will be to ensure national and
international academic recognition in certain particularly visible engineering fields where the site has significant strengths within its research laboratories.

### Management and Actuarial Sciences (MASc)

The MASc PFR will bring together two international university schools in the fields of management and actuarial sciences: the ISFA, specialising in actuarial sciences, and the iaelyon and IAE of Saint-Étienne, which will ultimately form a single management school deployed across several sites.

### Health sciences (PUSH)

The university Health Sciences PFR will be composed of the three medical UFRs: maieutics, the Faculty of Dentistry and the Institute of Rehabilitation Sciences and Techniques. The objectives of this PFR will be to manage, develop and implement the training and research strategy in the health sciences fields.

### Sciences and humanities

As the provider of the core disciplines of academic development, the Sciences and Humanities PFR will draw on the ENS de Lyon, the departments and research laboratories of the Faculty of Sciences of Lyon 1, those of the Observatory of Sciences of the Universe (“internal school” of Lyon 1), those of the Faculties of Arts and Civilisations, Languages and Philosophy of Lyon 3 and those of the University of Saint-Étienne. It will focus on the postgraduate cycles of university education.

### Sciences, Technology and Society (STS)

The PFR will bring together the IUTs of the three universities, the Lyon 3 Info-Com department and the Mechanics department of Lyon 1. It will be based on science and technology and will have strong links with the professional world. It will provide training based on an autonomous learning approach and will develop interdisciplinary technological research with a focus on innovation. The STS PFR’s students, which it will train for employment, will understand the ways in which technology interacts with man and society as a whole.

These eight PFRs, as initially constituted, may evolve during the various stages of the construction of the Target University in order to develop greater academic coherence.

### 2.2.1 Competencies and governance of the PFRs

Within the framework of the Target University’s general policies, the PFRs will have the autonomy to recruit students and staff, control curricula and degrees, manage training and research, manage the premises allocated to them, and distribute human and financial resources within their scope of activities and responsibilities.

As a result, the PFRs will manage their student enrolment, recurring resources, operating and investment funds, the payroll of the staff assigned to them and the endowments of the laboratories whose primary affiliation is to the PFR in question (see Section 2.2.3 below). These activities will be formalised in the objectives and resources contracts (COM), which the PFR will draw up in discussion with the presidency and the COMEX (see Section 2.5 below).

The PFRs will draw up and vote on their statutes, which will be approved by the CA of the Target University and, where applicable, by the CA of the établissement-composante.
The PFR director

The PFRs will be headed by a director appointed by the president of the Target University, following a call for applications and exchanges and suggestions from the PFRs. The specific provisions concerning the Sciences and humanities PFR are specified in Volume 2, Section 7.

The PFR director will be the PFR's representative within the COMEX and with the Target University's governing bodies. He will be assisted by a management team including at least one services director, a deputy director in charge of training and a deputy director in charge of research. In the Target University’s implementation phase, this management team will ensure the representation of the PFR’s constituent entities.

By delegation of the president of the Target University, the PFR director will have authority\(^3\) over any Target University staff assigned to the PFR.

The PFR’s governance will be based on a PFR board and a training and research board (CFR).

The PFR board

The board will be the representative body for the PFR’s stakeholders. It will comprise 20 to 40 members from the following categories, guaranteeing the representation of the main institutional partners, including national research organisations:

- A maximum of 55% elected members (faculty members and equivalent), from the PFR’s internal structures;
- At least 25% outside members;
- 10% to 20% students;
- 10% to 20% BIATSS staff (library, engineering, administrative, technical, social and health personnel); and
- Representatives from other PFRs, where appropriate.

It will make decisions within the scope of powers vested in it in the context of its missions. In particular, it will allocate resources.

Training and research board (conseil de formation et recherche, CFR)

The CFR's competencies relate to academic subjects. It will be made up of two commissions: the training commission and the research commission. When meeting in restricted form, the CFR will be competent on individual cases. Its work falls within the framework of a quality charter validated by the CAs of the Target University and of the ENS and a central institution procedure (see Volume 2, Section 5).

The CFR will select its representatives for the academic affairs committee and the student life and campuses committee of the academic assembly.

\(^3\) Authority (as is currently the case in the research laboratories, a unit director (DU) has administrative authority over the staff in his unit, for example), and by delegation from the employer, who ultimately has authority over staff members.
The research commission will comprise:
- 30% to 70% faculty members and equivalent personnel;
- 5% to 10% doctoral students;
- 5% to 10% BIATSS staff;
- 20% to 50% outside members; and
- Representatives from the PFR’s governance structure and potentially from other PFRs.

The training commission will comprise:
- 30% to 40% faculty members and equivalent personnel;
- 30% to 40% students;
- 10% to 15% BIATSS staff;
- 10% to 15% outside members; and
- Representatives from the PFR’s governance structure and potentially from other PFRs.

2.2.2 The Sciences and Humanities PFR: a “hybrid” PFR

The Sciences and Humanities PFR will be built by combining models and practices from the university and school systems. This PFR will draw on the ENS de Lyon, with the combined strengths of the founding universities.

The ENS de Lyon, an établissement-composante within the meaning of the Ordinance, will be fully integrated within the Target University and will participate in its general governance and in the functioning and development of its PFRs.

From 2020, the ENS will lead the PFR to which it belongs and will contribute to its academic projects. It will also contribute to structuring the PFR and will be responsible for its management using its own resources in addition to those from the university structures affiliated to the PFR. The PFR’s COM will thus include all available resources (subsidy for public service charges (SCSP), own resources).

This PFR will bring together the governing bodies of the établissement-composante and those of the PFR in a unified governance system. From a statutory perspective, the president of the ENS de Lyon will be the director of the Sciences and Humanities PFR.4

The établissement-composante will receive its SCSP directly from MESRI and will collect its own resources.

In accordance with its legal entity status, it will be responsible for the management of all of its personnel. It may manage by delegation, under certain conditions and within the limitations of regulatory possibilities, the personnel placed under its responsibility by the Target University, and vice versa.

4 Note: any person with an academic background in teaching or research may apply for the post of president of the ENS de Lyon.
The *établissement-composante* and the Target University will ensure that their administrations are well coordinated.

### 2.2.3 Research unit affiliations

The Target University will supervise or co-supervise all research units. The *établissement-composante* will co-supervise certain research units. As such, it will participate in management discussions with the various organisations.

#### Primary affiliation

Each research unit will have a primary affiliation with a PFR, which will manage it. It will receive its funding from this PFR, as part of the PFR’s COM. The primary affiliation will remain valid for the duration of a multiyear contract during which the PFR undertakes to support the research laboratory and the laboratory undertakes to comply with the PFR’s scientific policy.

