September 2019

STRATEGIC PLAN
FOR THE TARGET
UNIVERSITY

volume 2

Organisation
and governance
This document describes the principles for constructing the governing bodies of the Target University, the commitments of its constituent structures and the key decision-making processes. It specifies the operating procedures of the Saint-Étienne campus and the transformation procedures with the établissement-composante. Finally, it presents the mechanisms for ensuring the influence and attractiveness of the Target University.

It refers to Volume 1, providing more details and completing that volume as necessary.

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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01. CENTRAL GOVERNANCE BODIES

The Target University’s governance will be supported by the following boards:

- the *conseil d’administration* (CA or board), which will assemble the university council (*conseil d’établissement*, CE) and the strategic steering committee (*conseil d’orientation stratégique*, COS);

- the executive committee (*comité exécutif*, COMEX); and

- the academic assembly (*assemblée académique*), with its three committees.

The Target University will have a *Bureau* composed of the president, the vice-presidents and the president of the ENS de Lyon.

Responsibility for regulatory acts, budgetary and financial documents, human resources and the life of the institution will be divided between the CA, the CE, the PFRs (training and research divisions) and the *établissement-composante*.

The PFRs’ operations are described in Volume 1, Section 2.2. The responsibilities of the *établissement-composante* are detailed in Section 7 and conflict resolution procedures are set out in Section 8.

The Target University will have a central technical committee (CT), a health, safety and working conditions committee (CHSCT), a university joint commission (CPE)\(^1\) and a joint consultative committee for non-permanent staff (CCP-ANT). For the CHSCT, and in order to ensure sufficient proximity, an organisation by PFR and/or campus may be implemented. These general provisions will be refined through social dialogue with trade unions.

**Conseil d’administration (CA, board)**

The CA is a decision-making body that comprises two statutory boards: the CE and the COS. The CE is composed of a majority of elected representatives and the COS is composed exclusively of outside members.

The CA will comprise 36 members, half of whom are elected members.

The number of board members 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.

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\(^1\) The *établissement-composante* will retain its own governing bodies.
The CA is responsible for the following matters:

- 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 association agreements with other partner institutions on the site;
- Integration/exit of an institution;
- Approval of the establishment contract;
- Approval of the recruitment campaign, budget and financial accounts;
- Approval of objectives and resources contracts (COMs) for the internal structures; and
- Approval of the Target University’s annual activity report.

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

The CE will be competent on matters concerning the general affairs of the institution, its general operational and management rules and, when meeting in restricted format, on individual questions (outside the scope of the établissement-composante).

The university council will be composed of 26 members: 18 elected staff and student representatives, seven outside members and one member from the établissement-composante. The CE should reflect the main sectors of the Target University.

- The 18 elected staff and student representatives will be assigned as follows:
  - five representatives from the college of full professors, or equivalent (college A);
  - five representatives from the college of associate professors *(maîtres de conférences)*, or equivalent (college B);
  - four representatives drawn from administrative, technical and library staff (BIATTS); and
  - four student representatives, including one doctoral student.

- The seven outside members will be nominated by the following partner institutions:
  - three representatives nominated by the local and regional authorities (the Auvergne-Rhône-Alpes administrative region, the Métropole de Lyon local authority and the Métropole de Saint-Étienne local authority);
  - two representatives from the business community: one jointly nominated by MEDEF, the CPME, and the Lyon-Métropole – Saint-Étienne – Roanne Chamber of Commerce and Industry, and one business leader nominated from the university’s key partners; and
  - two representatives from the academic community.
• One outside member from the ENS de Lyon’s CA, nominated by the president of the ENS de Lyon.

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

The COS will provide the institution with external, independent expertise. It will give its opinion and make recommendations on the Target University’s strategic planning and its transformation trajectory.

It will be composed of ten outside members.

The ten members of the COS will have the following profiles:

- Six members from the academic sector, including members from European research-intensive universities and national research organisations;
- Four members from socio-economic and cultural sectors, including members in the field of research and innovation.

At its first meeting, the COS will elect its chairman from among its members. The chairman will lead the COS’s discussions.

The chairman of the COS will be a well-known figure with a proven knowledge of the functioning of major international academic institutions.

**The executive committee (COMEX)**

The COMEX, the executive body of the institution, will ensure that the central governance bodies and the Target University’s structures are coordinated, notably the PFRs and the university undergraduate school (EU1C). The roles, powers and composition of the COMEX are described in Volume 1, Section 2.1.2.

**The academic assembly (assemblée académique)**

The proposals of the academic assembly will help to ensure that the training, research, student life and campus policies are coherent and coordinated. It will provide opinions and recommendations on the institution’s research and training strategy and its analyses will contribute to academic forward planning. It will generate ideas relating to student and campus life. It will elect the student VP and will meet at least twice a year in plenary session.

Its composition will ensure a wide representation of communities, covering all disciplinary fields.

Elected members must cover all categories of staff and students. For faculty members, it will be constituted on an equal basis between full professors and equivalent (college A) and associate professors and equivalent (college B). It must aim for gender parity in its composition.

The directors and deputy directors of the PFRs (in charge of training and of research) will have a standing invitation.
The academic assembly will draw together members from the following three committees described below:

- The academic affairs committee – the “disciplinary sections” for users and for faculty members will be drawn from its members;\(^2\)
- The committee for issues related to individual careers; and
- The student life and campuses committee.

Each of these committees will be composed to ensure that the PFRs and the EU1C, in addition to the major academic disciplines, are represented:

- The members of the committee for issues related to individual careers will be elected.
- The members of the academic affairs committee and the student life and campuses committee will be elected and/or appointed by and from among the members of the PFRs’ training and research boards.

No member of the academic assembly may be a member of more than one committee (of the three).

**The academic affairs committee (commission des affaires académiques)**

This committee will issue its opinion on the main policy orientations of the Target University, in particular in the fields of research, training, innovation and corporate relations.