#### Secondary affiliation(s)

A research laboratory may have one or more secondary affiliations to other PFR, provided that its scientific activity contributes significantly to their academic project. This secondary affiliation means that the laboratory will be eligible for the resources of the corresponding PFR(s).

Through its affiliations, the laboratory will participate in the Target University’s academic strategy. The laboratories’ initial affiliations are detailed in Volume 3, Section 9.

#### Operation

The PFR may suggest creating or terminating research structures. This proposal will be submitted to the central governing bodies with a detailed opinion: to the technical committee (TC) and the academic affairs committee for their opinion, to the Target University’s CA board for its decision, and, where applicable, to the CA of the *établissement-composante*.

Support will be formalised via the objectives and resources contract (COM, see Section 2.5 below). A management discussion will be organised annually in the affiliated PFR(s). It will bring together research laboratory management, the research managers of the relevant PFRs and, if necessary, the representatives of the other supervisory bodies. This management discussion will help to develop the COM of the PFR(s) with the governance of the Target University and, where applicable, with that of the other supervisory bodies.

The PFRs may implement common governing bodies to manage the research units falling within their common field of competence. These provisions will be specified in the PFR statutes and set out in the COMs. An assessment of the research unit’s activity at the midpoint of the five-year contract will be performed and presented to the relevant governance bodies.

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5 The supervision and co-supervision of the research units will be established on the basis of the responsibilities of the employers and hosts.
2.2.4 Assignment of staff

BIATSS personnel whose roles mainly focus on training activities will be assigned to the PFR that delivers the corresponding study programmes.

BIATSS staff whose roles are mainly dedicated to research activities will be assigned to the PFR to which their research unit is primarily affiliated. The PFR’s board will approve the profiles and the assignment of BIATSS staff to open positions in the PFR.

Initially, the assignment of faculty members to a PFR will be defined by the training structure to which they are currently assigned and the fact that this structure will join a given PFR.

In the long term, it is expected that faculty members will be assigned to the PFR delivering the study programmes, apart from undergraduate programmes, in which they perform most of their work.

By agreement with the national research organisations, researchers will carry out their activities within the PFR to which their research unit is primarily affiliated. Via the delegation of authority, staff members from the institutions assigned to a PFR will be placed under the authority of the PFR director.

The Target University will guarantee equal treatment of the files of all staff members. Each situation will be examined individually.

2.3 Doctoral Schools

As a research-intensive university, the Target University will place the quality of its doctoral training and the international recognition of the doctoral degree it awards at the heart of its policy.

All doctoral students will be enrolled at the Target University, which will collect the enrolment fees. Teaching enrolment will be carried out by the doctoral schools linked to the PFRs. Consideration should be given to the scope and coordination of the current doctoral schools, as well as their relationship with the PFRs.

A doctoral college, a common space for reflection bringing together all the doctoral schools of the Target University, will be responsible for coordinating doctoral policy. It will contribute to the recognition and enhancement of the Target University doctoral degree and will provide joint training missions for doctoral students (management of research projects, research transfer of results, ethics and scientific integrity, relations with the socio-economic world, entrepreneurship, etc.), helping them to better understand the challenges of research and to prepare for their professional integration.

The doctoral college will be headed by a director, appointed by the president.

Each doctoral school will be responsible for implementing a doctoral policy that sets high academic standards for the recruitment and financing of doctoral candidates, the supervision and monitoring of thesis work, and the support for new doctoral graduates to help them
achieve high-quality professional development in line with their ambitions, both in the academic and private sectors, in France and abroad.

2.4 AN UNDERGRADUATE PROGRAMME FOCUSED ON STUDENT SUCCESS

The organisation of the Target University will fully integrate priorities that reflect public service missions: ensuring the reception, orientation, professionalisation and success of students. The aim is to adapt undergraduate programmes to students’ previous backgrounds, academic ambitions and personal projects, combining knowledge learning with the acquisition of technical and professional skills.

It also means providing and developing the necessary transition points between the institution’s training programmes and its internal structures, in order to respond to students’ personal projects built gradually after the baccalaureate.

Within the undergraduate programme structures, this progressive and dynamic orientation of students will be achieved by organising courses into major and minor disciplines and by introducing disciplinary and temporal modularity. These modular courses will be built in connection with the existing study programmes.

THE TARGET UNIVERSITY UNDERGRADUATE PROGRAMME

2.4.1 Programmes adapted to diverse profiles

The Target University will offer diversified and personalised undergraduate training programmes, both in terms of access, content and pedagogical methods and in terms of their purpose (technological, general or specialised depending on the professional sector):

- Technological or professional programmes, such as the university diploma in technology (DUT) delivered by the University Institutes of Technology, IUTs (potentially being extended to a three-year course corresponding to 180 ECTS credits (European Credit Transfer and Accumulation System)) or professionalising degrees that can be extended to training courses accessible from the first year, adapted and tailored in size to the job market;
- General scientific courses in the Engineering PFR giving access to the various engineering specialisations offered by the PFR;
- A highly diverse range of Bachelor's degree programmes – single-discipline Bachelor's, multidisciplinary Bachelor's with major/minor options, courses that can be followed at variable rates, etc.;
- Programmes with high academic requirements: preparation for competitive exams, reinforced programmes, double degrees, advanced courses.

The programmes will benefit from the introduction of multiple transition points throughout the whole undergraduate degree. The goal is to lead students to fulfil their potential, whether this means continuing their studies for a Master's or doctoral degree or by moving into a professional career two or three years after the Baccalaureate (Bac + 2 or Bac + 3).

2.4.2 The creation of two innovative structures

The Target University will create two new structures: an institute of technology (l'École supérieure de technologie, EST) and the university undergraduate school (l'École universitaire de 1er cycle, EU1C). They will each have a specific COM.

Institute of technology (EST)

The EST is an internal structure of the Science, Technology and Society PFR (see Volume 3). It will run three-year (Bac+3) excellence professionalisation programmes with a very high integration rate. It will mainly be built on the study programmes provided by the IUTs with the aim of gradually expanding the training portfolio, in particular by offering professional diplomas over three years. The primary objective is the professional integration of students with a Bachelor's degree (Bac + 3), with the possibility of obtaining a diploma after one or two years of study (Bac + 1 or Bac + 2).

The EST will thus run two main types of training: technological training (transversal, oriented towards a group of related careers) and vocational training (specialised, oriented towards a specific career) on a restructured and expanded portfolio, in connection with the labour market. These courses will welcome students on the basis of their professional projects, motivations and specific skills. Work-study programmes will be a key pedagogical mode. The EST will have its own governance and resources and may have its own accreditation.