This will involve ensuring that the study programmes are coherent at the Target University level, while respecting the autonomy of the PFRs. The same applies to research, where the academic affairs committee may generate proposals to encourage transversal actions, new trans-disciplinary fields and structuring actions that will be constructed with the PFRs and in close collaboration with national research organisations. In terms of student success, particularly at the undergraduate level, it will also be a forum for debate, encouraging the emergence of innovative pedagogical initiatives.

It will be composed of 64 elected representatives, members of the PFRs’ CFRs, apportioned as follows:

- 32 faculty member representatives. Two representatives per college (2A and 2B), from the CFR of each PFR;
- 16 students, including students enrolled in the EU1C and at least eight from the Master’s and doctoral cycles. Each full member shall be assisted by an alternate authorised to represent him in his absence;

\(^2\) Excluding the établissement-composante.
• Eight administrative, technical and library staff members (BIATSS); and

• Eight outside members proposed by the Bureau of the Target University and on the advice of the COMEX.

The committee for issues related to individual careers (commission des affaires individuelles)
The committee for issues related to individual careers will be convened by the president of the Target University on issues related to the individual careers of faculty members.

It will comprise 32 elected members.

The student life and campuses committee (commission de la vie étudiante et des campus)
All issues relating to student and campus life will be dealt with by the student life and campuses committee.

The opinions and proposals of the student life and campuses committee will contribute to the development of policies relating to student and campus life at the Target University level. These policies may be applied at a campus level in order to create a sense of belonging and to guarantee a consistent quality of service for all students.

The committee will propose measures in the following areas:

• The success of the largest number of students;

• Facilitating entry into working life;

• Access to the cultural, sporting, social or associative activities and practices offered to students;

• Improving the living and working conditions of staff and students (including measures relating to support activities, university and academic services, medical and social services, libraries and documentation centres, access to digital resources);

• The interactions between science and society; and

• The measures necessary to welcome and ensure the success of students with disabilities or incapacitating health issues.

It will be composed of 60 members, apportioned as follows:

• 16 faculty member representatives, with two representatives per college for each CFR: 1A, 1B;
• 24 students, including at least eight undergraduates (including students enrolled in the EU1C). Each full student member shall be assisted by an alternate;

• 16 administrative, technical and library staff members; and

• Four inside/outside members proposed by the Bureau of the Target University and on the advice of the COMEX.
02. THE PRESIDENT AND THE PRESIDENTIAL TEAM

The president

Beyond his statutory powers, the president will represent the Target University, will lead and manage its institutional policies, and will form relationships with local authorities and major academic and economic partners, in France and abroad.

The president will be responsible for the Target University’s strategy, for its implementation and for its smooth functioning, and will be tasked with ensuring that the necessary conditions are established for its trajectory to be successful.

The president will be a prominent individual, with an academic background enabling him to embody a world-class, research-intensive university in his contacts with his national and international counterparts.

The president will be elected for five years following an international call for applications.

Duties of the president

- To preside over the meetings of the CA, the university council (CE), the executive committee (COMEX) and the academic assembly;
- To implement the decisions of the CA and the CE;
- To be responsible for ensuring compliance with the statutes and internal regulations of the Target University;
- To present the institution’s strategic plan to the CA for approval;
- To submit the budget, the HR campaign and the COMs of the PFRs, and the other entities that have them, to the CA;
- To be responsible for implementing the institution’s project and for the institutional and operational trajectory of its transformation;
- To sign all degrees/diplomas. Degrees and diplomas run or awarded by the établissement-composante will also be signed by the établissement-composante;
- To present the annual activity report for approval by the CA;
- To act as an ex officio member of the CA of the ENS de Lyon, établissement-composante;
- To give his opinion or approval on certain acts concerning this établissement-composante (budget, recruitment campaign);
• Can be dismissed by a two-thirds majority vote of the members of the CA. This decision also entails the dissolution of the CA.

The presidential team

The president will be assisted by a small team of vice-presidents (VPs). This team will ensure the effective operation and coherence of the Target University’s strategy.

This small presidential team will be involved in the following strategic areas:

• Academic affairs, including training and research strategic planning;

• Major programmes and transversal areas of focus, IDEX and PIA resources, structuring academic infrastructures and research investments;

• Internal affairs, concerning questions relating to the organisation of the Target University as well as issues relating to resources and real estate assets;

• The quality and trajectory of the Target University’s transformation in:
  o monitoring training and research data, in particular via COM indicators,
  o analysing the consistency of the overall offer,
  o analysing the overall quality approach and the efficiency of procedures;

• Partnerships, whether regional, national or international, in an institutional environment (notably local authorities) or in an economic environment with the business world;

• Forward-looking aspects and the question of transfer and innovation are at the heart of this area of competence;

• The international representation and visibility strategy will be ensured by drawing on the PFRs’ international relationships, in particular their training, research and innovation skills.
03. SOCIAL POLICY

The Target University’s pursuit of academic excellence will be accompanied by the formalisation of a new social contract, whose foundations will be laid in an inter-institutional working group (WG), the transformation monitoring group (groupe de suivi de la transformation, GST).

Established in spring 2019, this WG comprises staff representatives. It does not replace the governing bodies of the founding institutions. While respecting their prerogatives, it is intended to provide a forum for reflection and exchange with trade union representatives and to assist in assessing the changes taking place and their impact on staff members’ living and working conditions. It will offer the necessary support in the structural transformation phase.

The objective of the Target University’s social policy will be to ensure an attractive, stimulating and respectful working environment for all staff members, regardless of their status, functions and employer, and in particular:

A professional environment where everyone is recognised
The major strategic focus of the Target University’s human resources policy will be to make this new institution an environment for professional development where each person’s skills are recognised and career development is facilitated and supported. The Target University’s multi-year HR policy includes, in particular, the enhancement of staff training (validation of prior experience “VAE”, continuing training, etc.), for both BIATSS staff members and for other personnel.