University undergraduate school (EU1C)

The EU1C will have a mission to welcome and guide, taking into account any remediation needs, and to train recent baccalaureate holders in a specific offer that is coordinated with the PFR Bachelor’s programmes, potentially enabling students to cross over to another programme during the three years of the EU1C course. Baccalaureate holders enrolled in the EU1C in their first year can either join, at different stages, the PFR’s Bachelor’s programmes or continue their degree programmes within the EU1C, depending on the training and degree levels available in each PFR.

The EU1C courses will offer modular, transversal and multidisciplinary degrees and training paths, but they will also propose specialised programmes allowing students to pursue their studies in connection with local and national study programmes. All Bachelor’s degree courses will be run by faculty members, who will remain assigned to the PFRs. This means
that the pedagogical teams retain the full initiative for the content, organisation and evaluation of the Bachelor’s courses.

The EU1C will be a structure within the Target University. It will be headed by a director, appointed by the president of the Target University, a member of the COMEX, who will have specific administrative authority. He will lead a pedagogical council whose members will be appointed by the PFR. This pedagogical council can propose transverse pedagogical projects and undertake innovative actions in collaboration with the PFRs and external partners. The director will be assisted by deputy directors, one of whom will be based on the Saint-Étienne campus. The students concerned will be enrolled directly in the EU1C. The EU1C may have its diplomas accredited by the supervisory authority under Article 8 of the Ordinance of 12 December 2018.

The PFRs will contribute to the operations and smooth running of the EU1C’s missions and activities through the involvement of their faculty members. They will determine the contribution of these staff members, which will then be included globally in the PFRs’ COMs. The EU1C’s study programmes will be built by pedagogical teams composed of representatives from the PFRs and will be reinforced from 2021.

The EU1C’s board will comprise a maximum of 40 members, from the following categories:

- 30% to 40% faculty members and equivalent, elected from the PFRs;
- 30% to 40% students, elected from the EU1C;
- 10% to 15% BIATSS staff;
- 10% to 15% outside members; and
- Representatives from the PFR’s governance structure and potentially from other PFRs.

This board will have the role of Education and University Life Commission (Commission de la Formation et de la Vie Universitaire, CFVU) at the EU1C level. Knowledge-testing methods will be proposed by the PFRs and approved by the EU1C board.

Constructing the Bachelor’s cycle as part of the future accreditation process (2022-2025) will help to specify the training courses that will be provided by the EU1C and those that will be directly affiliated to a PFR.

**Coordination committee for the undergraduate programme**

The coordination committee for the undergraduate programme will be led by the director of the EU1C. This will enable the Target University to create a coherent offering of training courses at Bac + 3 level, whether at the EST, the EU1C or in the PFRs. The committee will be responsible for working on the necessary transition points between courses as well as addressing student orientation and success mechanisms at the overall institution level.
2.5 Objectives and Resources Contracts

As a global instrument of the Target University’s strategy, the objectives and resources contracts (COMs) will ensure effective management, particularly with respect to the PFRs’ research and innovation, training, and professional integration missions.

They will form part of the formalised strategic and management dialogue between the PFRs, the EU1C and the Saint-Étienne campus on the one hand, and the Target University on the other.

The COM will be synchronised with the multiyear Target University contract, so that it can be integrated into its overall strategy. It will be adjusted annually and will set the operational objectives and strategic priorities of the PFRs and structures within the Target University, as well as the resources required to achieve them and the indicators for monitoring their progression.

An annual discussion on the strategic aspects of the COM will be held with the strategic steering committee (COS). The main planning guidelines will be communicated to the structures, who will then take them into account when preparing their COM.

Similarly, the Target University will define performance contracts for its services.

The COM for each Target University PFR will be proposed by its director during discussions with the Target University president. Proposals will be submitted to the COMEX for its opinion before being submitted and approved by the Conseil d'administration and, where applicable, by the board of the établissement-composante.
A mid-term evaluation of the multiyear components of the COMs, in particular the trajectory, will then be presented to the strategic steering committee (COS), which may make recommendations.

The COMs will include:

- A presentation of the main focus areas of the PFR's academic strategy, as well as the objectives, priorities and success indicators concerning the whole activity: attractiveness, training, research, innovation, outreach, student success and professional integration, cooperation and synergies with other components;

- The financial resources allocated on a multiyear basis: payroll and employment ceiling, investment, operations;

- In each of these envelopes, in accordance with Section 5 of Volume 2 on the operation of the établissement-composante, the part relating to the établissement-composante will be clearly identified;

- The other Target University resources and, where applicable, those of the établissement-composante, made available to it and how it is used: premises and real estate resources, joint structures and support functions, etc., as well as the services expected from the central level; and

- The resources (HR and financial) devoted to transversal themes and structuring objects.

The distribution of jobs in the various structures within the Target University and the approval of profiles of positions open for recruitment will be the prerogative of the PFR concerned, provided that it respects the mandatory balance of its delegated payroll. This principle is one of the criteria for the eligibility of the structure's recruitment campaign (campaign described in Volume 2, Section 5).

A balanced budget is assessed on the basis of all expenses related to the wage bill (creeping cost of an aging employee base [GVT], promotions, etc.).

The COM may also include projects (for example, IDEX action points, innovative training, transversal structures and initiatives, or research laboratories of excellence - LabEx, etc.) whose management is entrusted to the PFR by the Target University.

Examples of key processes are detailed in Volume 2: the budget process in Section 4 and the recruitment and progression of professors in Section 5.

The structures will be responsible for distributing the resources allocated within this framework. The directors of the structures will submit an annual report to the presidency for discussion at the COMEX, which will be forwarded to the Conseil d'administration.
2.6 THE TARGET-UNIVERSITY@SAINT-ÉTIENNE CAMPUS

Saint-Étienne will be a campus, in the international sense of the term, enabling the activities of the eight PFRs and of the EU1C to be rolled out. It will develop an offer in its region that is tailored to its regional missions, within the framework of the Target University. It will be fully aligned with the ambition of developing a research-intensive university and contributing to student success.

The campus will be based on:

- Full and complete commitment to the PFRs’ academic policies, in order to work towards the overall development of the Target University and for the benefit of the region;
- From 2020, definition of a trajectory leading to a target organisation of PFRs/campuses in line with the ambition of the Target University;
- Definition of resources specific to the functioning of the campus in addition to those of the PFRs’ COMs;
- Positioning as one of the contributors to an ambitious undergraduate programme.

The organisation of the Saint-Étienne campus makes it possible to take into account the specificities of Saint-Étienne’s local region, in particular:

- Its privileged relationship with local authorities and companies; and
- The major contribution of its Master’s level training and well-identified research strengths to the economic development of the region.

In terms of governance, the objective is threefold:

- To fully and inseparably integrate the development of the Target-University@Saint-Étienne campus into the strategy of the Target University;
- To implement local political governance and an administrative organisation aligned with that of the Target University; and
- To implement contracts (COM) designed to strengthen the campus’s integration within the Target University.

The ambitious transformation trajectory and the level of international standards pursued by the Target University must also be applied in the policies in Saint-Étienne, explicitly materialised in the COM of each PFR. These policies must ensure, through the allocations identified in the PFR COMs and the funding of the campus, the means for its academic development, in particular by providing an effective capacity to develop projects that are innovative, coherent and complementary with the Lyon site.

All of the allocations (campus and PFR) ensuring the functioning and academic activities of the Saint-Étienne area must be at least equivalent to the allocation at the inception of the Target University (subject to the maintenance of the French state allocation). An annual review will be carried out by the management team of the Saint-Étienne campus and sent to the presidency of the Target University, who will inform the COMEX. If necessary, adjustments will be proposed by the presidency and the COMEX to ensure that the initial objectives are achieved.
A partnership development policy will be implemented on the Saint-Étienne campus for the benefit of the region, via the eight PFRs and the EU1C structure, and in conjunction with other Saint-Étienne institutions. Regional authorities are major partners and supporters of the campus. Relationships with the socio-economic world will be strengthened, in particular through the development of the Foundation, whose field of action will remain the same in terms of support for research, pedagogy, professional integration and student life in its region. Given its characteristics and clear regional dimension, the Target-University@Saint-Étienne campus, within the Target University, will retain a specific organisation and skills. This structure is detailed in Section 6 of Volume 2.

2.7 CAMPUS LIFE – STUDENT AND STAFF LIFE

The quality of the living and working environment, for both staff and students, will be an important part of the Target University’s policies. For staff, it is a source of professional well-being that enables them to successfully complete their missions, thereby contributing to the institution’s performance. For students, it is an important factor that plays a role in the success of their studies, as well as ensuring equal opportunities and the attractiveness of the institution. The Target University wants to be a driving force in this respect, with an ambitious organisation and ambitious policies for the campus, which will enable it to implement and coordinate a whole series of actions as closely as possible with staff and students, who will also be the actors of these developments.

This policy is based on an organisation over five major campuses:
- LyonTech-la Doua;
- Quais – Manufacture des Tabacs;
- Lyon Santé Est & Sud;
- Gerland / ENS;
- Target-University@Saint-Étienne.

In addition to these five campuses, local centres (Bourg-en-Bresse and Roanne) will sustain the regional networking of the Target University and ensure a local dimension for the PFRs’ academic activities.

In addition to the PFRs’ training and research activities, which will be coordinated on campus, these large campuses will be places for developing and managing cultural and sports activities, for actions relating to safety and security policy, healthcare, meeting and relaxation areas, and for developing a strengthened service offer (library, catering, information point, etc.). A priority focus of this policy is the provision of care for students, who will in due course benefit from a university health centre able to issue prescriptions on each of the campuses with an expanded care provision (general and specialty medicine), preventive actions and listening teams including psychologists and addictionologists. A proactive policy involving all the parties concerned also aims to implement specific measures for students and staff in vulnerable situations (social support, medical monitoring).

A specific improvement plan dedicated to student life will provide each student with access to a high-quality service offering study conditions that promote not only academic success but
also personal development and active citizenship. An ambitious plan is being implemented to support the development of spaces dedicated to students and managed by students themselves with extended or even continuous access hours and contributing to the services offered (workspaces, cultural and sporting spaces, associative spaces, orientation centres). Each campus has a student centre that provides information on service offerings and action plans. The active development of student employment supports the whole process. Actions specifically dedicated to welcoming international students are deployed alongside existing mechanisms such as the Students Welcome Desk.

To achieve this policy, each campus, apart from the établissement-composante, will have a campus director appointed by the institution’s presidency, a management committee and an administrative organisation (see Part 3-2 of this Volume) as well as a “student life and campus committee” where staff, students and student associations are broadly represented. The student life and campus committee will issue opinions and make decisions on student and staff life at the campus level. A student representative (chargé de mission étudiant, CME) will be appointed on each campus to promote student life and coordinate the actions defined by the committee. This representative will run the campus student life office as part of the student centre. The campus directors and student representatives will have a standing invitation to the student life and campus committee of the academic assembly.
Part 3

ADMINISTRATIVE ORGANISATION
3.1 GENERAL PRINCIPLES

The governance of the Target University, as described above, is designed to enable effective decision making and ensure open and transparent deliberative processes, with decentralised or devolved services\(^6\) as appropriate.

It aims to use agile organisational modes and simplified organisational and administrative procedures.

This administrative organisation will be gradually put in place until 2025, with transitional phases as described in Part 4.

The administrative organisation is designed to support the institution’s missions and must meet the needs of users (students, academic or administrative staff, etc.) by guaranteeing them the highest level of service possible.

In the interests of efficiency, administrative roles and functions will be distributed between the central administration, the structures within the Target University and the campuses, in accordance with the principle of subsidiarity.

To ensure the coherence and effectiveness of administrative actions, the following principles will also be applied:

- Specialisation/decentralisation/devolution of management levels: each level will exercise a set of specific, complementary or even exclusive skills when the nature of the action justifies it. As such, the PFRs and the EU1C will have their own administrative services.

- Diverse PFR organisation, which is adapted to the configuration of the academic structures and allows a flexible way of operating;

- Coordination between the different levels in order to ensure the coherence, efficiency and transversality of administrative actions: it is thus possible to separate the decision-making level and the operational level, a PFR may have decision-making power in a given field and entrust its execution to a support department outside the PFR;

- Implementation of a high-quality approach.

3.1.1 Missions performed centrally

The central administration will aim to:

- Guarantee the regularity, quality, smooth running and coherence of the institution’s activities in conjunction with the actions of the Target University’s campuses and structures, which will have ordinary law responsibilities in terms of management;

- Help to prepare the budget and prepare the financial accounts;

- Aggregate data and monitor the institution’s resources;

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\(^6\) A devolved service is under the hierarchical authority of the central administration. A decentralised service is under the hierarchical authority of the PFR.
Define a risk management system (in particular, definition and monitoring of the deployment of internal accounting control and internal budgetary control);

- Act as a resource and expertise centre for the structures within the Target University;
- Drive cross-functional initiatives and coordinate their implementation with the PFRs.

### 3.1.2 Missions performed in the PFRs

The Target University’s PFRs will benefit from subsidiarity with respect to management. They will have the following duties:

- To manage PFR support functions. The PFRs’ administrative tasks relate to student admissions, the management of course programmes and degrees, staff recruitment, the management of research and its related projects, and all activities related to the operations of the PFRs’ internal structures;
- To implement the general policies and processes defined centrally;
- To ensure that the COMs are implemented and to report to the central administration.