An ambitious and local policy for social action
The Target University will promote social innovation within the PFRs and the établissement-composante by ensuring that HR policies are coherent and harmonised, while remaining vigilant as regards budgetary sustainability. Facilitating local social dialogue and promoting concrete responses to the needs of employees will be at the heart of management practices.

A comprehensive policy mindful of individuals’ well-being will be put in place in order to strengthen the social links of the university community. Social action committees will be organised to guarantee a local service, particularly in connection with the campuses.

Improved working conditions with a strengthened social dialogue
Strengthened policies relating to the quality of life at work will expand the tools and services available to employees (social assistance, occupational medicine, prevention of psycho-social risks, for example) by pooling the resources devoted to them. Teleworking will be encouraged and harmonised in function of the specificities of the services concerned. The ergonomics of each person’s working conditions will be at the heart of social dialogue and management assignments. To prevent occupational risks and ensure that appropriate resources are mobilised, the impacts of new organisations and work processes will be assessed before they are fully
deployed. In this context, a schedule will be developed, regularly updated and presented to the Target University’s governing bodies.

Equality, inclusion and the fight against discrimination
The Target University will be resolutely committed to the fight against all forms of discrimination and to the active promotion of equality, particularly between women and men. It will harmonise and develop the actions already established in relation to cultural and social diversity and the reception and integration of staff with disabilities.

The social contract
The Target University’s social policy will involve a transition phase organised around a social pact.

This social pact will be built on the work carried out during impact studies, the appraisals conducted with the CHSCTs (health, safety and working conditions committees) and the discussions within the GST.

The founding institutions have already made strong commitments within the framework of the GST, subject to budgetary sustainability, including:

- Geographical mobility will only be offered to staff who are willing;
- Existing remuneration and bonuses will be preserved and positively harmonised; and
- Contractual policies will be harmonised as part of a gradual convergence process.
04. TARGET UNIVERSITY BUDGETING PROCESS

The Target University’s decision-making and management model will ensure that the construction of the budget and the use of resources are coherent with its strategy, while allowing the établissement-composante to maintain the contractual capacity stemming from its legal entity status.

In order to implement its joint policies:

- The Target University will benefit from a subsidy for public service charges (subvention pour charge de service public, SCSP) that it will negotiate with the French state as part of its management discussions. The Target University’s overall aggregate endowment will comprise the transformational institution’s SCSP (corresponding to the SCSPs of the three former universities) plus the SCSPs allocated directly to the ENS de Lyon, the établissement-composante. In practice, the SCSP will be received by the Target University for its field of activity, and by the ENS de Lyon for its field of activity;

- Similarly, in practice, industrial contracts, research contracts and continuing training contracts may be signed, either by the Target University legal entity or by the établissement-composante legal entity, for items under their respective remits;

- In interaction with the COMEX, the Bureau in which the établissement-composante participates plays an essential role in defining the budget and resource strategy, which is reflected and monitored in the objectives and resources contracts;

- In order to encourage structures to develop their own resources, these own resource flows are kept by the structure that generated them, with a levy contributing to the overall institutional strategy or to management costs;

- In order to develop an economic model that will enable it to achieve its academic ambition, the Target University will make the development of its own resources a priority, in partnership with the national research organisations.

These own resources, supplemented by the contributions of the public scientific and technical research institutes (établissements public à caractère scientifique et technologique, EPSTs) for joint structures and projects, may be generated directly by the Target University structures or indirectly by affiliated structures such as the Foundation for the University of Lyon, research transfer subsidiaries and other foundations, project engineering companies and holding funds.

The CA will be responsible for the Target University’s budget. The process adopted will involve the PFRs, within the framework adopted by the central governing bodies.
The Target University's budget will be prepared throughout the year and will involve the various different levels and governing bodies of the Target University.

The Target University’s budget will be prepared in accordance with the following key steps:

- The budgetary procedure for preparing the budget for year N+1 will begin in year N once the CA has approved the financial accounts for year N-1;

- In April, the president will organise a discussion with the PFRs, which represents the beginning of the “budget orientation debate” (débat d'orientation budgétaire, DOB). These discussions will take into account the COMs currently in force, the multi-year institutional contract and the overall financial situation of the Target University;

- The COMEX will consolidate these elements so that the budget stance can be prepared and proposed by the president to the CA for its deliberation;

- At the end of this phase, a summary of the DOB will be presented to the CA. Following this, a budget guidance letter will be addressed to the PFRs and any other internal structures with their own budget;

- The PFRs and other entities with their own budget will then implement these guidelines and propose their draft budget, which will be discussed with the presidency and then presented to the COMEX for its opinion;

- After consolidation and negotiations with the COMEX, the COMs will be formalised and the consolidated budget may be presented to the academic assembly for information. The latter can make recommendations within its field of expertise, with these recommendations then being forwarded to the members of the Target University’s CA;

- The Target University’s CA will vote on the overall budget and will validate the COM envelopes. The CA of the établissement-composante will vote on the part of the budget that relates to it.
Overall plan for the recruitment campaign

The Target University’s recruitment campaign will follow a procedure that involves the PFRs and other structures of the Target University. The main phases are as follows:

1\textsuperscript{st} phase in May
The PFRs will establish, in accordance with their internal procedures but within a common overall framework, their duly substantiated future requirements (number and type of jobs).

2\textsuperscript{nd} phase in June
Following discussions with the PFRs and in the COMEX, a framework and general guidelines will be proposed by the Target University’s governance and adopted by its CA. This will enable a human resources guidance letter to be prepared and communicated to the Target University’s PFRs and internal structures.

3\textsuperscript{rd} phase in September-October
The PFRs will submit their proposals to the Target University’s governance.

4\textsuperscript{th} phase in December
Following exchanges with the PFRs and after consulting the COMEX, the Target University’s CA and the CA of the établissement-composante will then implement the recruitment campaign for N+1.