The implementation of this organisation will vary in speed according to the individual PFRs. The PRF containing an établissement-composante already has an administrative infrastructure and is intended to serve as a reference for the functional organisation of the other PFRs.

### 3.2 CAMPUS-SPECIFIC ADMINISTRATIVE PROVISIONS

The Target University will inherit the real estate assets of the three universities (Lyon 1, Lyon 3 and Saint-Étienne). The ENS de Lyon will retain direct responsibility and full management of its real estate assets. The total represents 900,000 m² of buildings on the Lyon and Saint-Étienne sites and the remote sites of Roanne and Bourg-en-Bresse.

Campuses may also have infrastructure that currently hosts offsite services.

The campuses will make it possible to take charge of student life missions and to perform activities that need to be as close as possible to students and staff. Proximity and geography are essential factors in defining these campus-level missions.

For remote sites, the campus will promote training and research activities in collaboration with local actors and partners.

### 3.2.1 General principles

The main physical campuses are: LyonTech La Doua, the Quais and the Manufacture des tabacs, Rockefeller & Lyon Sud, and Gerland / ENS, as well as the Target-University@Saint-Étienne campus, which has a specific organisation (see Volume 2, Section 6).
The following table describes the location of the PFRs by campus:

<table>
<thead>
<tr>
<th>PFR Main Campus</th>
<th>S&amp;H</th>
<th>ENG</th>
<th>STS</th>
<th>BSP</th>
<th>LAW</th>
<th>EDUC</th>
<th>MASc</th>
<th>PUSH</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gerland / ENS</td>
<td>x</td>
<td></td>
<td></td>
<td>x</td>
<td>x</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Target-University @Saint-Étienne</td>
<td>x</td>
<td>x</td>
<td>x</td>
<td>x</td>
<td>x</td>
<td>x</td>
<td>x</td>
<td>x</td>
</tr>
<tr>
<td>LyonTech La Doua</td>
<td>x</td>
<td>x</td>
<td>x</td>
<td>x</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Rockefeller &amp; LyonSud</td>
<td></td>
<td></td>
<td></td>
<td>x</td>
<td></td>
<td></td>
<td></td>
<td>x</td>
</tr>
<tr>
<td>Quais and Manufacture</td>
<td>x</td>
<td>x</td>
<td></td>
<td>x</td>
<td></td>
<td></td>
<td></td>
<td>x</td>
</tr>
</tbody>
</table>

Situated as close as possible to users and researchers, the campuses will offer local services: support for PFR missions (training, research, etc.), management of shared infrastructure (roads, networks, green spaces, etc.), development of student life, improvement of working conditions and safety, etc.

The five main campuses will have management and resources adapted to their own operations.

For the universities, campus directors will be appointed by the president of the Target University.

Devolved administrative services will be placed under the authority of the campus head and an administrative manager, reporting to the director general of services.

Each campus will have a campus management committee and a student life and campus committee (presented in Volume 2, Section 1).

The LyonTech La Doua campus already has services that are common to the different institutions. Accordingly, the directors of these services (Interuniversity service for physical and sports activities (SIUAPS), Inter-institutional centre for network services (CISR), Interuniversity service, La Doua (SID)) have their own appointment rules.

### 3.2.2 A campus charter

A campus charter will describe the joint procedures and mutual commitments of the PFRs and devolved administrations.

The charter will define:

- The quality of the service to be provided, respect of the deadlines defined for each process and the reliability of the data produced;
- The procedures for monitoring the charter, with a view to continuous improvement.
A “Campus” conference

A regular campus conference will be established, bringing together campus directors and the COMEX. The purpose of the conference will be to take stock of current operations and to discuss short- and medium-term management priorities. Strategic plans and choices will therefore be regularly reviewed, evaluated and adjusted in line with the evolution of the skills acquired by PFRs, within the framework of the principles of subsidiarity, continuity of service and autonomy.
Part 4

TRAJECTORY FOR CONSTRUCTING

THE TARGET UNIVERSITY
4.1 THE STAGES FOR CONSTRUCTING THE TARGET UNIVERSITY

The creation of this transformational institution is being prepared in two main stages in 2019:

- In October 2019, the Strategic Plan will be presented to the governing bodies of the founding institutions followed by votes in the conseils d’administration;
- In November and December 2019, the project will be presented to the IDEX jury and the four conseils d’administration will vote on the statutes of the Target University.

Following the legal creation of the Target University in the first half of 2020, the construction process will take place in two phases: after a first phase devoted to establishing the Target University in 2020, a second phase, from 2021 onwards, will allow for a gradual transformation to bring the planned model to fruition.

Implementation phase in 2020

The governing bodies of the Target University will be established in 2020. The four founding institutions will be maintained.

The statutes confer jurisdiction over enforceable decisions on the Target University’s governing bodies as of 1 January 2021. The provisional budget for 2021, which will be prepared in 2020, is thus the responsibility of the new governing bodies.

A provisional administration will organise the elections and establish the governing bodies.

Once the central governing bodies of the Target University have been established, they will work in consultation with the founding institutions.

The following projects, without being exhaustive, are priorities:

- Prefiguration of the PFR governing bodies, in consultation with the PFR actors;
- Organisation of consultations for the Target University’s five-year project;
- Preparing the 2021 budgetary period;
- Preparing the 2021 recruitment campaign;
- Preparing the PFR COMs;
- Implementation of the new undergraduate, EU1C and EST structures; and
- Developing the new training map for the accreditation process.

Among the major projects of this construction phase is the development, from 2020, of a proactive communication strategy that will be deployed in 2020-2021 to ensure the best possible academic visibility for the Target University. This will involve:

- Clear advertising of all open recruitment positions, demonstrating the Target University’s ambition, starting from the 2020 recruitment campaign;
- Strong presentation of recruitment criteria: international experience, limitations on internal recruitment, definition of full professor positions for a large-scale academic project, etc.;
- The development of a complete brand identity system for the Target University;
- Presentation of the Target University in the major global rankings (ARWU, CWTS Leiden, THE, QS) to improve the international visibility of the institution;
- Specific and attractive events for students designed to develop a sense of belonging: recruitment fairs, start-of-term events, trade fairs, sporting and cultural activities, graduation ceremonies, etc.;
- Communicating and disseminating the new training map, effective in 2022.

This general work on the brand and the sense of belonging will go hand in hand with a specific effort on the scientific signature.

The COMs will include objectives, based on a detailed monitoring by laboratory and an active brand promotion policy as well as recorded incentive measures.