Recruitment procedures and career development for professors

Management of individual issues
Individual issues (recruitment and careers of professors) are of major importance in the Target University’s academic policy and development strategy. In order to strengthen the autonomy of the PFRs and at the same time ensure the fair treatment of all professors, the process for managing individual issues (recruitment, assignment, transfer, secondment, delegation and careers) will be based on a quality charter and a reference framework, validated by the CAs of the Target University and of the établissement-composante.

This will be followed, depending on the subject, by a two-phase process, one phase at the individual PFR level and the other at the central level.\textsuperscript{3} In this context, it is a question of finding a balance between the willingness to decentralise and the need to define and implement a common policy.

\textsuperscript{3} With the exception of national recruitment for certain sections of the CNU (Conseil National des Universités, French National Council of Universities).
Subject to the statutory provisions in force relating to individual cases, and in order to deal efficiently with individual issues relating to recruitment, promotions and bonuses, the procedures will be based on the following approach:

**Phase 1**
Proposals/rankings will be conducted at PFR level.

**Phase 2**
Consistency and compliance with the overall strategy will be ensured through a central procedure for the institution.

Decisions will be made by the restricted CAs of the Target University and of the établissement-composante, respectively, in function of the staff concerned.

Individual questions relating to delegation, sabbaticals for research or thematic conversion (CRCTs), secondments or visiting professors will be delegated to the PFRs. They will have decision-making powers based on a common framework and reference system and on a quality charter validated by the CAs of the Target University and of the établissement-composante.
06. THE TARGET-UNIVERSITY@SAINT-ÉTIENNE CAMPUS

The contribution of the campus to the Target University’s academic ambition

The Target-University@Saint-Étienne campus will allow the activities of the Target University’s eight PFRs and of the EU1C to be coherently deployed in the Saint-Étienne region, as illustrated by the three examples below, which are representative of the campus’ specific regional characteristics.

A regional foothold that complements the other campuses: the example of the Engineering PFR regarding surface engineering

The Target-University@Saint-Étienne campus has acquired international visibility in this field thanks to a scientific project recognised by three “investment for the future” programmes (PIA) that together form a unique ecosystem. As the showcase of the Manufacture site, the Manutech-Sleight University Research School (EUR) is based on a strong partnership with the CNRS and other partner institutions of the Lyon Saint-Étienne site, in particular the Saint-Étienne branch of the Institut d’optique graduate school (IOGS). This school, located at the junction of several disciplines, including health, is one of the Engineering PFR’s graduate schools and offers a hybrid model, combining engineering and university courses. All Manutech PIA projects promote a strong public-private partnership.

The development of new projects: the A.R.T.S project in the Sciences & Humanities PFR

Jean Monnet University (UJM) contributes to the Sciences and Humanities PFR and will be an active participant in structuring the PFR and its projects (such as the School of Economics project involving the economics department of Saint-Étienne and the ENS de Lyon). The A.R.T.S. project in this PFR is a structuring initiative relating to artistic and cultural issues. Led by the Target-University@Saint-Étienne, it brings together the university and the site’s arts colleges (including the school of architecture, associated by decree with UJM). The challenge will be to build an attractive project, based on deploying skills (research, training, innovation, transmission) to meet high ambitions. In terms of training, undergraduate courses will be opened combining academic requirements and the practical modules run by the schools. Adopting an international perspective from the outset, a partnership is currently being built with the Faculty of Arts at the University of Ottawa on the digital dimension and the connection between the humanities and engineering.

A multi-disciplinary culture at the service of cross-functionality between PFRs: “health/prevention”

Within the strong Lyon – Saint-Étienne axis, and capitalising on the multi-disciplinary culture, a genuine expertise in prevention has been built around the University Institute for Prevention. Its originality and assets are based on the close link between medical sciences and health and social sciences as well as on the establishment of two regional research platforms: sport/health (IRMIS) and prevention/education (Hygée). Its activities fall under five PFRs (Health Sciences, Education and Sport, Sciences and Humanities, Management and Actuarial Sciences, Law).
Its main objectives are:

- To gather different research teams on an recognised site;
- To share tools and to finance research chairs; and
- To ensure the research transfer of its research activities by transferring them to training activities and to businesses (start-ups).

There are four chairs in the prefiguration phase, one of which concerns an IDEX fellowship. With its original multidisciplinary vision and enhanced by a partnership with the University of Ottawa, the Target University is thus positioning itself in the field of prevention.

Proposed structuring model

Given its characteristics and regional dimension, the Saint-Étienne campus has a specific organisation and expertise.

A Campus-PFR interface

Missions

The missions and responsibilities exercised on the campus are in line with the strategic framework defined by the central governing bodies of the Target University. The campus, with its campus board, will guarantee an efficient and innovative local service. In discussions with the PFRs, it will provide its opinions in order to contribute to the PFRs’ development on the Saint-Étienne campus. It will ensure that the commitment and strategic orientations adopted by the Target University are respected.

Governance: decision-making or advisory bodies

The Target-University@Saint-Étienne campus will have a campus board. The campus board will ensure the development of the campus and its internal academic coherence with the strategic plans adopted by the Target University. It will prepare the campus COM and will be responsible for the structuring and transversal projects developed within the campus in relation to the PFRs. The campus board will be composed of campus representatives from each PFR, a student representative elected by each of the sites (Tréfilerie, Manufacture, Métare, Santé-Innovations, Pierre Mendès France), the head of EU1C@Saint-Étienne, the director general of campus administrative services and the president of the campus Foundation. The PFR directors or their representatives will have standing invitations. The campus board will be chaired by the campus director, appointed by the president of the Target University.

The director will be the local representative of the Target University’s president. The director will also represent the campus in the Target University’s central governance and will be a member of the COMEX. As a faculty member, he will carry out his duties in Saint-Étienne.
He will ensure compliance with the collective commitments made within the Target University framework in order to promote and support the development of the Saint-Étienne campus. He will devote particular attention to the proper integration of training and research structures within the PFRs during the prefiguration period (2020-2025).