The statutes provide for the full and final transfer of the rights and obligations of the three universities on 1 January 2021. The ENS de Lyon will join the Target University as an établissement-composante.

**Transition phase from 2021**

The Target University will be fully operational as of 1 January 2021 and will sign its five-year contract with the French state.

It will present its project to the international IDEX jury, with the aim of sustaining its accreditation.

### 4.2 TRANSITIONAL ADMINISTRATIVE ORGANISATION

The target administrative organisation described in Part 3 will be implemented gradually, with a transfer of powers and responsibilities from central administrations to the PFRs.

In 2020, the directorates and central services of the three universities and the BIATSS staff assigned to them will continue to carry out their current missions, while preparing the
transformation period. Administrative departments are working to ensure that key processes converge.

Administrative coordination units will provide the link between the PFRs and the central administrations of the three universities, as shown in the diagram below.

The aim of this organisation is to:

- Enable the new institution to run smoothly when it is launched on 1 January 2021, together with the deployment of its administrative project;
- Ensure continuity of service in 2021;
- Define processes in accordance with the relevant quality requirements and principles set out in this document; and
- Ensure that staff members are supported during the transition.

The transformation over the period 2021-2025 will involve setting up new departments to support the organisational transformation process. To this end, two strategic directorates will be put in place from 2021:

- A first directorate will be responsible for modernisation, quality and evaluation, including monitoring the COMs. Its mission will be to support the organisational transformations of the Target University's internal structures, including strengthening the operational services affiliated to the PFRs;
- A second directorate will be devoted to monitoring partnerships, whether they are institutional, regional or socio-economic. It will ensure that the institution has a strong foothold in its region and in its various networks, will perform lobbying activities and will be responsible for monitoring projects.
The organisation of local services, whether relays of central services or provision by the PFRs, will also be introduced (see Section 3.2 on campuses).

Under the impetus and authority of the governance, the central organisation will move towards strategic management at the institutional level. At the same time, administrative services will be gradually decentralised to serve the academic missions of the PFRs. This implementation will begin in 2021 and is part of a trajectory defined in the PFRs’ COMs.

The transition phase will provide an opportunity to work on the economic model, in order to support the transformation through an increase in the French state’s budgetary allocation and support for priority actions by local and regional authorities.

The new economic model aims to improve research and training revenues, in particular by developing a new policy of partnerships with professional organisations (branches, clusters, etc.), the development of services for businesses, ad hoc financing structures and the promotion of continuing education developed by the PFRs.

### 4.3 Key Academic Milestones 2021-2025

The overall project is designed to deliver an academic ambition that will need to be put in motion as soon as the Target University is created.

Some key milestones in this academic trajectory are listed below. They concern, in particular, the definition of a new study programme that takes advantage of the new academic structure and the development of scientific projects at the level of each PFR. The human resources and platforms policy is a key instrument for achieving this ambition, which will be marked by important milestones between now and 2025.

Finally, presenting our achievements to the IDEX jury, and applying the scientific signature policy, will be two key markers of the project’s success.

#### 2020-2021

- Implement the first COMs;
- Identify, PFR by PFR, the differentiating characteristics of the undergraduate training courses proposed by the EU1C compared with those proposed within each PFR;
- Implement the quality charter on recruitment procedures for professors;
- Validate the procedures for recognising educational investment, particularly within the EU1C and the EST;
- Establish the EU1C in 2020, with the EU1C being involved in discussions on the training map from 2021 with a view to the next accreditation;
- Redesign the doctoral school map in line with the Target University structure and update the doctoral charter; and
- Confirm the European HRS4R label at the Target University level.
2021-2022

- Submit a new training map (for implementation in 2022), including the EST and EU1C;
- Accreditation of the new training map;
- Present the Target University’s achievements to the IDEX jury, with the aim of maintaining its accreditation;
- Implement a tenure-track recruitment policy with the national research organisations and pursue a policy of supporting the employment of young talent;
- Consolidate the COMs based on the PFRs’ academic projects, specifying their research, development and training ambitions;
- Develop a policy to support platforms and scientific equipment for a world-class research environment;
- At least 95% of publications will apply the publications signature charter; and
- Begin the first wave of decentralising services, which will continue until 2025, according to provisions stipulated in the PFRs’ COMs.

2023-2025

- From 2023, discussions will begin to construct the 2026-2030 training map, the new training map will then be submitted;
- Accreditation of EU1C degrees and diplomas;
- All the PFRs will have adopted operating and organisational procedures to support a coherent scientific and academic project within their sphere of activity and in line with the ambitions of a research university; and
- Mid-term evaluation of the Target University’s trajectory, its structures and COMs.

4.4 Monitoring and Indicators

The first five years of construction of the Target University will permit a profound transformation, forming part of a trajectory marked by clear stages. In this context, creating an effective decision-making information system will be a fundamental challenge for the Target University, to enable it to steer its strategy and provide each entity with the information necessary to achieve its objectives.

In terms of services and administrative organisation, the aim is to set up the appropriate indicators required to measure results at all levels, both central and PFR. It is also a question of deploying quality procedures, again across all levels, to achieve the highest levels of efficiency and quality of service. Based on practices already well advanced on the site, an important place will be given to the joint construction of indicators, their shared definition and the collection of sound and irrefutable data.

To this end, procedures will be implemented to monitor the transformation and to report effectively to the relevant governing bodies. The presidency (global strategy), the COMEX (operational monitoring), and the COS (monitoring the transformation trajectory), will thus receive information from a system capable of providing reliable and relevant data and indicators.
The Target University’s Conseil d'administration will approve a report on the progress of the transformation on an annual basis. It will have the authority to take any corrective action necessary for the transformation to run smoothly.

For example, the following indicators show how this transformation could be monitored. These indicators will also provide a basis for preparing the COMs of the Target University’s internal structures in function of their individual specificities.

1. Training indicators
   - Training paths followed and student success (success rate, attractiveness of training courses);
   - Number and percentage of students who complete an internship of more than two months during the training courses;
   - Students’ evaluation of the quality of training (evaluation of teaching);
   - Professional integration (monitor cohorts at six, 12 and 36 months);
   - Number of graduates, satisfaction survey for employers of new graduates;
   - Diversity (scholarship students, geographical origin, gender);
   - Development of continuing education and work-study programmes (number of interns, sales revenue);
   - Internationalisation of training (rate of incoming and outgoing international mobility).

2. Research indicators
   - Evolution of rankings (Academic Ranking of World Universities, Quacquarelli Symonds (QS), Times Higher Education);
   - Number of publications and citations (10% of the most cited, HiCi);
   - Share of international joint publications;
   - Distinctions and awards (European Research Council (ERC), University Institute of France (Institut universitaire de France, IUF), etc.);
   - Number and monetary amount of international (European) and national (French) projects (French National Research Agency (Agence nationale de la recherche, ANR), Single interministerial fund (Fonds unique interministériel, FUI), etc.);
   - Research partnerships (number, volumes and location of contracts), breakdown by type of enterprise;
   - Creation of start-ups stemming from research (number, vitality);
   - Patents and licenses.

3. HR indicators
   - Attractiveness in terms of international recruitment;
   - External recruitment rate;
   - Social barometer;
   - Parity in recruitment.
4. Indicators of organisational quality
   - Simplification of the organisation (annual report);
   - Duration and flexibility of procedures (monitoring of indicators and convergence on best practices);
   - Indicators on the use of resources (efficiency), including payroll (internal and external benchmark);
   - Quality of services (regular satisfaction surveys).

5. Indicators of campus and institutional life
   - Student satisfaction survey on the conditions of studying, accommodation, daily life, and sporting and cultural activities;
   - Staff satisfaction survey on campus life (cultural, sporting, etc.);
   - Survey on the sense of belonging (alumni, etc.).
### Glossary

<table>
<thead>
<tr>
<th>Acronym</th>
<th>Description</th>
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</thead>
<tbody>
<tr>
<td>ANR</td>
<td>French National Research Agency (Agence nationale de la recherche)</td>
</tr>
<tr>
<td>ARS</td>
<td>Regional Health Authority (Agence régionale de santé)</td>
</tr>
<tr>
<td>BIATSS</td>
<td>Library, engineering, administrative, technical, social and health personnel</td>
</tr>
<tr>
<td>CA</td>
<td>Board (Conseil d'administration)</td>
</tr>
<tr>
<td>CAVé</td>
<td>Student affairs council (Conseil académique de la vie étudiante)</td>
</tr>
<tr>
<td>CCPANT</td>
<td>Joint consultative committee for non-permanent staff (Commission consultative paritaire des agents non titulaires)</td>
</tr>
<tr>
<td>CE</td>
<td>University council (Conseil de l'établissement)</td>
</tr>
<tr>
<td>CFR</td>
<td>Training and research board (Conseil de la formation et de la recherche)</td>
</tr>
<tr>
<td>CFRR</td>
<td>Training, research and consolidation board (Conseil de formation, de recherche de regroupement)</td>
</tr>
<tr>
<td>CFVU</td>
<td>Education and university life commission (Commission de la formation et de la vie universitaire)</td>
</tr>
<tr>
<td>CHSCT</td>
<td>Health, safety and working conditions committee (Comité hygiène, sécurité et conditions de travail)</td>
</tr>
<tr>
<td>CHU</td>
<td>University Hospital (Centre hospitalier universitaire)</td>
</tr>
<tr>
<td>CIFRE</td>
<td>Industrial agreements for training through research (Conventions industrielles de formation par la recherche)</td>
</tr>
<tr>
<td>CISR</td>
<td>Inter-institutional centre for network services (Centre inter-établissement pour les services réseaux)</td>
</tr>
<tr>
<td>CLCC</td>
<td>Cancer centre (Centre de lutte contre le cancer)</td>
</tr>
<tr>
<td>CNRS</td>
<td>French National Centre for Scientific Research (Centre National de la Recherche Scientifique)</td>
</tr>
<tr>
<td>CoDir</td>
<td>Management committee (Comité de direction)</td>
</tr>
<tr>
<td>COM</td>
<td>Objectives and resources contract (Contrat d'objectifs et de moyens)</td>
</tr>
<tr>
<td>COMEX</td>
<td>Executive committee (Comité exécutif)</td>
</tr>
<tr>
<td>ComUE</td>
<td>Community of Universities and Higher Education Institutions (Communautés d'universités et établissements)</td>
</tr>
<tr>
<td>COS</td>
<td>Strategic steering committee (Comité d'orientation stratégique)</td>
</tr>
<tr>
<td>CPE</td>
<td>University joint commission (Commission paritaire d'établissement)</td>
</tr>
<tr>
<td>CPGE</td>
<td>Preparatory classes for the grandes écoles (Classes préparatoires aux grandes écoles)</td>
</tr>
<tr>
<td>CPME</td>
<td>Confederation of Small and Medium-sized Enterprises (Confédération des petites et moyennes entreprises)</td>
</tr>
<tr>
<td>CRCT</td>
<td>Sabbatical for research or thematic conversion (Congé pour recherches ou conversion thématique)</td>
</tr>
<tr>
<td>Acronym</td>
<td>Description</td>
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<tr>
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</tr>
<tr>
<td>CRBSP</td>
<td>Biomedical and Public Health Research Committee (Comité de recherche biomédicale et santé publique)</td>
</tr>
<tr>
<td>CS</td>
<td>Scientific board (Conseil scientifique)</td>
</tr>
<tr>
<td>CT</td>
<td>Technical committee (Comité technique)</td>
</tr>
<tr>
<td>DD&amp;RS</td>
<td>Sustainable Development in Higher Education Institutions (Label développement durable et responsabilité sociétale)</td>
</tr>
<tr>
<td>DEUST</td>
<td>University diploma in scientific and technical studies (Diplôme d'études universitaires scientifiques et techniques)</td>
</tr>
<tr>
<td>DGS</td>
<td>Services directorate or director general of services (Direction générale des services ou directeur général des services)</td>
</tr>
<tr>
<td>DRCI</td>
<td>Department of Clinical Research and Innovation (Département de la recherche clinique et de l'innovation)</td>
</tr>
<tr>
<td>DU</td>
<td>University degree/diploma (Diplôme universitaire)</td>
</tr>
<tr>
<td>DUT</td>
<td>University diploma in technology (Diplôme universitaire de technologie)</td>
</tr>
<tr>
<td>EA</td>
<td>Research group (Équipe d’accueil)</td>
</tr>
<tr>
<td>ECTS</td>
<td>European Credit Transfer and Accumulation System</td>
</tr>
<tr>
<td>EPST</td>
<td>Public scientific and technical research institutes (Établissements public à caractère scientifique et technologique)</td>
</tr>
<tr>
<td>EquipEx</td>
<td>Innovation programme of excellence (Équipements d’excellence)</td>
</tr>
<tr>
<td>ERC</td>
<td>European Research Council</td>
</tr>
<tr>
<td>ESPE</td>
<td>Graduate school for the teaching profession and education (École supérieure du professorat et de l’éducation)</td>
</tr>
<tr>
<td>ESR</td>
<td>Higher education and research (Enseignement supérieur et recherche)</td>
</tr>
<tr>
<td>EST</td>
<td>Institute of Technology (École supérieure de technologie)</td>
</tr>
<tr>
<td>ETI</td>
<td>Mid-cap company (Entreprise de taille intermédiaire)</td>
</tr>
<tr>
<td>EU1C</td>
<td>University undergraduate school (École universitaire de 1er cycle)</td>
</tr>
<tr>