To this end, he will be assisted by policy officers, two of whom will be responsible for the academic coordination (research and training) of the site. He will be the president’s representative for companies and local authorities in Saint-Étienne. He will have a delegated power of signature and authorities assigned by the president.

**Responsibilities**

The Target-University@Saint-Étienne campus will exercise powers delegated by the central structure or by the PFRs (which will be decision-making):

- Infrastructure (real estate, information systems);
- Regional initiatives to promote vocational guidance and integration for the entire campus;
- Socio-economic partnerships at the regional level, including relationships with the Foundation;
- The development of campus life;
- Shared and local support services (purchasing, finance, HR support, missions, safety and security, maintenance, reprography, enrolment, guidance, support for research activities).

The campus director may issue opinions or recommendations relating to the development of training and to the research structures on campus. He will ensure that the strategic commitments of the Target University’s proactive regional policy are implemented.

All of the grants (campus and PFR) ensuring the functioning and academic activities within the Saint-Étienne sector must be at least equivalent to the Target University’s starting grant (subject to the maintenance of the state grant). This principle of preserving the overall volumes of budgetary resources and jobs devoted to the Saint-Étienne campus will be ensured according to the rules of good management. The overall coherence of the Target University’s development policy on the Target-University@Saint-Étienne campus will be assessed annually.

Moving from the existing organisation to the new organisation will require local coordination work on a scientific, pedagogical and administrative level. This point is specifically addressed in the general organisation of the Target University’s transition.
07. THE ÉTABLISSEMENT-COMPOSANTE IN THE TARGET UNIVERSITY

The Target University, a transformational institution, may include établissements-composantes, in accordance with Article 1 of Ordinance 2018-1131 of 12 December 2018 on the transformation of higher education and research in France through new ways of aligning, consolidating or merging higher education and research institutions.

At its inception, the Target University will comprise one établissement-composante, the ENS de Lyon.

General principles

Every établissement-composante must approve the statutes of the Target University and undertake to amend its statutes to include its membership, as an établissement-composante, of the Target University, and to indicate any other necessary statutory amendments.

The établissement-composante also undertakes to seek the agreement of the Target University for any statutory modification having an impact on the Target University. Similarly, the Target University undertakes to seek the agreement of the établissement-composante for any statutory modification having an impact on the établissement-composante.

The établissement-composante will develop its own strategy, which will be consistent with that of the Target University, and will contribute to the strategy of the Target University. The Target University undertakes to respect the specific missions of the établissement-composante, to support its development, its operating conditions and its brand.

In the event of a dispute, a mediation proposal will be organised and, if necessary, a conflict resolution procedure will be initiated as described in Section 8.

Institutional principles

The établissement-composante will assume its responsibilities as an employer towards its own staff and the management, integrity and security of the infrastructures (buildings, IT, etc.) for which it is responsible. It will instruct and give rulings with its own governing bodies (CA, scientific board (CS), council for education and student life (CEVE), council of department heads, technical committee (CT), health, safety and working conditions committee (CHSCT), university joint commission (CPE), joint consultative committee for non-permanent staff (CCP-ANT)) on all matters within its scope and relating to academic missions.

The president of the Target University will become an ex officio member of the CA of the établissement-composante. In the same vein, the établissement-composante will participate in the Target University’s governing bodies and its staff members will be eligible to vote and be elected to all bodies (with the exception of employee representative bodies already present within the établissement-composante).
A concern for transparency is reflected by a reciprocal and agile response to requests for the disclosure of documents (acts and deliberations, for example), while ensuring that administrative procedures do not become overly cumbersome.

The établissement-composante will fully participate in developing the visibility and reputation of the Target University, in accordance with a system of brands promoting the Target University and the établissement-composante. Its specific communication policy will be consistent with this framework. The établissement-composante will participate fully in the development of the Target University’s overall multi-year contract, which includes a component specifically related to it and approved by its governing bodies.

It will contribute to the Target University’s transversal projects, approved in its own strategic guidelines.

**Budgetary consistency principles**

The établissement-composante will receive its allocation for public service charges directly from MESRI (the French Ministry of Higher Education, Research and Innovation), in the context of annual budgetary discussions with the supervisory authority. It will collect and use its own resources and will draw up its budget, approved by its CA.

It will participate fully in the Target University’s budget process and will prepare its budget, ensuring that it is compatible with the Target University’s strategy, in particular by respecting the commitments made in the objectives and resources contract (COM) of the PFR, of which it is one of the major actors. Its budget will be presented to the president of the Target University who will give an opinion through the Target University’s CA. The PFR’s COM is also presented to the CA of the établissement-composante, which validates the part relating to it and issues an overall opinion. If these opinions are not favourable, a dialogue will be initiated between the president of the Target University and the head of the établissement-composante (see Section 8).

**Human resources**

The établissement-composante will determine its own human resources policy, ensuring that it is compatible with the Target University’s strategy, in particular by respecting the commitments made in the COM of the PFR that it belongs to. The établissement-composante will recruit its own staff and its own systems will form part of the quality procedures developed jointly and adopted by the CAs of the établissement-composante and the Target University.

The établissement-composante will deploy its own social action mechanisms. It will share its know-how and methods with the PFR of which it is part in order to strengthen the Target University’s human resources management policy.

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4 Option provided by Article 7.3. (a) of the Ordinance of December 2018.
A training strategy that strengthens the PFR

The *établissement-composante* will participate in developing the Target University’s training and student life strategy. The *établissement-composante* will assume responsibility for its training strategy in the following areas, and as such will contribute to the Target University’s study programmes: selection and admission of students, administrative enrolment of students, awarding and quality of diplomas, definition of contents and study programmes for the training courses it runs and for its specific degrees and diplomas, study regulations, definition and validation of student training paths, definition of the methods used to test knowledge, student evaluation, academic calendar, juries for its training courses, evaluation of teaching and training courses, etc.

The *établissement-composante* will administratively enrol the students that it recruits and will collect the corresponding enrolment fees. When they enrol in the *établissement-composante*, students will automatically be enrolled in the Target University.

The *établissement-composante* will create and decide on the institutional diplomas and degrees that it awards, will set the enrolment fees and will inform the Target University accordingly.

The same logic of reciprocal development will also be applied to the *établissement-composante*’s own actions within the framework of its student life and campus policy. The *établissement-composante* will develop and manage its alumni network under its own brand.

In the same vein, it will establish exchanges, cooperation and partnerships with French or foreign institutions, including double degrees, and will inform the Target University accordingly. The objective will be to achieve the greatest possible coherence and to create synergies in the various partnership efforts.

In accordance with the Target University’s strategy, the *établissement-composante* will implement a strategy for vocational training, validation of prior experience (VAE) and professional integration.

A research strategy that fully contributes to building a world-class Target University

The *établissement-composante* will participate in and contribute to developing the Target University’s research strategy in the areas that concern it. It will steer and manage the resources allocated to the research units affiliated to the PFR, in accordance with the objectives and resources contract of the PFR to which it belongs.

As an employer and joint governing body, it will exploit the intellectual property of the units affiliated to it.

It will manage, by delegation, the relationships with the joint research organisations.
It will ensure that its staff members apply the research publications signature charter by citing the Target University first, then the *établissement-composante* and finally other bodies.

The *établissement-composante* will support the PFR in setting up research, training and development projects, in collaboration with academic and socio-economic partners. It will ensure that these projects are properly coordinated with the entire PFR in order to encourage synergies and complementarities at the PFR level.

**Contributing to an international presence**

The *établissement-composante* will promote its study programmes internationally. It will also promote international diversity when recruiting its students and staff. It is therefore an asset for the Target University. In general, it will ensure, in a manner consistent and complementary with the PFR concerned, all actions to ensure the reputation and promotion of the PFR’s training courses and to promote relations with national and international partners.

Its responses to national and international calls for projects, as well as its partnerships, particularly at the international level, will contribute to the Target University’s strategy.

**Specific provisions for ENS de Lyon**

**ENS de Lyon**

- Subscribes to the missions, practices and general policies of the *écoles normales supérieures* (ENSs, elite higher education institutions). In particular, it is responsible for all of its student admission activities, through its procedures and in consultation with the ENSs;

- Regarding the appointment of the ENS de Lyon president, its statutes shall provide that the president of the Target University shall present an opinion to the commission responsible for delivering a substantiated opinion to the Minister for Higher Education, Research and Innovation;

- Will designate, through its CA and with the approval of the president of the ENS de Lyon, the outside member of the ENS de Lyon’s CA, who will represent the *établissement-composante* within the Target University;

- Will run the Sciences & Humanities PFR with its human resources and those allocated by the Target University. It will contribute to the creation of an agile and efficient administrative framework for the entire PFR;

- May implement, for the benefit of the PFR’s research units, mechanisms to support research and research transfer, via specific funds;

- Will manage the administrative enrolment of its students at all levels of its own degree and, from Master’s level onwards, in the national degrees it
operates, alone or in cooperation with other structures in the Sciences & Humanities PFR, or with other PFRs, or in co-accreditation with other institutions;

- Will award its own degree and the national degrees it runs, alone or in cooperation or co-accreditation, from Master’s level onwards;

- Will manage the national degree courses followed by école normale supérieure students (normaliens) and develop its own courses if necessary.

ENS de Lyon’s faculty members may participate in the EU1C on a voluntary basis.
09. INTEGRATION / EXIT OF AN ÉTABLISSEMENT-COMPOSANTE AND CONFLICT RESOLUTION

Entry of a new institution

The Ordinance of December 2018 provides for the possibility that a new institution will enter after the creation of the new structure.

The entry of a new institution into the Target University is only possible if it fits perfectly into its internal structure within the PFR.

To be validly constituted, the entry process requires a substantiated and detailed written request specifying the actual contributions of the applicant institution to the Target University. The COMEX will examine the request and will send its substantiated opinion to the CAs of the Target University and of the ENS de Lyon. The request must receive a favourable vote from the CAs of both the Target University and the établissement-composante. In the event of an opposing opinion, the dispute resolution procedure will be initiated.

Conflict resolution

The Target University will have internal procedures in place to manage potential conflicts.

As the Target University will be organised into PFRs, one of which include an établissement-composante, the following types of conflicts may arise:

- (A) within the PFR without directly affecting the établissement-composante;
- (B) within the PFR and involving the établissement-composante;
- (C) between PFRs;
- (D) between the établissement-composante and the Target University.

Type A conflicts will be resolved at the PFR level, with the PFR director having the ultimate power to arbitrate.

Type B conflicts will be resolved by mediation with the COMEX, which will propose a solution.

If no solution is found, the conflict will become type D.

Type C conflicts will be arbitrated by the president, after instruction from the COMEX.
Type D conflicts will be subject to mediation by the COMEX. If no solution is found, the matter will be referred to the CAs of the Target University and of the établissement-composante, which may jointly appoint a conciliation commission and/or propose a solution and pass judgment. The CAs of the Target University and of the établissement-composante will have the final say.

As a last resort, an appeal for arbitration may be made to the supervisory authority.

In the event of a serious disagreement between the president of the Target University and a PFR director, the president of the Target University may initiate a conflict resolution procedure and, if necessary, challenge the PFR director after consulting the CA.

Prevention and mediation mechanisms

If a dispute arises that is likely to trigger an exit procedure, a prevention mechanism is envisaged. An ad hoc committee will be set up to identify the origin of the dispute and any potential shortcomings or malfunctions on the part of either of the parties.

The committee will be composed equally, on the proposal of the CAs of the Target University and of the établissement-composante. Its members may be external to these two governing bodies. The chairman of the committee, who will be an outside member, will be proposed by the supervisory authority.

The committee will prepare its conclusions and will make recommendations for resolving the conflict. The recommendations will be presented to the CAs of the Target University and of the établissement-composante. If they are not adopted, a majority vote of the members will trigger the exit procedure.