<td>EUR</td>
<td>University research school (École universitaire de recherche)</td>
</tr>
<tr>
<td>FR</td>
<td>Research federation (Fédération de recherche)</td>
</tr>
<tr>
<td>FTLV</td>
<td>Lifelong learning (Formation tout au long de la vie)</td>
</tr>
<tr>
<td>FUI</td>
<td>Single interministerial fund (Fonds unique interministériel)</td>
</tr>
<tr>
<td>GST</td>
<td>Transformation monitoring group (Groupe de suivi de la transformation)</td>
</tr>
<tr>
<td>GVT</td>
<td>Creeping cost of an aging employee base (Glissement, vieillesse, technicité)</td>
</tr>
<tr>
<td>HDR</td>
<td>Accreditation to supervise research (Habilitation à diriger des recherches)</td>
</tr>
<tr>
<td>Acronym</td>
<td>Full Name</td>
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</tr>
<tr>
<td>HR</td>
<td>Human resources</td>
</tr>
<tr>
<td>HSS</td>
<td>Humanities and Social Sciences</td>
</tr>
<tr>
<td>IAE</td>
<td>Institute of Business Administration (<em>Institut d'administration des entreprises</em>)</td>
</tr>
<tr>
<td>IDEX</td>
<td>Excellence Initiative (<em>Initiative d'excellence</em>)</td>
</tr>
<tr>
<td>IFÉ</td>
<td>French Institute of Education (<em>Institut français de l'éducation</em>)</td>
</tr>
<tr>
<td>IFPEN</td>
<td>French Institute of Petroleum new energies – public research, innovation and training organisation (<em>IFP Énergies nouvelles</em>)</td>
</tr>
<tr>
<td>IFSI</td>
<td>Institute for Training in Nursing (<em>Institut de formation en soins infirmiers</em>)</td>
</tr>
<tr>
<td>Ifsttar</td>
<td>French Institute of Science and Technology for Transport, Development and Networks (<em>Institut Français des Sciences et Technologies des Transports, de l'aménagement et des Réseaux</em>)</td>
</tr>
<tr>
<td>Inra</td>
<td>French National Institute for Agricultural Research (<em>Institut National de la Recherche Agronomique</em>)</td>
</tr>
<tr>
<td>Inria</td>
<td>French Research Institute for Digital Sciences (<em>Institut National de Recherche en Informatique et en Automatique</em>)</td>
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<tr>
<td>Inserm</td>
<td>French National Institute of Health and Medical Research (<em>Institut National de la Santé et de la Recherche Médicale</em>)</td>
</tr>
<tr>
<td>ISFA</td>
<td>Institute of actuarial and financial sciences (<em>Institut de Sciences Financière et d’Assurance</em>)</td>
</tr>
<tr>
<td>ISPB</td>
<td>Institute of Pharmaceutical and Biological Sciences (<em>Institut des Sciences Pharmaceutiques et Biologiques</em>)</td>
</tr>
<tr>
<td>IUF</td>
<td>University Institute of France (<em>Institut Universitaire de France</em>)</td>
</tr>
<tr>
<td>IUT</td>
<td>University Institute of Technology (<em>Institut universitaire de technologie</em>)</td>
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<tr>
<td>LabEx</td>
<td>Laboratory of excellence (<em>Laboratoire d'excellence</em>)</td>
</tr>
<tr>
<td>LIA</td>
<td>International Associated Laboratory (<em>Laboratoire international associé</em>)</td>
</tr>
<tr>
<td>MEDEF</td>
<td>Leading network of entrepreneurs in France (<em>Mouvement des entreprises de France</em>)</td>
</tr>
<tr>
<td>MEN</td>
<td>French Ministry of National Education (<em>Ministère de l’Éducation nationale</em>)</td>
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<tr>
<td>MESRI</td>
<td>French Ministry of Higher Education, Research and Innovation (<em>Ministère de l'Enseignement supérieur, de la Recherche et de l’Innovation</em>)</td>
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<tr>
<td>NMR</td>
<td>Nuclear magnetic resonance</td>
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<tr>
<td>PFR</td>
<td>Training and research division (<em>Pôle de formation et de recherche</em>)</td>
</tr>
<tr>
<td>PIA</td>
<td>Investments for the Future programme (<em>Programme investissements d'avenir</em>)</td>
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<tr>
<td>SATT</td>
<td>Technology Transfer Accelerator Office (<em>Société d'accélération du transfert de technologies</em>)</td>
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<td>Full Form</td>
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<tr>
<td>SFR</td>
<td>Federative research structure (Structure fédérative de recherche)</td>
</tr>
<tr>
<td>SiDD</td>
<td>Interuniversity service, La Doua (Service interuniversitaire domaine de La Doua)</td>
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<tr>
<td>SIUAPS</td>
<td>Interuniversity service for physical and sports activities (Service interuniversitaire des activités physiques et sportives)</td>
</tr>
<tr>
<td>SCSP</td>
<td>Subsidy for public service charges (Subvention pour charge de service public)</td>
</tr>
<tr>
<td>SME</td>
<td>Small and medium-sized enterprises</td>
</tr>
<tr>
<td>STAPS</td>
<td>Science and Technology of Sport and Exercise (Sciences et techniques des activités physiques et sportives)</td>
</tr>
<tr>
<td>UFR</td>
<td>Training and research unit (Unité de formation et de recherche)</td>
</tr>
<tr>
<td>UE</td>
<td>Educational units (Unités d’enseignement)</td>
</tr>
<tr>
<td>UMI</td>
<td>International joint research units (Unité mixte internationale)</td>
</tr>
<tr>
<td>UMR</td>
<td>Joint research units (Unité mixte de recherche)</td>
</tr>
<tr>
<td>WG</td>
<td>Working group</td>
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</tbody>
</table>

### List of acronyms for the PFRs

<table>
<thead>
<tr>
<th>Acronym</th>
<th>Full Form</th>
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<tbody>
<tr>
<td>BSP</td>
<td>Biosciences and pharmaceutical sciences (Biosciences et Sciences Pharmaceutiques)</td>
</tr>
<tr>
<td>PUSH</td>
<td>Health Sciences PFR (Pôle Universitaire de Santé Humaine)</td>
</tr>
<tr>
<td>MAsC</td>
<td>Management and Actuarial Sciences (Management et sciences actuarielles)</td>
</tr>
<tr>
<td>STS</td>
<td>Sciences, Technology and Society (Sciences, Technologie et Société)</td>
</tr>
</tbody>
</table>