Exit procedure

The exit of an établissement-composante from the Target University must be considered as the final outcome when all avenues of conciliation and mediation have been exhausted. Barring major events, the exit procedure cannot be initiated in the first three years of the transformation.

The exit procedure may be initiated by either the Target University or the établissement-composante.

The request to exit must be motivated by serious breaches in the commitments of one of the parties or by major malfunctions, such as those that call into question the original agreement or exogenous strategic changes.

The procedure shall last a minimum of two months and a maximum of four months from the notification of the intention to initiate the procedure.

An ad hoc committee will be set up to perform a consultation and propose an action plan. The committee’s conclusions will be presented to the CAs of the Target University and the établissement-composante.
Procedure initiated by the établissement-composante and vote on exit

The exit procedure would be initiated by a vote by the établissement-composante’s CA. The Target University’s CA and its president must be notified by post of the request, which must be precisely substantiated and show that all mediation procedures have been exhausted.

The Target University’s CA will then vote. The supervisory authority remains the ultimate decision-maker.

Procedure initiated by the Target University and vote on exit

The exit procedure would be initiated by a vote by the Target University’s CA. The établissement-composante’s CA and its president must be notified by post of the request, which must be precisely substantiated and show that all mediation procedures have been exhausted. The établissement-composante’s CA will then vote. The supervisory authority remains the ultimate decision-maker.

If necessary, the exit procedures will be negotiated with MESRI in order to ensure the viability of the institutions concerned.

The end of membership of the Target University may only take effect on 31 December of the calendar year and after a minimum of three years of the transformational structure.
09. TOOLS FOR INFLUENCE AND ATTRACTIVENESS

The Target University aims to conduct research at the highest international level. To this end, it will develop exchanges and collaborations with world-renowned researchers and with leading foreign teams in order to encourage them to settle permanently in Lyon. It will also promote scientific activities and debate at an international level, around themes related to the site’s development strategy. To achieve this, the Lyon Saint-Étienne site will be equipped with exceptional tools to develop its international appeal and influence.

The Collegium de Lyon

Inspired by the Institute of Advanced Studies (IAS) model, including the iconic Princeton IAS, the University of Lyon has set up a structure to welcome researchers and their families, ensuring that it meets the two essential characteristics that define an IAS: the international openness and multidisciplinarity necessary to address societal issues.

Designed as an area of freedom for a community of high-level researchers, the Collegium aims to create a scientific community of excellence centred on the humanities and social sciences and extended to the “hard” sciences for cross-cutting topics.

It hosts the most original projects at the highest scientific level, provided they are linked to the research potential of the Lyon Saint-Étienne site.
Les Houches School of Physics

With a more specific positioning in the field of physics, les Houches School of Physics, founded by Cécile DeWitt-Morette, is shared by the CNRS, the ENS de Lyon, the Université Grenoble Alpes and the CEA. Located at an altitude of 1,200m, in the heart of the Mont-Blanc massif, it aims to provide practical training in modern physics to the French and international scientific community.

Over the years, the school has kept pace with scientific developments and attracted the greatest physicists such as Léon Van Hove, Enrico Fermi, Wolfgang Pauli, Murray Gell-Mann and John Bardeen, among others. Among the young researchers, several have been awarded the Nobel Prize in Physics: Pierre-Gilles de Gennes, Georges Charpak, Claude Cohen-Tannoudji or Serge Haroche.

Very open to other sciences (mathematics, biology, chemistry or earth science), les Houches school of physics is original in that it offers long sessions (often one month) to small groups of scientists (70 participants maximum), in a genuine immersion focused on one topic. Beyond the training-related aspects, these meetings also help to create real scientific communities.

Le Centre d’accueil et de congrès de Tamaris (Tamaris reception and congress centre)

Benefiting from an exceptional geographical and heritage location by the Mediterranean Sea, in La Seyne-sur-Mer, the Tamaris centre aims to become an international centre for short-stay research seminars and meetings. The project aims to redevelop the current site with a 100-person capacity amphitheatre for seminars and with accommodation, thus allowing researchers from all over the world to come and work on the research themes driven by the Target University’s research teams. Complementary to the Collegium, the centre will encourage meetings in the form of workshops, thematic courses (summer school, short courses) and creative thinking.

Once the full renovation of the current premises has been completed, the centre will become a modern and attractive space, offering researchers a quality environment with a level of services in line with those of the major conference centres. The opening is planned for 2022.
L’Orchestre de chambre de Lyon (Lyon chamber orchestra)

As an international university, the Target University fulfils its responsibilities towards its region by taking an active role in the transmission of cultural excellence. Together with a group of major patrons, it promotes the Orchestre de chambre de Lyon (the Lyon Chamber Orchestra), made up of the most talented young professionals of their generation. The Orchestra’s concerts bring together researchers, students, partners and the general public to share exceptional moments. It has a national and international outreach and accompanies events organised by foreign university partners. The orchestra is mobilised by the Target University to boost its socio-economic relations. The Target University thus offers its partners special events for their employees or for audiences with little access to culture.

The excellence of this orchestra has led to it being selected as the orchestra in residence of the new Salle Rameau, in an emblematic rehabilitation project for the City of Lyon.
## Glossary

<table>
<thead>
<tr>
<th>Abbreviation</th>
<th>Description</th>
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<tbody>
<tr>
<td>ANR</td>
<td>French National Research Agency (Agence nationale de la recherche)</td>
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<td>ARS</td>
<td>Regional Health Authority (Agence régionale de santé)</td>
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<tr>
<td>BIATSS</td>
<td>Library, engineering, administrative, technical, social and health personnel</td>
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<tr>
<td>CA</td>
<td>Board (Conseil d'administration)</td>
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<tr>
<td>CAVé</td>
<td>Student affairs council (Conseil académique de la vie étudiante)</td>
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<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>
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<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>
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<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>
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<tr>
<td>CHU</td>
<td>University Hospital (Centre hospitalier universitaire)</td>
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<tr>
<td>CIFRE</td>
<td>Industrial agreements for training through research (Conventions industrielles de formation par la recherche)</td>
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<tr>
<td>CISR</td>
<td>Inter-institutional centre for network services (Centre inter-établissement pour les services réseaux)</td>
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<tr>
<td>CLCC</td>
<td>Cancer centre (Centre de lutte contre le cancer)</td>
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<tr>
<td>CNRS</td>
<td>French National Centre for Scientific Research (Centre National de la Recherche Scientifique)</td>
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<tr>
<td>CoDir</td>
<td>Management committee (Comité de direction)</td>
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<tr>
<td>COM</td>
<td>Objectives and resources contract (Contrat d’objectifs et de moyens)</td>
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<tr>
<td>COMEX</td>
<td>Executive committee (Comité exécutif)</td>
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<tr>
<td>ComUE</td>
<td>Community of Universities and Higher Education Institutions (Communautés d’universités et établissements)</td>
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<tr>
<td>COS</td>
<td>Strategic steering committee (Comité d’orientation stratégique)</td>
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<tr>
<td>CPE</td>
<td>University joint commission (Commission paritaire d’établissement)</td>
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<tr>
<td>CPGE</td>
<td>Preparatory classes for the grandes écoles (Classes préparatoires aux grandes écoles)</td>
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<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>CRBSP</td>
<td>Biomedical and Public Health Research Committee (Comité de recherche biomédicale et santé publique)</td>
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<tr>
<td>CS</td>
<td>Scientific board (Conseil scientifique)</td>
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<tr>
<td>CT</td>
<td>Technical committee (Comité technique)</td>
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<tr>
<td>DD&amp;RS</td>
<td>Sustainable Development in Higher Education Institutions (Label développement durable et responsabilité sociétale)</td>
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<tr>
<td>DEUST</td>
<td>University diploma in scientific and technical studies (Diplôme d'études universitaires scientifiques et techniques)</td>
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<tr>
<td>DGS</td>
<td>Services directorate or director general of services (Direction générale)</td>
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<tr>
<td>Abbreviation</td>
<td>Full Form</td>
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<tr>
<td>DRCI</td>
<td>Department of Clinical Research and Innovation (Département de la recherche clinique et de l’innovation)</td>
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<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>
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<tr>
<td>EA</td>
<td>Research group (Équipe d’accueil)</td>
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<tr>
<td>ECTS</td>
<td>European Credit Transfer and Accumulation System</td>
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<tr>
<td>EPST</td>
<td>Public scientific and technical research institutes (Établissements public à caractère scientifique et technologique)</td>
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<tr>
<td>EquipEx</td>
<td>Innovation programme of excellence (Équipements d’excellence)</td>
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<tr>
<td>ERC</td>
<td>European Research Council</td>
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<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>
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<tr>
<td>ETI</td>
<td>Mid-cap company (Entreprise de taille intermédiaire)</td>
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<tr>
<td>EU1C</td>
<td>University undergraduate school (École universitaire de 1er cycle)</td>
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<tr>
<td>EUR</td>
<td>University research school (École universitaire de recherche)</td>
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<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>
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<tr>
<td>GVT</td>
<td>Creeping cost of an aging employee base (Glissement, vieillesse, technicité)</td>
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<tr>
<td>HDR</td>
<td>Accreditation to supervise research (Habilitation à diriger des recherches)</td>
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<td>HR</td>
<td>Human resources</td>
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<tr>
<td>HSS</td>
<td>Humanities and Social Sciences</td>
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<tr>
<td>IAE</td>
<td>Institute of Business Administration (Institut d’administration des entreprises)</td>
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<tr>
<td>IDEX</td>
<td>Excellence Initiative (Initiative d’excellence)</td>
</tr>
<tr>
<td>IFÉ</td>
<td>French Institute of Education (Institut français de l’éducation)</td>
</tr>
<tr>
<td>IFPEN</td>
<td>French Institute of Petroleum new energies – public research, innovation and training organisation (IFP Énergies nouvelles)</td>
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<tr>
<td>IFSI</td>
<td>Institute for Training in Nursing (Institut de formation en soins infirmiers)</td>
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<tr>
<td>Acronym</td>
<td>Full Form</td>
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<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>
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<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>
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<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>
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<tr>
<td>IUF</td>
<td>University Institute of France (<em>Institut Universitaire de France</em>)</td>
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<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>
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<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>
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<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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<tr>
<td>SFR</td>
<td>Federative research structure (<em>Structure fédérative de recherche</em>)</td>
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<tr>
<td>SIDD</td>
<td>Interuniversity service, La Doua (<em>Service interuniversitaire domaine de La Doua</em>)</td>
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<tr>
<td>SIUAPS</td>
<td>Interuniversity service for physical and sports activities (<em>Service interuniversitaire des activités physiques et sportives</em>)</td>
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<tr>
<td>SCSP</td>
<td>Subsidy for public service charges (<em>Subvention pour charge de service public</em>)</td>
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<tr>
<td>SME</td>
<td>Small and medium-sized enterprises</td>
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<tr>
<td>STAPS</td>
<td>Science and Technology of Sport and Exercise (<em>Sciences et techniques des activités physiques et sportives</em>)</td>
</tr>
<tr>
<td>UFR</td>
<td>Training and research unit (<em>Unité de formation et de recherche</em>)</td>
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<tr>
<td>UE</td>
<td>Educational units (<em>Unités d’enseignement</em>)</td>
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<tr>
<td>UMI</td>
<td>International joint research units (<em>Unité mixte internationale</em>)</td>
</tr>
<tr>
<td>UMR</td>
<td>Joint research units (<em>Unité mixte de recherche</em>)</td>
</tr>
<tr>
<td>WG</td>
<td>Working group</td>
</tr>
</tbody>
</table>
List of acronyms for the PFRs

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